Appendix B

Goal & Policy Matrix

Introduction

The following pages present the goal and policy matrix developed for the Hot Springs Comprehensive Plan. A list of related implementation programs developed for this plan update are contained in **Appendix A**.

All of the goals and policies are numbered sequentially. Policy numbering is also numbered sequentially, though explanatory text below each policy indicates a category grouping by generalized plan topic, i.e. "Character," "Downtown," "Transportation," etc. The numbering and order of items in no way indicate City priority or relative importance. Note also that this matrix was developed based on input from community participants, staff input, the City's 1997 plan and other associated planning documents. As such, much of the content provided here may apply either exclusively or inclusively to chapters not updated in this process. Where items are shown that aren't referenced in the Land Use, Transportation or Capital Facilities chapters, listing notes provide an "NR" to indicate so.

All sections include a "Chapter Listings" column to the left, indicating those plan chapters where each goal or policy is referenced at the time of plan adoption. A chapter abbreviation key is provided in the matrix footer. A column on the right-hand side of each table cross-reference the primary relationships between goals and implementing policies. Descriptive text below each goal provides background and indicates how it serves the community vision. Text below each policy indicates the generalized category, as well as the critical intent, and benefits of the policy. Electronic versions of the matrix are hyperlinked to aid review and cross-referencing.

Goal Set

Chapter Listings[1]	Goals	Implementing Policies
CF	Maintain an effective and responsive relationship between City government and the residents it serves. (G.01)	(P.26), (P.54), (P.55), (P.56), (P.57), (P.58), (P.61), (P.62), (P.63), (P.88)
	Background: Hot Springs residents understand that City achievement requires community buy-in and support. Improving existing conditions and addressing the future requires shared objectives and strategies, and this goal supports keeping relationships strong through ongoing communication and action.	
LU XP CF	Establish and maintain an environment of safety throughout Hot Springs and its service area. (G.02)	(P.09), (P.19), (P.21), (P.27), (P.28), (P.32), (P.49), (P.52), (P.58), (P.59), (P.62), (P.63), (P.78), (P.80), (P.88)
	Background: Public safety and the protection of property - both private and public - is one of the primary roles of government. This goal serves to anchor the full range of plan policies supporting City investments and actions supporting the health, safety and welfare of Hot Springs and its residents.	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation; NR = Not referenced in 2010 update chapters*

Chapter Listings[1]	Goals	Implementing Policies
LU XP	**Grow and sustain a balanced, resilient economy for Hot Springs, providing community prosperity. (G.03)** *Background: Hot Springs residents understand the need to maintain economic diversity - capitalizing on opportunities related to the National Park, Lake Hamilton, small business and industry, Downtown, Oaklawn Park, convention, educational and other economic drivers. Reflecting these values, this goal anchors strategies that help build and sustain a diverse, balanced economic base for the City of Hot Springs.*	(P.08), (P.14), (P.15), (P.16), (P.18), (P.20), (P.22), (P.24), (P.25), (P.29), (P.30), (P.31), (P.36), (P.37), (P.38), (P.39), (P.40), (P.41), (P.42), (P.43), (P.44), (P.45), (P.50), (P.61), (P.76), (P.77), (P.79), (P.83)
LU CF	**Maintain the City of Hot Springs' fiscal health, improving community value and gathering revenue in equitable, sustainable ways. (G.04)** *Background: This goal serves to anchor the City of Hot Springs' obligation to sustain its fiscal health by considering the long-term cost implications of choices including land-use, transportation, and provision of infrastructure; through decisions and actions that build community value; and by maintaining responsible, equitable ways of gathering revenue.*	(P.01), (P.03), (P.08), (P.12), (P.13), (P.15), (P.18), (P.19), (P.21), (P.22), (P.23), (P.25), (P.27), (P.29), (P.30), (P.31), (P.32), (P.33), (P.34), (P.36), (P.37), (P.38), (P.47), (P.48), (P.49), (P.53), (P.57), (P.58), (P.59), (P.60), (P.62), (P.65), (P.75), (P.76), (P.78), (P.79), (P.80), (P.83), (P.84)
LU CF	**Maintain and improve the provision of efficient and affordable utility, public safety and general services in Hot Springs. (G.05)** *Background: A primary charge of government is to provide for the health, safety and welfare of its residents. This goal anchors policies directing the City of Hot Springs to plan for and maintain efficient, affordable utility, public safety and general services.*	(P.03), (P.12), (P.13), (P.15), (P.18), (P.19), (P.22), (P.25), (P.26), (P.27), (P.28), (P.29), (P.30), (P.31), (P.32), (P.33), (P.45), (P.46), (P.47), (P.48), (P.49), (P.50), (P.51), (P.52), (P.53), (P.57), (P.58), (P.59), (P.60), (P.62), (P.63), (P.65), (P.67), (P.71), (P.75), (P.78), (P.79), (P.80), (P.82), (P.83), (P.87), (P.88)

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation; NR = Not referenced in 2010 update chapters*

Chapter Listings[1]	Goals	Implementing Policies
LU XP CF	Maintain and improve the safety, vitality, and attractiveness of Hot Springs' neighborhoods. (G.06) *Background: Hot Springs residents prize the overall scale and feel of their neighborhoods, and support policies keeping all neighborhoods safe, vital and attractive. Toward this goal, a diverse set of policies have been provided, including encouraging pedestrian-friendly development, support for diversity in housing types, infill and renovation efforts, and support for future mixed use neighborhood centers.*	(P.01), (P.02), (P.03), (P.05), (P.06), (P.10), (P.12), (P.13), (P.14), (P.17), (P.19), (P.21), (P.22), (P.25), (P.27), (P.32), (P.33), (P.46), (P.47), (P.49), (P.51), (P.52), (P.57), (P.58), (P.59), (P.76), (P.77), (P.78), (P.79), (P.80), (P.81), (P.82)
LU CF	Sustain downtown as the 'heart' of Hot Springs, enhancing its commercial, service and civic vitality. (G.07) *Background: Residents still consider downtown to be the 'heart' of Hot Springs. Keeping downtown vital requires supporting its numerous and necessary functions, including a strong commercial base, community services, public space development, renovation and diverse housing options. This plan provides policies and programs that help foster an environment in which downtown can thrive, in turn aiding the attractiveness, efficiency and value of the entire community.*	(P.01), (P.02), (P.03), (P.05), (P.08), (P.12), (P.14), (P.15), (P.17), (P.18), (P.22), (P.24), (P.37), (P.39), (P.40), (P.41), (P.44), (P.61), (P.83), (P.84), (P.85), (P.86), (P.87)
LU XP CF	Build and maintain an effective, collaborative relationship between the City of Hot Springs and related agencies and service providers. (G.08) *Background: Regional value and resident quality of life depends on the entire range of agencies and service providers found in the Hot Springs area, and may not be effectively maintained without strong, inter-agency collaboration. This goal directs the City to work closely with Garland County and other key agencies to develop objectives promoting unified direction, allowing coordinated growth and greater service efficiencies.*	(P.01), (P.06), (P.07), (P.08), (P.09), (P.19), (P.20), (P.23), (P.25), (P.28), (P.32), (P.33), (P.34), (P.35), (P.38), (P.39), (P.40), (P.42), (P.44), (P.46), (P.47), (P.60), (P.65), (P.66), (P.68), (P.74), (P.75), (P.76), (P.84), (P.87), (P.88), (P.89)
LU CF	Sustain and improve Hot Springs' natural resources through sound planning, operational and implementation practices. (G.09) *Background: Cities cannot exist without the availability and provision of clean water and air, access to healthy food supplies, clean energy and facilities to dispose of waste in ways that protect basic resources. But Hot Springs enjoys more than basic resources - the region is home to rich forests, hills, waterways and its unique springs. This goal anchors policies and program objectives that promote the conservation and improvement of Hot Springs' natural resources.*	(P.02), (P.04), (P.06), (P.07), (P.08), (P.12), (P.29), (P.37), (P.50), (P.58), (P.59), (P.60), (P.64), (P.65), (P.66), (P.67), (P.68), (P.69), (P.70), (P.71), (P.72), (P.73), (P.74), (P.75), (P.89)

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation; NR = Not referenced in 2010 update chapters*

Chapter Listings[1]	Goals	Implementing Policies
XP	Maintain and improve Hot Springs' transportation network, projecting need and evolving to meet plan objectives. (G.10) *Background: All cities require functional, resilient street networks providing for the flow of people and materials. This goal anchors policies supporting improvements Hot Springs residents envision for the existing fabric, for the growth of a 'complete streets' network, and for improved connectivity to regional ground, rail and air transportation systems.*	(P.03), (P.06), (P.07), (P.13), (P.16), (P.19), (P.20), (P.21), (P.22), (P.23), (P.24), (P.25), (P.26), (P.42), (P.46), (P.47), (P.49), (P.51), (P.52), (P.57), (P.58), (P.59), (P.60), (P.72), (P.75), (P.80), (P.81), (P.82)
LU XP	Plan for and establish types and quantities of land uses in Hot Springs supporting community needs and the City's long-term sustainability. (G.11) *Background: Towns and cities exercise considerable influence over land use, in turn influencing the type and character of development, patterns of growth, and even the net financial impact of growth on municipal coffers. Consequently, this plan supports the allocation of land use types and areas sufficient to achieve overall community objectives.*	(P.06), (P.07), (P.08), (P.10), (P.12), (P.13), (P.14), (P.15), (P.16), (P.17), (P.18), (P.23), (P.26), (P.37), (P.43), (P.46), (P.47), (P.49), (P.58), (P.64), (P.74), (P.77), (P.78), (P.79), (P.83), (P.84)
CF	Coordinate, update, implement and maintain Hot Springs' policy and regulatory documents. (G.12) *Background: As a community, Hot Springs' greatest successes have come when, united under a shared vision, leaders and residents have come together to address key objectives. This goal serves to anchor and encourage Hot Springs' tradition of community planning, carrying it beyond more immediate, reactive efforts to the establishment and regular re-evaluation of long-range civic objectives. This goal also connects policies directing the implementation of City plans, including maintaining and coordinating regulatory documents with community objectives.*	(P.03), (P.26), (P.46), (P.47), (P.49), (P.51), (P.52), (P.57), (P.58), (P.59), (P.60), (P.61)
LU CF	Maintain and improve the provision of parks and recreational services in Hot Springs, in concert with need and plan objectives. (G.13) *Background: Hot Springs residents value their current levels of service regarding parks and recreational opportunity, and wish to retain the same or higher levels of service as the community grows. This goal directs the City to consider parks and recreational needs in all related plans and actions, including land use decisions, regulatory requirements and budgeting.*	(P.02), (P.03), (P.06), (P.07), (P.08), (P.09), (P.10), (P.11), (P.13), (P.21), (P.26), (P.33), (P.37), (P.39), (P.41), (P.44), (P.46), (P.47), (P.49), (P.57), (P.58), (P.59), (P.60), (P.74), (P.87), (P.88), (P.89)

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation; NR = Not referenced in 2010 update chapters*

Chapter Listings[1]	Goals	Implementing Policies
CF	**Sustain and expand Hot Springs' arts and cultural environment. (G.14)**	(P.01), (P.08), (P.09), (P.11), (P.13), (P.14), (P.33), (P.37), (P.39), (P.41), (P.44), (P.45), (P.57), (P.58), (P.59), (P.63), (P.79), (P.83), (P.84), (P.85), (P.87), (P.88), (P.89)
	Background: Throughout its history, residents of Hot Springs have worked to develop and support cultural and social organizations, events and facilities. Today, a great number of groups and associations help facilitate dozens of annual and ongoing events. These activities take advantage of the many worthwhile venues, both large and small, that currently exist in Hot Springs. This goal, and several supporting policies, direct the City to help sustain and expand community arts and cultural resources, benefiting the civic health, quality of life, and economic vitality of Hot Springs.	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation; NR = Not referenced in 2010 update chapters*

Policy Set

Chapter Listings [1]	Policies	Related Goals
	(P.01) Support the preservation and renovation of historic homes, buildings and properties in Hot Springs.	(G.04), (G.06), (G.07), (G.08), (G.14)
	(Character) Historic properties, support *Conserves resources, improves community aesthetics, perceived community value.*	
CF	**(P.02)** Maintain and improve Hot Springs' urban forest.	(G.06), (G.07), (G.09), (G.13)
	(Character) Urban forest, maintain *Improves community aesthetics, environmental, pedestrian benefits, perceived community value.*	
XP CF	**(P.03)** Ensure that new construction and building renovation is compatible with the overall scale, architectural, transportation and public-space goals of the community.	(G.04), (G.05), (G.06), (G.07), (G.10), (G.12), (G.13)
	(Character) New construction, make compatible *Increases service efficiencies, LOS standards, improved urban continuity.*	
CF	**(P.04)** Encourage the use of native plants and those typical of the regional landscape.	(G.09)
	(Character) Native plants, encourage *Conserves water resources, highlights regional character, perceived community value.*	
XP	**(P.05)** Plan for and promote the establishment of gateway features along arterials entering Hot Springs, potentially including landscaping, signage, fountains and lighting.	(G.06), (G.07)
	(Character) Gateway features, establish *Distinguishes City limits, City brand, builds perceived community value.*	

[1] Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation

Chapter Listings [1]	Policies	Related Goals
LU XP CF	**(P.06)** Plan for, develop and maintain Hot Springs' greenway and trail facilities, improving recreational and transportation options for residents and visitors.	(G.06), (G.08), (G.09), (G.10), (G.11), (G.13)
	(Parks, Recreation) City greenways, develop *Improves health and quality of life for residents, improves aesthetics, transportation options, perceived and proximate land values.*	
LU XP CF	**(P.07)** Collaborate with Garland County and others to develop greenway and trail facilities extending beyond Hot Springs.	(G.08), (G.09), (G.10), (G.11), (G.13)
	(Parks, Recreation) County greenways, develop *Improves health and quality of life for residents, improves aesthetics, transportation options, perceived and proximate land values.*	
XP CF	**(P.08)** Enhance Hot Springs' relationship with the National Park Service, improving economic, educational, facility, transportation and cultural opportunities for residents and visitors.	(G.03), (G.04), (G.07), (G.08), (G.09), (G.11), (G.13), (G.14)
	(Parks, Recreation) NPS relations, improve *Leverages National Park proximity, economic, cultural ties to resource.*	
CF	**(P.09)** Support the development of recreational and organized athletics programs in Hot Springs' service area, enhancing the health and quality of life for residents and visitors.	(G.02), (G.08), (G.13), (G.14)
	(Parks, Recreation) Athletics, support *Improves health and quality of life for residents, improves youth experience.*	
LU CF	**(P.10)** Plan for, develop and maintain neighborhood parks in new and existing neighborhoods.	(G.06), (G.11), (G.13)
	(Parks, Recreation) Neighborhood parks, develop *Improves health and quality of life for residents, perceived and proximate land values.*	
CF	**(P.11)** Balance the provision of passive parks with activity centered-park facilities.	(G.13), (G.14)
	(Parks, Recreation) Parks mix, balance *Ensures viable blend of passive and active facilities.*	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation*

Chapter Listings [1]	Policies	Related Goals
LU CF	**(P.12)** Favor development within the existing urbanized area over development on the perimeter, limiting sprawl and helping the City provide affordable services.	(G.04), (G.05), (G.06), (G.07), (G.09), (G.11)
	(Land use) Infill, favor *Reduces land consumption, improves service efficiencies, tax base and land values.*	
LU XP	**(P.13)** Promote land use and growth patterns that ensure all residences are within walking distance of many civic and service amenities such as parks, schools, shopping, bus stops, and trails.	(G.04), (G.05), (G.06), (G.10), (G.11), (G.13), (G.14)
	(Land use) Compact patterns, promote *Reduces land consumption, improves health and quality of life for residents, improves transportation options, land values.*	
LU	**(P.14)** Encourage mixed residential/commercial uses where appropriate, particularly at or near arterial street intersections or the downtown and adjacent historic districts.	(G.03), (G.06), (G.07), (G.11), (G.14)
	(Land use) Mixed use, encourage *Improves neighborhood vitality, resident service options, land values, reduces vehicle miles traveled.*	
LU	**(P.15)** Encourage adaptive reuse of under-utilized commercial properties as employment centers, reducing pressure to expand outward for commercial space.	(G.03), (G.04), (G.05), (G.11)
	(Land use) Commercial reuse, encourage *Reduces land consumption, improves service efficiencies, tax base and land values, business cluster opportunities.*	
LU XP CF	**(P.16)** Protect the function and utility of industrial land uses, buffering them from conflicting uses and maintaining necessary access and services.	(G.03), (G.10), (G.11)
	(Land use) Industrial uses, protect, serve *Maintains long-term viability of industrial service areas, reduces conflicts with adjacent uses.*	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation*

Chapter Listings [1]	**Policies**	Related Goals
LU	(P.17) Consider alternative office and retail uses for properties in transition zones between residential and commercial areas. *(Land use) Transitional uses, consider* *Buffers zone transition, provides proximate services.*	(G.06), (G.07), (G.11)
LU	(P.18) Support the development of compatible infill development in existing commercial areas, reducing sprawl and increasing service efficiencies. *(Land use) Commercial infill, support* *Reduces land consumption, increases service efficiency.*	(G.03), (G.04), (G.05), (G.07), (G.11)
XP	(P.19) Increase roadway interconnectivity throughout Hot Springs and its service area, creating an environment conducive to multiple transportation type and route options. *(Transportation) Internal network, connect* *Improves in-city route options, system resilience, efficiency, overall capacity.*	(G.02), (G.04), (G.05), (G.06), (G.08), (G.10)
XP	(P.20) Improve Hot Springs' interconnectivity with the regional and national transportation network, including rail, highway routes, and air-travel. *(Transportation) Regional network, connect* *Improves freight and service options, builds economy.*	(G.03), (G.08), (G.10)
XP	(P.21) Make walking or bicycling in Hot Springs and its service area a more convenient, safe and economical transportation alternative. *(Transportation) Walk cycle, make safer* *Improves health, transportation options, supports efficient land use.*	(G.02), (G.04), (G.06), (G.10), (G.13)
XP	(P.22) Increase use of the public transit system in Hot Springs and its service area, improving community access to employment, shopping, health and social needs. *(Transportation) Public transit, make convenient* *Improves transportation options, enables workforce, supports efficient land use.*	(G.03), (G.04), (G.05), (G.06), (G.07), (G.10)

[1] Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation

Chapter Listings [1]	**Policies**	Related Goals
XP	(P.23) Plan for and reserve of rights-of-way for development of existing and future highways, arterials and collector streets.	(G.04), (G.08), (G.10), (G.11)
	(Transportation) ROW needs, plan, acquire *Establishes growth patterns, minimizes acquisition costs.*	
XP	(P.24) Support provision of truck and rail access to high-intensity commercial and industrial districts.	(G.03), (G.07), (G.08), (G.10)
	(Transportation) Freight access, support *Assures commercial function, efficiency, promotes long-term value of industrial areas.*	
XP	(P.25) Coordinate efforts with local, State and Federal agencies on transportation improvements supporting overall plan objectives.	(G.03), (G.04), (G.05), (G.06), (G.08), (G.10)
	(Transportation) Improvements, agency coordination *Improves infrastructure efficiencies, leverages regional capital.*	
XP CF	(P.26) Plan for and provide service and infrastructure improvements based on population forecasts, maintaining consistent levels of service as Hot Springs grows.	(G.01), (G.05), (G.10), (G.11), (G.12), (G.13)
	(Services) Population indexing, provide *Indexes LOS on population forecasts, provides planning baseline for services.*	
CF	(P.27) Maintain and improve Hot Springs' police and fire protection services, promoting overall community safety and value.	(G.02), (G.04), (G.05), (G.06)
	(Services) Police fire, maintain *Sets policy baseline for departmental goals, policies, programs.*	
CF	(P.28) Maintain and improve the provision of animal services in Hot Springs and its service area.	(G.02), (G.05), (G.08)
	(Services) Animal services, maintain *Sets policy baseline for departmental goals, policies, programs.*	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation*

Chapter Listings [1]	**Policies**	Related Goals
CF	(P.29) Sustain the provision of affordable, reliable water and wastewater services for residents and businesses in Hot Springs' service area.	(G.03), (G.04), (G.05), (G.09)
	(Services) Water wastewater, sustain *Sets policy baseline for departmental goals, policies, programs.*	
CF	(P.30) Sustain the provision of affordable, reliable solid waste disposal services for residents and businesses in Hot Springs' service area.	(G.03), (G.04), (G.05)
	(Services) Solid waste, sustain *Sets policy baseline for departmental goals, policies, programs.*	
CF	(P.31) Sustain the provision of affordable, reliable energy resources for residents and businesses in Hot Springs' service area.	(G.03), (G.04), (G.05)
	(Services) Energy resources, sustain *Sets policy baseline for departmental goals, policies, programs.*	
CF	(P.32) Collaborate on the provision of fire services with County and rural fire districts, including joint sessions establishing goal consistency.	(G.02), (G.04), (G.05), (G.06), (G.08)
	(Services) Fire districts, collaborate *Improves infrastructure and service efficiencies, coordinates objectives, leverages regional capital.*	
CF	(P.33) Encourage joint city-county and school district use of facilities including parks, schools, library and maintenance facilities, where joint use results in efficiencies and savings for all.	(G.04), (G.05), (G.06), (G.08), (G.13), (G.14)
	(Services) Joint facility use, encourage *Improves infrastructure and service efficiencies, leverages regional capital.*	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation*

Policies

	Policies	Related Goals
	(P.34) Work to minimize real or perceived disparities between school districts in Hot Springs' service area.	(G.04), (G.08)
	(Education) Disparities, minimize *Improves educational opportunities, neighborhood reinvestment, land values..*	
	(P.35) Collaborate on the provision of primary and secondary education with school boards, including joint sessions establishing goal consistency.	(G.08)
	(Education) School boards, collaborate *Improves infrastructure and service efficiencies, coordinates objectives, leverages regional capital.*	
	(P.36) Expand the number of local living-wage jobs, reducing poverty and matching income with costs of residing in Hot Springs.	(G.03), (G.04)
	(Economy) Living-wage jobs, expand *Improves overall economy, tax base, lowers service needs.*	
	(P.37) Recognize and build Hot Springs' economic base on those geographic, environmental, civic, cultural and recreational qualities that make it unique and desirable.	(G.03), (G.04), (G.07), (G.09), (G.11), (G.13), (G.14)
	(Economy) Existing qualities base, recognize *Sets policy baseline for program development, activities leveraging existing community assets.*	
	(P.38) Coordinate with Garland County, the Garland County Economic Development Commission, congressional offices, State agencies and others in developing and promoting Hot Springs' economy.	(G.03), (G.04), (G.08)
	(Economy) Regional agencies, coordinate *Improves economic development effectiveness, coordinates objectives, leverages regional capital.*	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation*

Chapter Listings [1]	**Policies**	Related Goals
	(P.39) Support tourism as an essential component in Hot Springs' economy, increasing visitation and building national awareness of the City and its attractions.	(G.03), (G.07), (G.08), (G.13), (G.14)
	(Economy) Tourism, support *Sets policy baseline for departmental goals, policies, programs establishing tourism as an economic priority.*	
	(P.40) Support small businesses and entrepreneurship as an important component of Hot Springs' economy, aiding provision of education, training and networking.	(G.03), (G.07), (G.08)
	(Economy) Small business, support *Sets policy baseline for departmental goals, policies, programs establishing small businesses as an economic priority.*	
	(P.41) Support retirement services and related activities as an important component of Hot Springs' economy, aiding provision of health services, recreation and cultural opportunities.	(G.03), (G.07), (G.13), (G.14)
	(Economy) Retirement services, support *Sets policy baseline for departmental goals, policies, programs establishing retirement services as an economic priority.*	
XP	(P.42) Plan for and improve the Hot Springs Airport, seeking local, State and Federal funding to increase the capacity and use of this valuable asset.	(G.03), (G.08), (G.10), (G.11)
	(Economy) Airport, improve capacity *Improves economic benefit, commercial accessibility.*	
LU CF	(P.43) Plan and provide for growth in related industrial development at and near the Hot Springs Airport.	(G.03), (G.11)
	(Economy) Airport industry, support *Sets policy baseline for land use, departmental service provision, long-range planning supporting economic development in this area.*	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation*

Chapter Listings[1]	Policies	Related Goals
CF	**(P.44)** Include arts, cultural and recreational resources and opportunities in Hot Springs' economic development efforts.	(G.03), (G.07), (G.08), (G.13), (G.14)
	(Economy) Arts culture, support *Improves overall economy, civic identity, quality of life.*	
CF	**(P.45)** Support the development and use of information technology systems including fiber-optic networks, innovative software applications and services.	(G.03), (G.05), (G.14)
	(Economy) Technology, support *Sets policy baseline encouraging investment and innovation in service provision, infrastructure availability; spurs and maintains economic growth.*	
LU XP CF	**(P.46)** Engage and maintain coordination of all long-range planning efforts between the City of Hot Springs, neighboring municipalities and Garland County.	(G.05), (G.06), (G.08), (G.10), (G.11), (G.12), (G.13)
	(Planning) Regional planning, maintain *Improves infrastructure and service efficiencies, coordinates objectives, leverages regional capital.*	
LU CF	**(P.47)** Plan for property on the city's periphery to eventually annex into city limits, requiring development in those areas to comply with City standards.	(G.04), (G.05), (G.06), (G.10), (G.11), (G.12), (G.13)
	(Planning) ETJ standards compliance; annex, require *Improves service efficiencies, public safety, tax base, reduces infrastructure expenditures.*	
CF	**(P.48)** Extend water and wastewater services in such a manner that will not potentially limit the City's ability to service development or redevelopment of properties within City corporate limits.	(G.04), (G.05)
	(Planning) ETJ water, conditional extension *Aids land use objectives, improves service efficiencies, tax base.*	

[1] *Chapter key: CF = Capital Facilities; LU = Land Use; XP = Transportation*

Chapter Listings [1]	Policies	Related Goals
LU XP CF	(P.49) Coordinate land uses, transportation access, and civic amenities between new and neighboring development.	(G.02), (G.04), (G.05), (G.06), (G.10), (G.11), (G.12), (G.13)
	(Planning) Use infrastructure, coordinate *Aids accessibility, urban continuity, improves service efficiencies.*	
CF	(P.50) Invest in water and wastewater system updates and upgrades as necessary to ensure quality service and compliance with Federal and State requirements.	(G.03), (G.05), (G.09)
	(Planning) Water system, maintain *Provides policy basis for water and wastewater planning, service standards.*	
CF	(P.51) Revise, update and maintain concurrency between community planning objectives and development codes.	(G.05), (G.06), (G.07), (G.10), (G.12), (G.13)
	(Planning) Plan development code, concurrency *Provides policy basis for development code updates implementing plan; improves clarity, streamlines development process.*	
XP CF	(P.52) Revise, update and maintain concurrency between community planning objectives and street standards.	(G.02), (G.05), (G.06), (G.10), (G.12)
	(Planning) Plan streets, concurrency *Provides policy basis for development code updates implementing plan; improves clarity, streamlines development process.*	
XP CF	(P.53) Ensure that costs of providing services to new development are borne by such development, except where cost sharing is determined to aid service efficiencies and overall plan objectives.	(G.04), (G.05), (G.13)
	(Governance) Service costs, direct allocation *Discourages subsidies for inefficient or unneeded development; aids cost parity between greenfield and infill growth.*	
	(P.54) Improve and maintain communications, awareness and public access to City services, deliberations and activities.	(G.01)
	(Governance) City activity access, improve *Provides policy basis for improved City communications, transparency; improves public access to services.*	

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Chapter Listings [1]	**Policies**	Related Goals
	(P.55) Encourage and support citizen involvement with City boards, commissions, and civic organizations.	(G.01)
	(Governance) Citizen boards, encourage *Provides policy basis for improved citizen involvement in civic and governmental affairs; fosters partnership environment.*	
	(P.56) Encourage and support public involvement in Hot Springs' government planning and decision-making.	(G.01)
	(Governance) Citizen involvement, encourage *Improves transparency, refines plan objectives, generates policy support.*	
CF	(P.57) Establish budget and funding methods to implement plan programs adopted or supported by the City.	(G.01), (G.04), (G.05), (G.06), (G.09), (G.10), (G.12), (G.13), (G.14)
	(Governance) Plan funding, establish *Provides policy basis for plan program implementation; builds confidence re: City commitments.*	
XP CF	(P.58) Establish and maintain departmental plans for all City services, outlining specific objectives, needs, programs and performance indicators.	(G.01), (G.02), (G.04), (G.05), (G.06), (G.09), (G.10), (G.11), (G.12), (G.13), (G.14)
	(Governance) Department plans, establish *Provides basis for departmental policies, detailing, adding and strategizing as necessary to implement plan objectives.*	
CF	(P.59) Establish budget and funding methods for City capital facility and service needs, including a logical course of implementation.	(G.02), (G.04), (G.05), (G.06), (G.09), (G.10), (G.12), (G.13), (G.14)
	(Governance) Service funding, establish *Provides policy basis for City facilities and services budgeting, supporting plan objectives.*	
CF	(P.60) Coordinate with local and regional agencies in developing capital facilities, seeking cost-efficiencies and shared resource opportunities for Hot Springs.	(G.04), (G.05), (G.08), (G.09), (G.10), (G.12), (G.13)
	(Governance) Service development, coordinate *Promotes efficiencies in provision of facilities and services.*	

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Chapter Listings [1]	Policies	Related Goals
	(P.61) Streamline and improve review and permit processing for new development in Hot Springs, in support of community-wide growth and economic development objectives.	(G.01), (G.03), (G.07), (G.12)
	(Governance) Permitting process, improve *Provides policy basis for continued improvements in permit processing.*	
CF	**(P.62)** Maintain and improve Hot Springs' service and administration facilities, improving efficiency and public access to City services.	(G.01), (G.02), (G.04), (G.05)
	(Governance) Service facilities, maintain *Provides policy basis for ongoing evaluation and improvements to City service and administration facilities; improves access and service efficiencies.*	
CF	**(P.63)** Expand e-government access to citizen information and services such as development applications and permits.	(G.01), (G.02), (G.05), (G.14)
	(Governance) E-service access, improve *Provides policy basis for continued improvements in permit processing, community access to City services.*	
LU	**(P.64)** Discourage growth in sensitive and critical areas, including wetlands, habitat areas, steep slopes and lands with unstable soils.	(G.09), (G.11)
	(Conservation) Critical area growth, discourage *Aids service efficiencies, public safety; reduces insurance and protection costs; protects critical areas/resources.*	
CF	**(P.65)** Encourage City and community energy conservation.	(G.04), (G.05), (G.08), (G.09)
	(Conservation) Energy conservation, encourage *Provides policy basis for improved energy conservation, reducing need for direct and new facilities expenditures.*	
CF	**(P.66)** Encourage 'green' building design, practices and construction in Hot Springs' service area.	(G.08), (G.09)
	(Conservation) Green buildings, encourage *Provides policy basis supporting resource conservation in building.*	

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Chapter Listings [1]	**Policies**	Related Goals
CF	(P.67) Protect, conserve and improve the quality of Hot Springs' water resources.	(G.05), (G.09)
	(Conservation) Water resources, protect *Provides policy basis supporting water resource conservation, reduces need for facilities expansion.*	
	(P.68) Protect and improve Hot Springs' air quality.	(G.08), (G.09)
	(Conservation) Air quality, protect *Provides policy basis for air quality protection, improves public health.*	
CF	(P.69) Promote increased recycling of household and construction waste in Hot Springs.	(G.09)
	(Conservation) Recycling, increase *Provides policy basis supporting recycling, conserves resources and reduces need for landfill facilities.*	
CF	(P.70) Encourage the reduction of impervious surfaces in new development and site work.	(G.05), (G.09)
	(Conservation) Impervious surfaces, reduce *Improves water quality by reducing point-source runoff, reduces loads on treatment facilities.*	
CF	(P.71) Improve City and community management and treatment of stormwater runoff.	(G.05), (G.09)
	(Conservation) Stormwater management, improve *Provides policy basis for stormwater management, improving water quality and reducing loads on treatment facilities.*	
XP CF	(P.72) Encourage the use of alternative-fuel vehicles in City fleet and transit systems.	(G.09), (G.10)
	(Conservation) Alt-fuel vehicles, encourage *Provides policy basis for City use of alternative-fuel vehicles, conserving energy and aiding development of green technologies.*	

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Chapter Listings [1]	Policies	Related Goals
CF	**(P.73)** Promote the improved clarity of Hot Springs' night-time skies, reducing upward light transmission in new and existing development.	(G.09)
	(Environment) Dark skies, improve *Aids in energy conservation, community enjoyment of skies.*	
LU CF	**(P.74)** Collaborate with Garland County, the National Park Service and related agencies on effective land use strategies promoting planning and preservation of Hot Springs' natural and open-space areas.	(G.08), (G.09), (G.11), (G.13)
	(Environment) Nature preservation, collaborate *Improves public health, transportation; builds adjacent land values; improves service efficiencies.*	
XP CF	**(P.75)** Discourage public investment in new infrastructure or motorways through natural and open-space areas.	(G.04), (G.05), (G.08), (G.09), (G.10)
	(Environment) Infrastructure growth, discourage *Discourages publicly-funded work undermining overall community goals.*	
	(P.76) Facilitate the provision of housing affordable to local wage-earners, and compatible with Hot Springs' existing neighborhoods.	(G.03), (G.04), (G.06), (G.08)
	(Housing) Affordable housing, facilitate *Provides policy basis for code and programs supporting affordable infill and compatible reinvestment in neighborhoods.*	
LU	**(P.77)** Encourage a wide variety of residential building types in neighborhoods, consistent with community needs and plan objectives.	(G.03), (G.06), (G.11)
	(Housing) Housing variety, encourage *Provides policy basis for code and programs supporting type variety re: housing in neighborhoods; aids affordability, neighborhood diversity.*	

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Chapter Listings[1]	Policies	Related Goals
LU	**(P.78)** Support the development of infill housing compatible with Hot Springs neighborhoods.	(G.02), (G.04), (G.05), (G.06), (G.11)
	(Housing) Infill, support *Provides policy basis for code and programs supporting infill and compatible reinvestment in existing neighborhoods.*	
LU	**(P.79)** Support the development of compatible neighborhood mixed-use and civic activity centers where suitable.	(G.03), (G.04), (G.06), (G.11), (G.14)
	(Housing) Mixed-use, support *Improves neighborhood walkability, land values, reduces automotive, transit expenses.*	
XP CF	**(P.80)** Ensure new neighborhoods and residential development interconnects with adjoining residential land uses.	(G.02), (G.04), (G.05), (G.06), (G.10)
	(Housing) Neighborhood connectivity, ensure *Improves transportation and other service efficiencies, supports continuity of urban infrastructure.*	
XP	**(P.81)** Create or enhance pedestrian infrastructure in existing neighborhoods, and ensure its provision in new neighborhoods.	(G.06), (G.10)
	(Housing) Pedestrian infrastructure, provide *Improves neighborhood walkability, land values, reduces automotive, transit expenses.*	
XP	**(P.82)** Ensure street and transportation networks are compatible with existing neighborhood characteristics and overall plan objectives.	(G.05), (G.06), (G.10)
	(Housing) Street compatibility, ensure *Provides policy basis for evaluation of localized transportation characteristics, supporting compatible improvements.*	
LU	**(P.83)** Designate land uses within City and ETJ limits that preserve downtown as Hot Springs' essential and defining commercial center.	(G.03), (G.04), (G.05), (G.07), (G.11), (G.14)
	(Downtown) Land use in support, designate *Provides policy basis for land use decisions supporting downtown vitality; spurs reinvestment in critical service area.*	

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Chapter Listings [1]	Policies	Related Goals
LU	**(P.84)** Encourage compatible mixed-use development near the Convention Center, or on vacant or under-utilized sites in downtown Hot Springs.	(G.04), (G.07), (G.08), (G.11), (G.14)
	(Downtown) Mixed-use vacant, encourage *Supports growth, reinvestment and vitality of critical service areas.*	
CF	**(P.85)** Give first consideration to downtown for placement of civic or City office buildings, enhancing access, pedestrian activity and reinforcing downtown's prominence.	(G.07), (G.14)
	(Downtown) Civic buildings, encourage *Aids downtown vitality, signals civic commitment to critical service area.*	
	(P.86) Minimize land dedicated to parking downtown through the promotion of shared-use, non-allocated and structured parking.	(G.07)
	(Downtown) Shared parking, encourage *Aids walkability, downtown vitality and overall value; improves land-use efficiency.*	
CF	**(P.87)** Support and facilitate the development of organizational capacity supporting the arts, crafts and cultural activities in Hot Springs.	(G.05), (G.07), (G.08), (G.13), (G.14)
	(Culture) Organizational capacity, support *Improves public and private provision of cultural activities to residents; benefits public welfare, community value.*	
CF	**(P.88)** Support efforts to engage youth in Hot Springs, improving programs, activities and facilities to help ensure young residents become active, healthy residents.	(G.01), (G.02), (G.05), (G.08), (G.13), (G.14)
	(Culture) Youth activities, support *Aids youth retention; improves public health and safety; attracts young families to Hot Springs.*	

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Chapter Listings [1]	**Policies**	Related Goals
	(P.89) Support and facilitate local agricultural resources, including farm-to-market sales, 'buy local' programs and farm-support organizations.	(G.08), (G.09), (G.14)
	(Culture) Ag resources, support *Improves public health; improves agricultural land values, serving growth strategies and reducing demand for growth in infrastructure.*	

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