



 VERDUNITY

The True Heart of Texas Plan

Brady in 2040



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Brady in 2040

Prepared for the City of Brady by:



Staff:

James Stewart
Tina Keys
Lisa McElrath
Steve Miller
Erin Corbell
Barbara Holly

CITY MANAGER	Anthony Groves	MAYOR
CITY SECRETARY	Terry Phillips	PLACE 1
FINANCE DIRECTOR	Aaron Garcia	PLACE 2
PUBLIC WORKS DIRECTOR	Curtis Owens	PLACE 3
PREVIOUS CITY MANAGER	Felix Gomez, Jr.	PLACE 4
INTERIM CITY MANAGER	Gabe Moreno	PLACE 5

City Council & Comprehensive Plan Advisory Committee:

Planning & Zoning Committee:

Lauri Smith
Ronnie Aston
Amy Greer
Connie Easterwood
Tom Flanigan
Lisa Selensky
Anthony Groves
James Griffin

CHAIR	Maddie Capshaw, <small>AICP, CNU-A</small>
VICE CHAIR	Katherine Linares, <small>AICP, CNU-A</small>
	Lexie Schrader, <small>AICP, CNU-A</small>
	Kevin Shepherd, <small>PE</small>
	Marshall Hines, <small>CNU-A</small>
	Matthew Meals
	Antonela Stoica
	AJ Fawver, <small>AICP, CNU-A, CPM</small>

Consultant Team:

CONTENTS

Executive Summary	2	Parks & Recreation	84
Structure	3	Parks & Recreation	84
Key Takeaways	3	Snapshot	85
Introduction	4	Parks Inventory	86
Plan Foundations and Purpose	5	Existing Parks Feedback	94
Community Partnership and Participation	9	Future of Parks in Brady	95
Utilizing This Plan	11	Current & Future Park Types	96
The Planning Process	16	Parks Needs Assessment	98
Who Are the Citizens of Brady?	22	Barriers to Success	101
Community Identity	28		
The Economics of Land Use	32		
Factors Affecting Affordability and Fiscal Sustainability	42		
Community Context	47		
Land Use Fiscal Analysis	50	Implementation	102
Brady's Current Budget	51	Decision-Making Principles	103
Baseline Land Use Fiscal Analysis	52	Implementation Approach	104
Key Advantages of More Productive Development	59	Action Types	105
Comparing Greenfield Development Patterns	60	General Recommendations	106
Planning Components	62	Land Use & Growth Management Recommendations	111
		Parks & Recreation Recommendations	117
Land Use & Growth Management	63	Appendix	122
Land Use & Growth Management	63	Appendix A: Engagement Summary	123
Snapshot	64	Appendix B: Survey Results	133
Where Does it Make Sense to Grow?	66	Appendix C: Community Resources Listing	149
Current Fiscal Health of Brady's Land Uses	67		
Future Land Use Categories	68		
Future Land Use Map	69		
Barriers to Success	82		

Executive Summary

The Brady Comprehensive Plan is a forward-looking strategy designed to guide the City of Brady, Texas, toward a resilient, prosperous, and inclusive future. Developed through extensive community engagement and detailed fiscal analysis, the plan sets out a unified vision to address current challenges, leverage local strengths, and position the city for sustainable growth.

At its core, the Plan recognizes that Brady's growth must be financially sustainable, authentic to its history and culture, and driven by informed community input. It identifies key development patterns, assesses the city's fiscal health, and provides policy guidance aimed at enhancing quality of life while preserving Brady's small-town character.

Structure

The Plan is structured into four main sections:

① Introduction

Establishes the purpose, process, and context of the plan. It outlines why Brady needs a new plan now: to shift from reactive to proactive governance, ensure wise use of public resources, and clarify expectations for growth.

② Land Use Fiscal Analysis (LUFA)

Offers a detailed evaluation of how current development patterns affect Brady's finances. It identifies revenue gaps, underperforming land uses, and opportunities to increase tax productivity per acre. This analysis forms the foundation for fiscally responsible decision-making.

Executive Summary
Structure & Key Takeaways

③ Planning Components

Details specific strategies in two critical areas: Land Use & Growth Management and Parks & Recreation. Each component includes tailored recommendations to guide future development while supporting infrastructure, affordability, and community identity.

④ Implementation

Provides a clear framework for putting the plan into action. It defines decision-making principles, assigns action types, and aligns policy recommendations with community priorities to ensure accountability and measurable progress.

The plan also includes appendices with supporting data, including demographic analysis, engagement summaries, and survey results.

Key Takeaways

1

Brady must grow in a way that aligns with its fiscal realities and community values.

2

Development patterns that are more land-efficient, generate higher value per acre and include diverse housing types are essential to long-term affordability and resilience.

3

Revitalizing the downtown square, supporting local businesses, and providing inclusive amenities are central to community well-being and maintaining Brady's small-town character.

4

Implementation is not just a city task – residents, local partners, and civic leaders all have a role to play in achieving the vision.

With this plan, Brady has a powerful tool to make informed, transparent, and community-centered decisions that ensure a strong future for generations to come.

Introduction

This first section is designed to do a few things. First, it provides the reader with an understanding of the plan itself: how it was written, who participated in its creation and what it aims to accomplish. It also provides foundational concepts that the plan relies heavily on. For example, the concept of fiscal stewardship, and how land use substantially affects the economics of the community, is included in this section. This section also summarizes how the city has developed over time and how past decisions have affected the city. These effects include revenue, services, and affordability. It also explains what must be done to put the city on a more financially sound path, and helps citizens to understand the why behind the recommendations in each planning component.

Plan Foundations and Purpose

What is a Comprehensive Plan?

Leading a city is a daunting task, both daily and long-term. As the name suggests, this Plan outlines a “comprehensive”, or all-inclusive, picture of city needs and desires. It summarizes the vision and values that are critical to a city, and outlines the path forward. There are always more demands than resources in cities, so clarity and advance planning is crucial.

City officials change over time, so this document serves as the constant guide. It lays out the game plan for Brady. It expresses the goals and direction of the community. Clear expectations and responsibilities are outlined so meaningful progress can be made. It is Brady's official statement on policy and direction.

Comprehensive plans have two components: a visual component and a text component. The visual component maps out where to place future land uses. It provides informative graphics and illustrations. The text component sets the scene by outlining the existing conditions. From there, it sketches out the future of the city, weaving in analysis and context. The final product ends in an implementation strategy to achieve the vision. Success is wholly reliant on City officials and residents, who must embrace and take ownership of the plan and commit to its execution. Neither the city organization nor the city's residents can do this alone.

Authority for Comprehensive Planning

Chapter 213 of the Texas Local Government Code (originally adopted in 1997) outlines the authority delegated to cities as it relates to comprehensive plans. Section 213.002 specifically authorizes a city to adopt a comprehensive plan in accordance with its charter or by ordinance. It also authorizes them to amend it regularly. The comprehensive plan is intended to be kept updated so it will stay relevant to the environment and challenges of the city it is written for.

Why Do We Need a New Plan?

Introduction

Plan Foundations and Purpose

To make growth work for, not against us.



Growth does not always lead to sustainable, inclusive prosperity. In fact, certain types of growth can actually lead to the opposite. Brady's development pattern to date has served its population well with neighborhoods that are financially affordable. However, potential growth pressures can have the potential to skew the city's development pattern to one that is more expensive and less inclusive. This process is about deciding what residents want and laying out a framework to manage growth and achieve these outcomes. Most importantly, it is about understanding and getting comfortable with necessary compromises.

To introduce the consistency, communication, and accountability that residents desire.



Managing expectations of residents while pursuing growth can be extremely challenging, time consuming and frustrating. Establishing a cohesive vision, core values, planning principles, policies and prioritized implementation actions will clarify roles and expectations. This provides guidance to City Council, staff, local businesses, and residents. It empowers everyone in the community. Action items and decisions will be measured and tied back to this Plan, providing transparency and accountability.

To make the city more proactive, and less reactive.



The absence of current, coordinated plans and development codes has resulted in many decisions and day-to-day activities being reactive. This limits staff efficiency and the City's ability to maximize return on investments. It also makes it difficult to manage and clearly communicate expectations. Updating the Comprehensive Plan and Development Code to allow incremental and infill development is key. This allows a gradual increase in intensity and streamlines permitting efforts. Decision-makers can be proactive across all aspects of development and operations.

To get more bang for our collective buck.



Infrastructure and development decisions today have financial consequences in the future. Choosing to build patterns with a low rate of return forces the City to try and find revenue elsewhere. The City has to be especially careful about how limited funds are invested. City leaders need a plan for maximizing the return on investment of the City's resources in a way that increases property values, improves quality of life, and reduces long-term infrastructure liabilities. Otherwise, the City will soon be faced with deteriorating neighborhoods and service liabilities that far exceed the community's capacity to pay for them.

What Does a Comprehensive Plan Do?

A comprehensive plan serves as both a roadmap and a toolkit for communities seeking intentional, sustainable growth. While the city is not currently experiencing development pressures, the plan reflects a proactive effort to boost and sustain population levels. Rather than waiting to react to future change or making decisions in isolation, a well-crafted plan empowers cities to be strategic about their future while strengthening the relationship between local government and residents. When implemented effectively, a comprehensive plan transforms how a community operates across five critical areas.

Introduction
Plan Foundations and Purpose

1

Documents current needs and forecasts future challenges. If done well, Brady can leverage potential growth that yields only the highest returns for the community. This leads to a stronger community that thinks ahead – becoming more proactive, and less reactive.

2

Improves effectiveness and communication. Creating a plan puts city leaders in a position to eliminate duplicative efforts and be effective decision-makers across all aspects of the City's operations while maximizing limited resources.

3

Identifies and captures in writing what is important to the community. Having a clear identity and set of values helps Brady avoid turning into Anywhere, USA. Too often, cities feel sterile and faceless, and look the same.

4

Establishes clear expectations. Elected officials and staff are best equipped to make consistent, predictable recommendations and decisions.

5

Creates an informed and engaged citizenry. Engaged residents support city leadership and bring ideas forward. They actively participate in decisions and the work required to achieve more. They represent their neighborhoods and wishes. Most importantly, they contribute to positive change and develop future leaders.

What is Our Goal?

Introduction
Plan Foundations and
Purpose



WE AIM TO ACCOMPLISH:

UNDERSTANDING OUR CURRENT NEEDS AND FORECASTING FUTURE ONES

To remain fiscally solvent, a city must develop in a manner that generates sufficient revenue to cover liabilities, not just today, but in the future.



TELLING THE STORY OF BRADY

Having a clear identity and set of values helps Brady avoid becoming "Anywhere, USA" and distinguishes it from the surrounding communities.



GETTING THE BIG STUFF RIGHT

Creating priorities for land, infrastructure, and economic development decisions is essential. Doing so maximizes return on investment. It also builds a high quality of life today and for years to come.



ESTABLISHING CLEAR EXPECTATIONS AND CONSISTENT, PREDICTABLE DECISIONS

This process leads to elected officials, staff, and other partners that are unified, efficient, and proactive.



CREATING AN INFORMED AND ENGAGED PUBLIC

Engaged residents support city leadership and bring ideas forward. They actively participate in decisions. They represent their neighborhoods and wishes. Most importantly, they contribute to positive change.

WE DO THIS BY ASKING:

What can the city, and its citizens, afford?

What defines Brady today, and in the future?

How and why do we want to grow?

What does successful implementation look like?

How do we empower our residents to contribute to this process and share in its successes?

Community Partnership and Participation

Who's Been Involved?

Public



Input on community strengths, areas of improvement and desired future; feedback on land uses and growth scenarios; engage in implementation activities.

City Staff



Introduction
Community Partnership and Participation

Planning & Zoning Committee



Provide input and interim reviews at key milestones during the planning process. Recommend final plan to City Council for adoption.

City Council



Provide ongoing input and feedback heard from the community; final authority to approve or reject the plan update for adoption.

Consultant



Analysis; coordination with the Staff, P&Z, and Council; public meeting facilitation; design of plan that is useful in daily decision making.

Why Should This Matter to You as a Resident?

While every resident has a stake in Brady's future, comprehensive planning resonates differently depending on who you are and what you value. Whether you're someone who likes to roll up your sleeves and get involved, or you're focused on ensuring your tax dollars are well spent, this plan matters to you for specific reasons. Consider which of these describes your relationship to Brady.

1

You have time, talent, and/or treasure and a heart for Brady. There is a place for every community member to step up and contribute to the shared vision. In doing so, they also become a part of the solutions. This input is critical to achieving the vision expressed in this plan.

2

You want and expect accountability. You seek transparency from your decision makers, who likewise rely on your insights and assistance. This plan creates the common language necessary to connect decision makers and residents, enabling more productive dialogue and making it easier to measure and share progress openly.

3

You care about the future. You may have frustrations about the current situation in your community. Yet, you choose to call Brady home. You may have loved ones who rely on the future of Brady. Shaping the future of the community is a collective duty and a mutual effort. This plan contains a path to that future.

4

You believe in being proactive rather than reactive. If Brady embraces this plan, it will be the conduit for proactive action. This action can place the city on a track of prosperity rather than decline. It can place it on a path of community pride rather than apathy. Lastly, it can place it on a path of connection rather than disconnection.

5

You want to understand how decisions are made. Upon adoption, the City of Brady will implement the path laid out here, with every discussion and decision tied to this plan. By being familiar with its contents, you'll have insight into City officials' judgment calls and be well-equipped to participate in those processes.

Utilizing This Plan

Plan Layout and Organization

This Comprehensive Plan has been organized to be useful to the City staff and elected officials who will use the document to underpin and support their day-to-day work – but special consideration has been made to

ensure that the plan is understandable and approachable to the community it aims to serve. The document is organized into four main parts.

Introduction
Utilizing This Plan

1

Introduction

The Introduction section provides an understanding of how this plan was written, who participated, and what it aims to accomplish. It establishes foundational concepts like fiscal stewardship and the relationship between land use and community economics. The section also summarizes Brady's development history, showing how past decisions have affected revenue, services, and affordability, while explaining what's needed to put the city on a more financially sound path and helping citizens understand the reasoning behind each component's recommendations.

2

Land Use Fiscal Analysis

This second section examines Brady's land use fiscal analysis using local data to assess the city's current fiscal health. It incorporates historic and current development patterns, budget and property tax revenue, and existing resource gaps. Most importantly, it identifies where changes are needed to generate additional revenue and which parts of the city are performing well, providing guidance about which development types should be replicated and which should be avoided.

3

Planning Components

The Land Use component establishes Brady's overall land use pattern for the next 15 years and identifies desired development and housing types. Choices must make Brady fiscally resilient.

The Parks & Recreation component provides a vision and priorities for Brady's parks and recreation system, ensuring high-quality resources are maintained. It serves as a framework for decisions about maintaining or enhancing existing spaces and developing or acquiring new assets.

4

Implementation

The Implementation section focuses on how to achieve the recommendations in each component – perhaps the City's most important work over the next 15 years. It explains how implementation should be approached as a community process centered around neighborhoods and residents. Every recommendation and action has been vetted to align with community input, goals, identity, and values, creating a checklist for measuring progress toward Brady's vision.

Knowing Where to Focus

Introduction Utilizing This Plan

While a comprehensive plan is a community-wide resource, there are a variety of distinct types of users who have different purposes in referencing it. Each user group is outlined below, and the areas which they should find most relevant are highlighted for quick reference. This Plan is formulated with all of them in mind.

Residents

If you are a resident reading this document for the first time, start with the *Introduction* section, particularly *The Planning Process, Community Identity, and The Economics of Land Use*. These provide essential context for understanding how the major plan components were developed and why certain directions were chosen. From there, explore whichever components interest you most to see Brady's specific plans and direction. The Land Use component describes the character and location of different neighborhood types within Brady, while the Parks component outlines improvements to Brady's recreation system. Pay attention to the Implementation section to understand your role in making this plan successful. This plan only works when residents like you actively participate in its execution and help shape Brady's future.

Staff

Staff will primarily reference the *Implementation* section, where recommendations are organized by component alongside their accompanying actions. This section contains the community-selected *Decision-Making Principles and Key Questions* for preparing items for decision makers. Understanding the community's *Values and Aspirations* is equally important, as staff recommendations should align with Brady's priority outcomes. *The Economics of Land Use* provides critical background on how development decisions affect Brady's fiscal health - knowledge essential for evaluating proposals. Regular reference to *Community Identity* ensures staff recommendations stay true to Brady's character. Use the fiscal analysis findings to assess whether proposed projects will strengthen or strain the city's financial position for consistent, informed decision-making.

Elected & Appointed Officials

As an elected official, you constantly work to understand and apply the community's will to your decisions. Brady's Community Identity and Decision-Making Principles should guide evaluation of proposed projects, policies, and programs, helping balance immediate benefits with the community's values and desired future. Understanding how development patterns impact fiscal sustainability, as explained in The Economics of Land Use section, is essential knowledge for all officials. The fiscal analysis findings are critically important for determining whether decisions will strengthen or weaken Brady's financial future. Regular reference to the Implementation section will help you track progress and ensure decisions align with adopted recommendations. Use this plan as your primary tool for consistent, principled decision-making that serves Brady's long-term interests.

The Business Community

While Brady is not experiencing significant development pressure, strategic business and development decisions remain critical to supporting the city's long-term goals. The Land Use and Parks sections outline how Brady plans to grow sustainably, and the Community Identity and Decision-Making Principles offer guidance for aligning with local values. Fiscal analysis findings and the Economics of Land Use section highlight which development patterns support long-term financial health. Investments that reflect these principles are more likely to earn community and leadership support.

Using This Plan

When a plan is adopted, the work of a community truly begins, not ends. There is a part for every person in Brady to play, and that begins with a complete understanding of how each person can participate. Below are ways that community members and leaders can act, starting today.

Introduction
Utilizing This Plan

For Residents and Other Locals

1. Be familiar with the Plan and its contents. Make sure any groups or associations you are part of are, too. As they say, knowledge is power.
2. Volunteer to get involved. Coordinate the planning of events with this Plan. Set goals that are consistent with this Plan. Identify ways to address issues using this Plan. Understand who is “assigned” to tasks you have an interest in, and work with them. By joining forces, resource constraints can be overcome.
3. Bring local wealth off the sidelines by rallying together. Pursue collective investment in small businesses. Work as a group to jump-start projects that breathe new life into a building or lot. Take rebuilding into community hands. Do this instead of waiting for others from outside Brady to make that investment. They don’t have the same commitment to the community that you do. Create spaces for local businesses to get started.
4. Participate in the City of Brady’s reviews of the Plan. This is the perfect time to suggest innovative ideas. Offer up solutions that have not yet been discussed. Make City leaders aware of the community’s shifting needs so that the path forward can be adapted.
5. Understand that discussions to call out progress, or the lack thereof, are not just about City officials. They are also about the contributions of residents just like you; without a partnership in pursuing collective efforts, change will not occur. Pitch in and celebrate when items are checked off the list. Support open and honest assessment of what isn’t working in a way that doesn’t become government versus residents.

For City Staff and Officials

1. Be familiar with the Plan’s contents. Align the budget, capital improvements plan, regulations, agendas, and reporting with these. Cities always identify goals, but their day-to-day decisions tend to work against them. This happens less when the goals are the centerpiece of every discussion.
2. Make it easy for motivated residents and local groups to get involved. Encourage them to join in the work to achieve this vision. There are many local resources that can help the City’s small staff achieve more. Every community has residents who want to be part of progress, but they often do not know where to start.
3. Conduct dialogue about City business around the tools contained in the Plan. Set an example for locals showing how focused the city leaders are on this path forward. Make it part of meetings, staff reports, and other public venues and resources.
4. Stay true to an annual review of this document, policies, and regulations. Without frequent review, these tools will not adapt as needed, making it difficult to ever execute the vision. Update the Plan regularly. Cross off completed items and add new actions and goals. Put effort into meeting with neighborhoods and diverse groups of residents.
5. Share this Plan with community partners and residents. Make it easy and convenient to access. Demonstrate how issues are analyzed using the Plan. Help citizens make the connection between the vision and the ultimate action or decision.

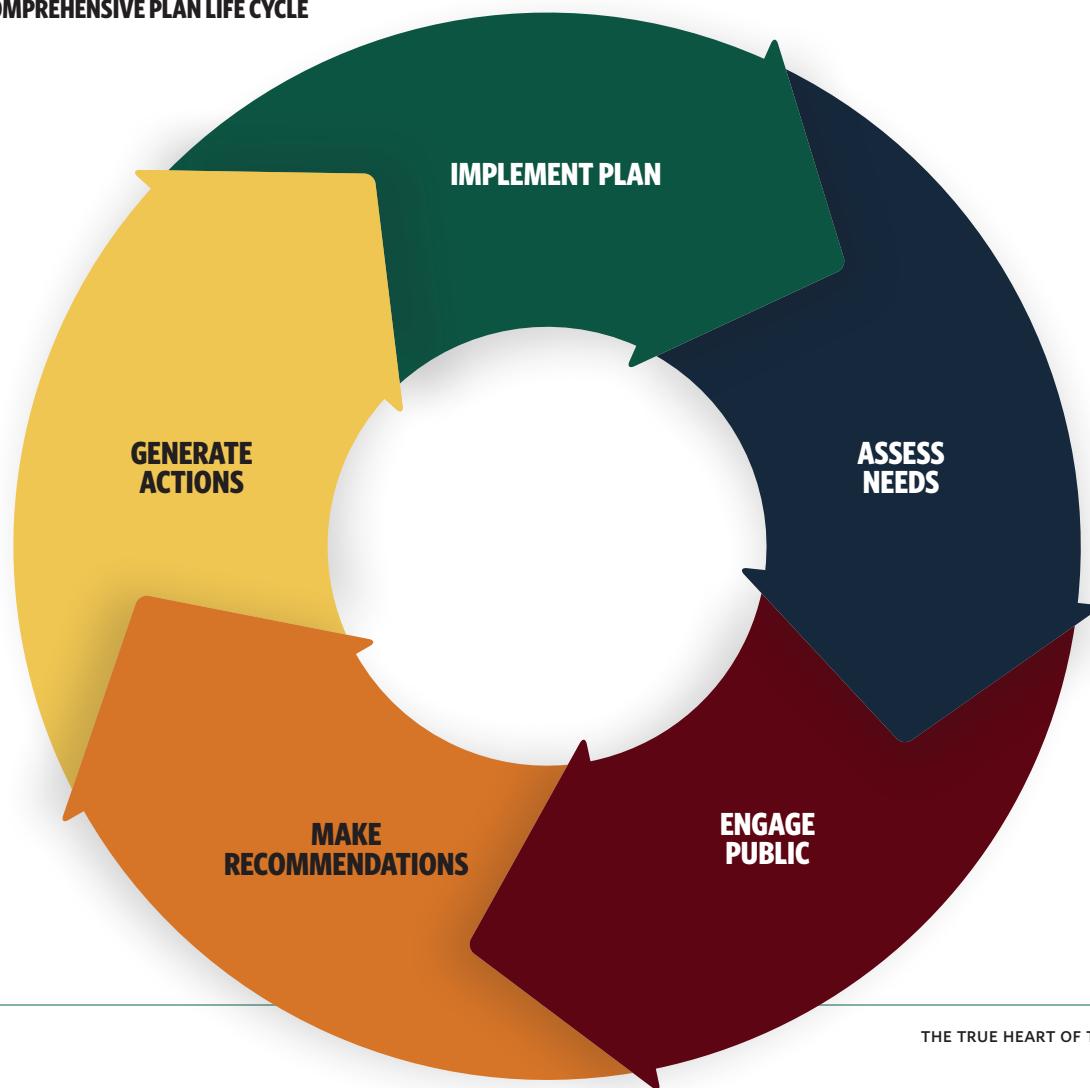
Refining and Updating This Plan

This Plan, and all of its parts, should be regularly reviewed and updated to reflect the changing nature of the City of Brady and its goals. Though any part of the Plan can be updated, serious thought should be given before amending, or editing the foundational elements that represent feedback collected from Brady's citizens. If these do need to be updated, a process of thorough public engagement designed to hear and incorporate diverse voices must be completed.

Recommendations and their accompanying actions are the items which will need the most frequent review. As existing recommendations are achieved, new ones should be introduced that move Brady toward the future imagined here. Staff's work on the front lines provides an exceptional vantage point to see where adjustments are needed. The City Council should also review recommendations yearly.

Public input should also be gathered on a regular schedule to help inform staff and Council's work. An inexpensive way of doing this would be to solicit feedback on a specific element of each major component during high-turnout public events. For example, What matters most to you when new commercial growth happens near your neighborhood? The answers to this single question could be gathered and presented to Council. Then, the Council would determine what new recommendations should be added to "Land Use." Three questions should always be asked when weighing new recommendations. Does this recommendation align with the community identity? Is this recommendation consistent with the adopted decision-making principles? Does this recommendation align with the fiscal goals of the City in the short- and long-term?

THE COMPREHENSIVE PLAN LIFE CYCLE



Crafting Meaningful Recommendations

Recommendations are broad, but they are clearly directional. They suggest a large goal that will help to move the community forward, and are aligned with a specific Planning Component. They do not include individual tasks. For example, a good Land Use recommendation might be: Create a logical growth boundary to focus future development within existing service areas. Whereas, a recommendation that is too prescriptive would be: *Do not allow high intensity uses north of Cotton Creek Road.*

Identifying Useful Actions

Actions are specific tasks that serve to accomplish recommendations. It is easy to think of these as a checklist that, when finished, allows the community to call a recommendation complete. For example, the growth boundary recommendation could have the following actions:

1. Identify geographic features that create logical and natural boundaries city-wide.
2. Identify all areas of the city that can currently be served by city water/wastewater within 100'.
3. Draw a boundary that takes into consideration these two factors and that produces the smallest land area.

Introduction
Utilizing This Plan

IMPLEMENTATION HIERARCHY



The Planning Process

Plan Process Phasing & Milestones

Introduction The Planning Process

This Comprehensive Plan was broken up into five major phases. Major milestones in each phase are listed on the right side of this page. After adoption of the plan, successful implementation and meaningful and measured refinement should take place over time.

A variety of methods were used to collect input and feedback. The engagement approach was intentionally organized to balance information sharing (education and awareness), information gathering (listening), and discussions to explore topics in more detail and capture context. Options were also balanced to provide opportunities for the community to engage online, in person, in group settings, and through private one-on-one discussions. Most importantly, multiple presentations and discussions were held early in the process to explain connections between past development and current infrastructure and resource challenges. These discussions and the accompanying land use fiscal analysis have been used at multiple points in the process to bring people and perspectives together and build consensus around the strategies Brady will need to embrace to become a more financially resilient and prosperous community.

PHASE 1

August - October 2024

Project Kickoff & Setup

Community Baseline Assessment

Data Collection, Review, & Organization

Land Use Fiscal Analysis (LUFA)

Community Kickoff Events

Business Community Survey

Fiscal Sustainability Presentation to Council

PHASE 2

November - December 2024

Council Visioning Workshop

Parks Conditions Survey

Assessment of Parks Conditions

Draft Map Preparation

Draft Vision Statement Presented

PHASE 3

January - April 2025

Future Vision for Parks Survey

Draft Future Land Use Map Presented

Engagement Trip: Future Land Use Map & Categories

Future Land Use Map Finalization

Plan Text Drafting Begins

PHASE 4

May - August 2025

Final Map Production

Engagement Trip: Implementation Program

Draft Plan Preparation

Public Review of Draft Plan

PHASE 5

September - October 2025

Final Plan Production

Adoption Meetings

Project Closeout

Delivery of Plan Materials

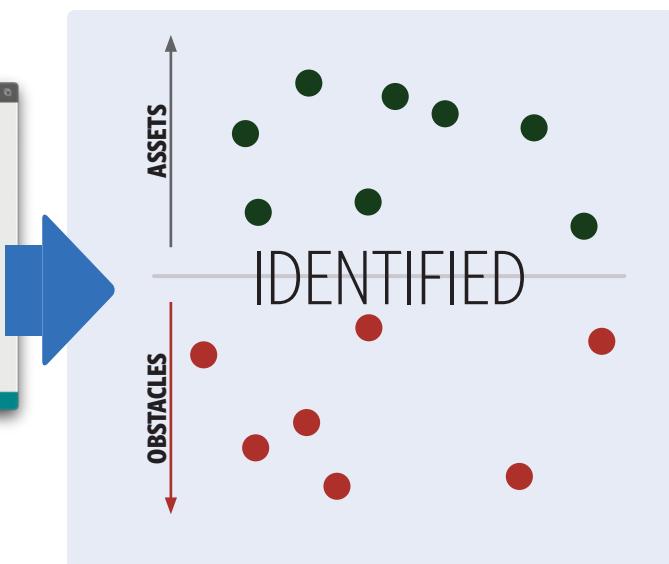
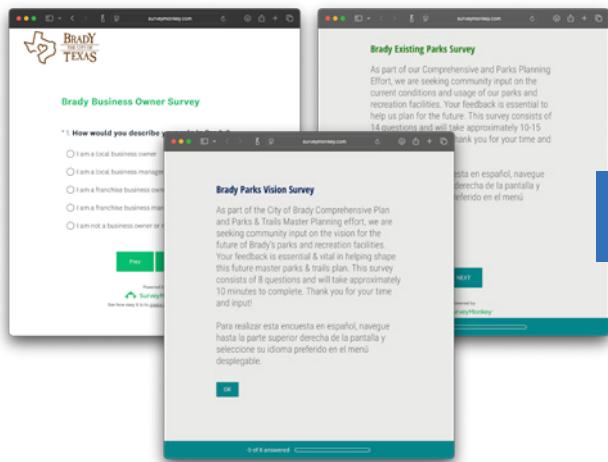
How Engagement Informed This Plan

VIBRANT COMMUNITY ASSESSMENT

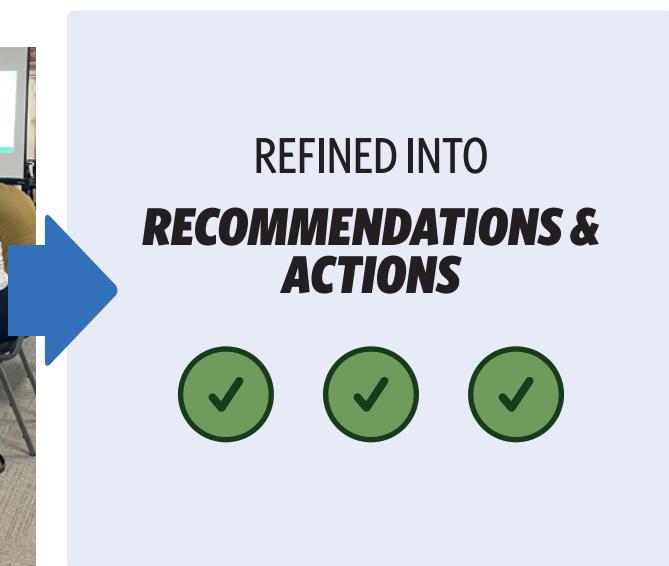


Introduction
The Planning Process

COMMUNITY SURVEYS



WORKSHOPS WITH COUNCIL



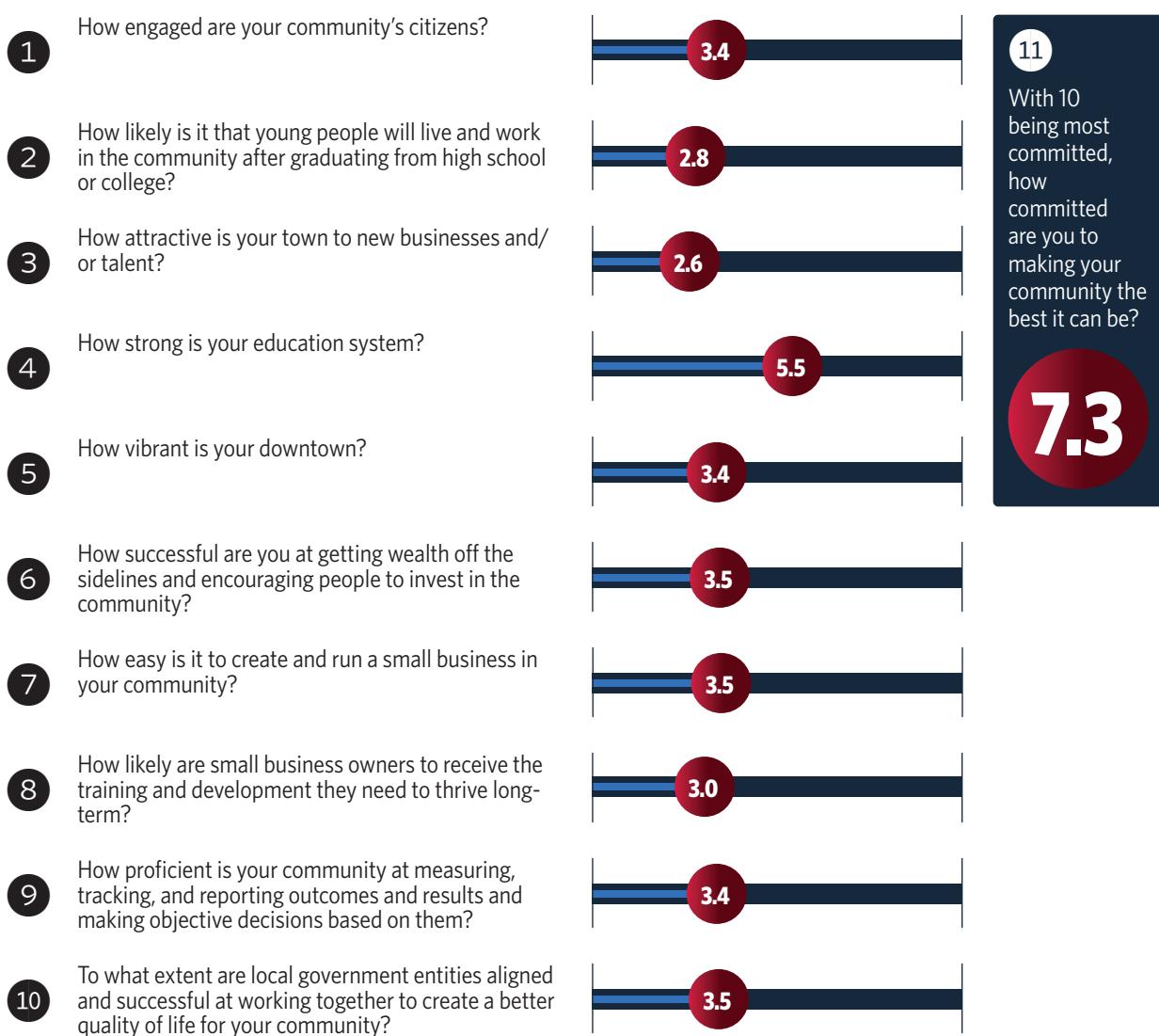
Vibrant Community Assessment

The Vibrant Community Assessment, a tool created by Quint Studer and referenced in his book, Building a Vibrant Community, was used at the outset of this process. The assessment provided the opportunity for residents to rank Brady across a number of characteristics found to be crucial in building a dynamic community. In September and October of 2024, citizens provided answers to eleven questions, using a ten point scale. The questions are listed below, next to a number representing the average score citizens assigned to Brady for each question.

The assessment indicates a gap between

where citizens desire Brady to be compared to where the city is now. The lowest scoring categories were the ability to retain younger people in the community post-graduation and how attractive Brady is to new businesses or talent, which are potentially related via a lack of adequate employment opportunities for new graduates. However, as indicated by the final question, there is a strong commitment from residents to solve problems and better the community. This indicates that residents want to be involved in improving Brady if given the opportunity.

VIBRANT COMMUNITY ASSESSMENT RESULTS



Direct Community Feedback

ASSETS

Across a series of surveys, online activities and in-person events, the community, Planning and Zoning Committee, and the Council identified the following resources as the most unique and valuable to Brady. The future of Brady can be built on the foundation of these key features.

Close-Knit Community With A Small-Town Feel

With a population of around 5,100 people, Brady residents noted a strong sense of community and friendly environment between community members. Building on the close-knit community is a collective feeling of a slower paced rural lifestyle that is important to the identity of Brady. Retaining a small-town identity while balancing future growth was identified as a priority for Brady in the future.

Central Location

Brady is in an ideal centralized location that allows access to major metroplexes in Texas within a couple hours in any given direction.

Recreational & Natural Assets

Residents consider parks and recreation to be vital to the identity and quality of life in Brady with an established trail and park system throughout the city. Parks like Richards Park were identified as important social spaces in Brady which allow the community to connect while enjoying the outdoors.

OPPORTUNITIES

Opportunities for improvement were compiled from discussions with residents and stakeholders during community meetings, engagement events or one-on-one interviews. A community's potential is directly linked to its assets. Residents have acknowledged a desire to narrow the gap between the current condition of Brady and how they envision the future, and that improvement process starts with addressing the following high-priority opportunities.

Strengthened Local Business & Employment Environment

Residents expressed the need for more businesses that provide necessary services and amenities plus stable employment opportunities. Economic prosperity was identified as a priority by the community which can be achieved through attraction of new businesses and industries while supporting existing businesses and smaller ventures.

Revitalization Of the Downtown Square As An Economic Catalyst

While residents want to maintain the small town or rural environment of Brady, there is also a desire for a variety of amenities and attractions. Residents believe that the downtown square is an asset that is not being maximized to the fullest potential. There is opportunity for Brady's downtown square to be revitalized as a center of the community and unique attraction for both residents and visitors. It could also serve as a catalyst for the addition of smaller businesses and job opportunities for locals.

Increased Local Activities

A recurring theme identified by residents was the need for all-ages activities and the opportunity to be a regional destination for activities like hunting or country music. Residents are looking for more family-friendly activities to enjoy without leaving Brady, whether that is accomplished through public events or addition of recreation facilities like pickleball courts. There is also a desire to become a destination for special events or interests by hosting events and/or capitalizing on existing natural assets or catalyst spaces like the downtown square.

In Their Own Words

Resident comments received during Phase 1 of this planning effort were collected and reviewed. Sentiments such as those below helped determine what areas topped the list of concerns.

Introduction The Planning Process

CLOSE-KNIT COMMUNITY/SMALL TOWN FEEL

"As a mother, I love how family-oriented our community is. I truly believe I have been able to have a closer relationship with my entire family than if we lived in a larger community"

"Very caring and giving community"

"I love the community of Brady!"

CENTRAL LOCATION

"Bring our name back - the Heart of Texas"

"5 major highways-regional connectivity"

"Everything is better from the Heart"

RECREATIONAL/NATURAL ASSETS

"Many recreational and natural facilities - be an attraction to visitors and future residents"

"Lake, Richards Parks and walking trails"

LOCAL BUSINESS & EMPLOYMENT ENVIRONMENT

"Need to attract different industries and business to the area"

"Attraction of quality businesses and employers who are heavy on values and quality of their services and goods"

REVITALIZATION OF DOWNTOWN

"Nice square - need to utilize"

"Start from the middle out and improve downtown"

"The way downtown goes will be the way the city goes"

INCREASED LOCAL ACTIVITIES

"Promote our area for country music"

"Activities for our youth and all who are looking for outdoor activities. Most interested in pickleball courts in our park. Convert old tennis courts"

Decision-Making Principles

Residents were given the opportunity to select the principles they felt were most important in decision-making in person. They were also encouraged to give examples of how they felt those principles could be applied to local decision-making. These principles are listed below.

Introduction
The Planning Process



Economic Prosperity

"Needs to be used to attract different industries and business to the area."

"Raise the standard of expectations of business and community. Have pride, maintenance, and enforcement should be priority."

Quality of Life

"Should be used to help improve recreational activities around the City. Will then lead to a happier and healthier population."

"Activities for our youth and all who are looking for outdoor activities. Most interested in pickleball courts in our park. Convert old tennis courts."

Culture & History

"Brady was booming in the 1970's (per a long-time resident). Parades, community events horse racing then."

"Continue with our country music."

In Brady, economic development often means supporting small businesses, revitalizing existing properties, and making the most of limited resources. When considering actions like a façade grant or infrastructure repair, ask: Will this help strengthen Brady's tax base, support local jobs, or reduce long-term costs? Prioritize investments that attract reinvestment, lower infrastructure liabilities, and lay the foundation for long-term fiscal sustainability.

In a close-knit community like Brady, everyday choices—whether adjusting park programming or scheduling road repairs—directly impact residents' well-being. Aim for decisions that make daily life safer, more convenient, and more enjoyable for all ages. Focus on walkability, access to recreation, and housing variety to enhance livability while reinforcing Brady's small-town feel.

Brady's heritage is one of its greatest assets. Whether rehabbing an older building, selecting streetscape elements, or planning public events, consider how each decision reflects the community's unique story. Embrace opportunities to preserve historic structures, highlight local traditions, and reinforce Brady's identity in ways that build civic pride and attract visitors.

Who Are the Citizens of Brady?

Key Demographic Statistics

2022 POPULATION

Introduction
Who Are the Citizens of
Brady?

Brady
5,118

McCulloch County
7,630

Texas
29,145,505

HOUSEHOLDS

Brady
2,621

McCulloch County
4,233

Texas
10,490,553

MEDIAN AGE

Brady
38.5

McCulloch County
44.4

Texas
35.2

RACE

Brady

57.2%
White Alone

37.7%
Hispanic or Latino

2.4% Two or More Races
1.6% Black Alone
0.7% Asian Alone
0.2% Some Other Race
0.1% American Indian Or
Alaska Native

McCulloch
County

64.3%
White Alone

31.0%
Hispanic or Latino

2.7% Two or More Races
1.2% Black Alone
0.5% Asian Alone
0.2% Some Other Race
0.1% American Indian Or
Alaska Native

Texas

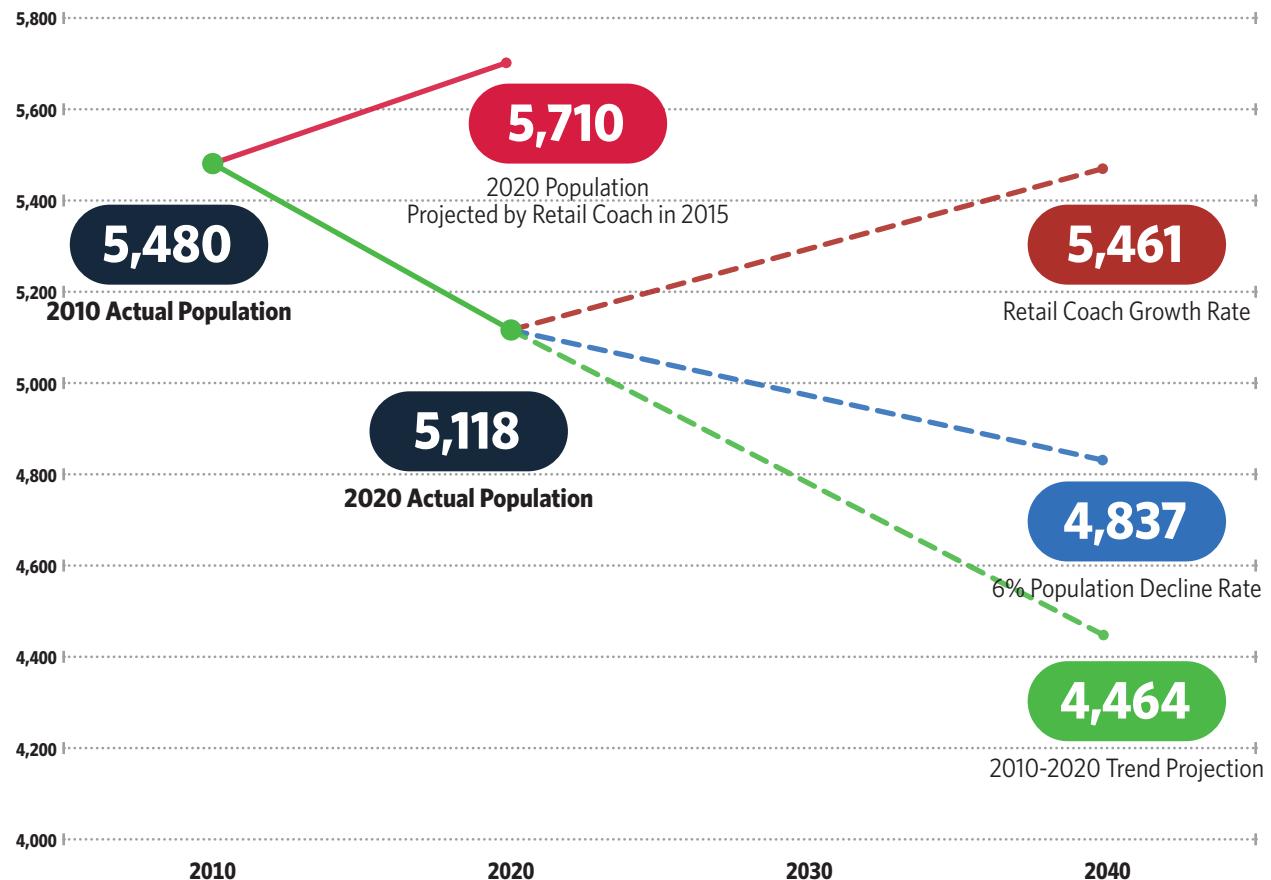
39.7%
White Alone

39.3%
Hispanic or Latino

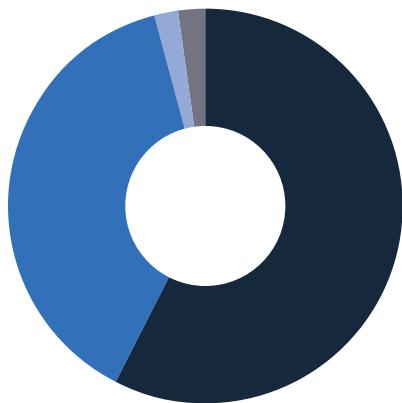
11.8% Black Alone
5.4% Asian Alone
3.0% Two or More Races
0.4% Some Other Race
0.3% American Indian Or
Alaska Native
0.1% Native Hawaiian/
Pacific Islander

Source: 2020 Decennial Census, 2022 ACS 5-Year Estimates

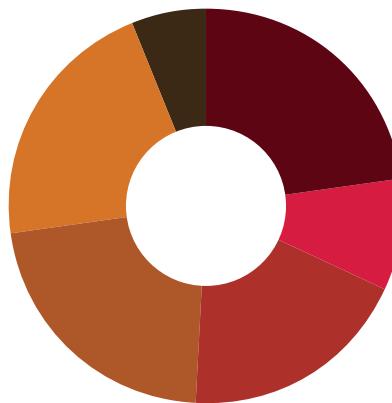
BRADY HISTORICAL POPULATION CHANGE, HISTORICAL POPULATION PROJECTIONS, AND POSSIBLE GROWTH TRENDS



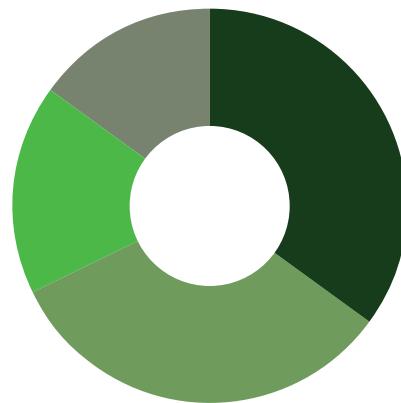
BRADY RACE DISTRIBUTION



BRADY AGE DISTRIBUTION



BRADY HOUSEHOLD SIZE



Source: Brady Community Demographic Profiles 2012 & 2015, 2020 Decennial Census

Indexes

Introduction

Who Are the Citizens of Brady?

Esri, a leading provider of mapping and demographic analysis tools, offers standardized indices to compare community traits like affordability, diversity, crime, and wealth, with 100 representing the national average.

Brady is notably more affordable than both McCulloch County and the State. Its diversity and crime levels fall between the County

and State, reflecting moderate variation and reported crime. Wealth levels are slightly below the County and well below the State, indicating modest household assets.

HOUSING AFFORDABILITY INDEX (HAI)

HAI measures whether a typical household earns enough to qualify for a mortgage on a median-priced home. This is calculated by dividing median household income by the income required to purchase a median-priced home, then multiplying by 100. Above 100 means the median income is more than sufficient, and below 100 indicates that the median income falls short.

Brady

207

McCulloch County

167

Texas

93

WEALTH INDEX (WI)

The Wealth Index represents the relative wealth of an area compared to the national average. An index value greater than 100 means an area's wealth is greater than the national average, while a value less than 100 means it's less.

66

69

93

CRIME INDEX (CI)

The Crime Index is an indication of the relative risk of a crime occurring and is measured against the overall risk at a national level. Values above 100 indicate an above average risk of crime occurring compared to the US. Values below 100 indicate a below average risk of crime occurring compared to the US.

72

64

108

DIVERSITY INDEX (DI)

The Diversity Index from Esri represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. Values above 100 indicate an above average level of diversity compared to the US. Values below 100 indicate a below average level of diversity occurring compared to the US.

70.6

65.3

84.1

Source: Esri BAO

Where They Live

Overall, Brady's owner and renter occupancy rates are similar to those of McCulloch County and the state of Texas. However, both Brady and the County have roughly twice the percentage of vacant housing compared to the statewide average. The combination of elevated vacancy rates, an older housing stock, and the gap between home prices and household incomes suggests that the local housing market does not fully meet the diverse needs of the community. As a result, some households, particularly those with lower or fixed incomes, may be forced to look outside Brady for housing that aligns with their financial capacity, which could further contribute to local vacancies.

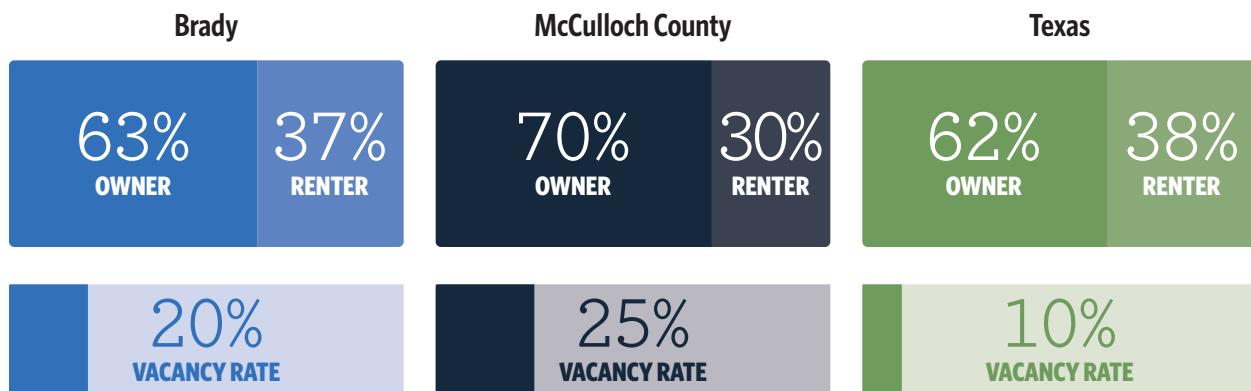
Nearly half of the area's housing was built before 1960, and only about 5 percent of Brady's homes have been constructed

since 2000. While this aging housing stock helps keep average purchase prices lower than the statewide average, it also brings added costs for maintenance and repairs. For moderate-income households, the relationship between local incomes and home prices means that homeownership remains relatively attainable. However, for many lower-income households, even Brady's below-average costs can still present a significant barrier. Infill development and targeted reinvestment can help address these challenges by introducing newer, more efficient housing options that reduce long-term costs and better align with the budgets of current residents.

Introduction
Who Are the Citizens of Brady?

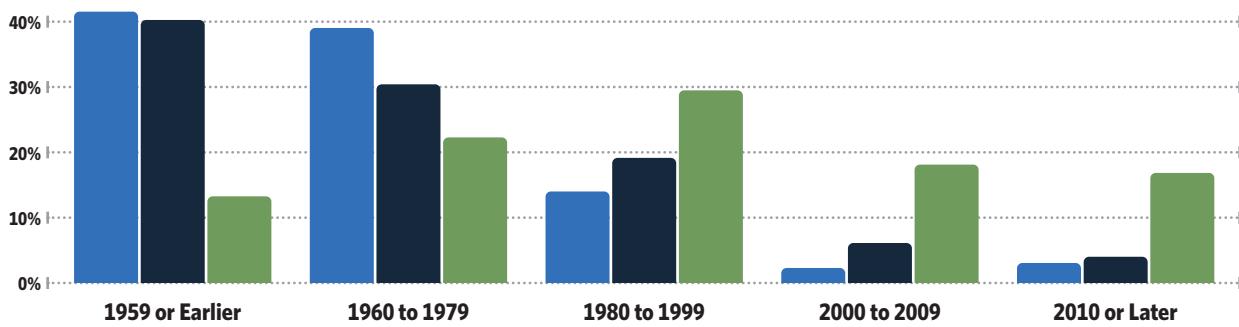
Key Housing Statistics

OWNER VS RENTER OCCUPIED, AND VACANCY RATES, FOR HOUSING UNITS



LOCAL HOUSING AGE

BRADY MCCULLOCH TEXAS



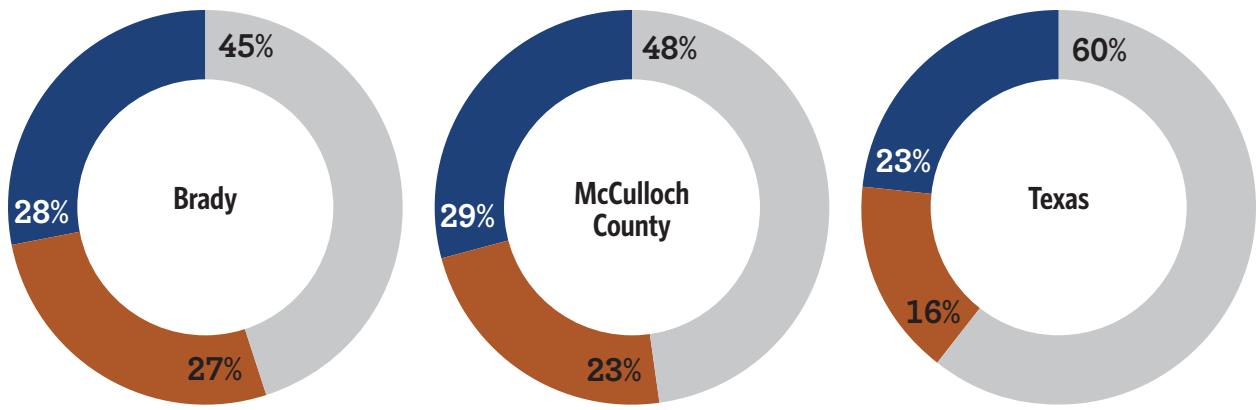
Source: 2022 ACS 5-Year Estimates

Where and How They Work

Introduction Who Are the Citizens of Brady?

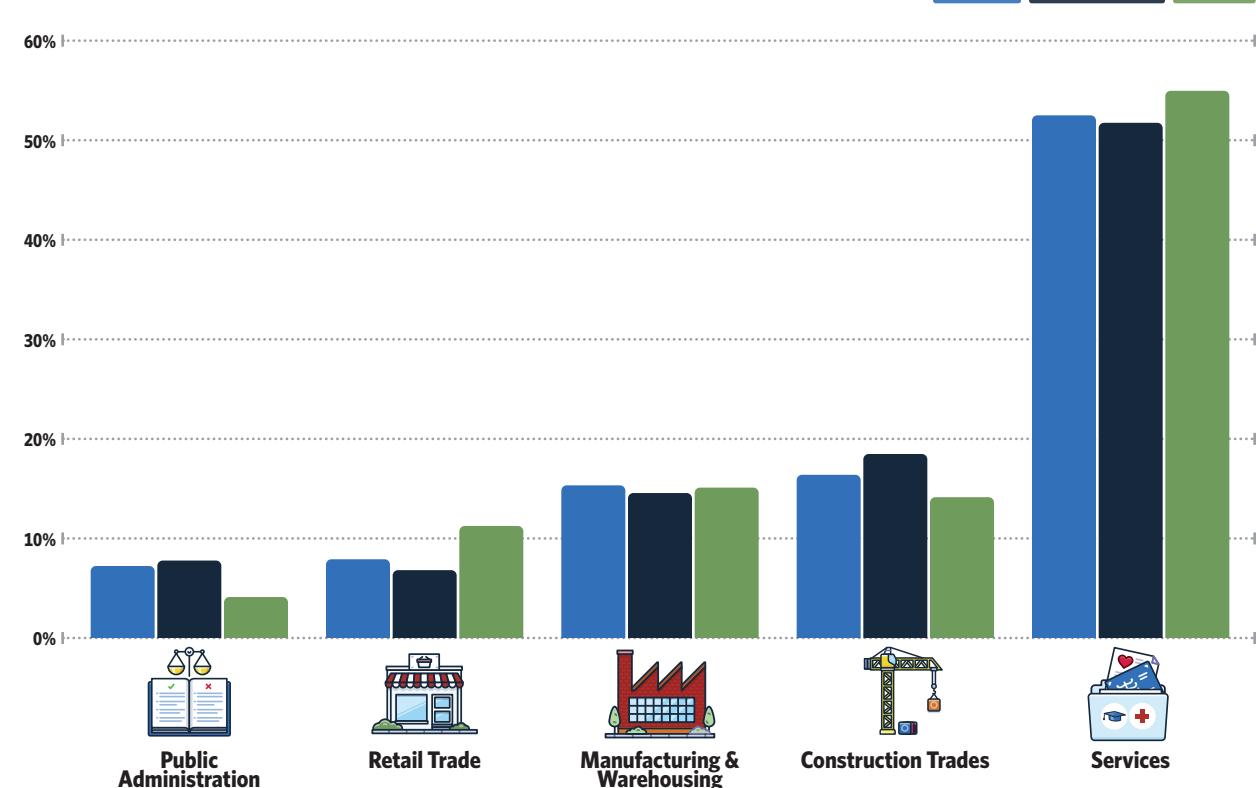
Census figures provide insights into the most common occupations and industries in which Brady residents are employed. Brady's industry proportions almost exactly mirror that of Texas collectively, though the retail industry is smaller. Notably, Brady has a smaller percentage of white collar employees and larger service and blue collar population. Brady has a much higher percentage of workers in the service industry than the statewide average.

EMPLOYMENT BY OCCUPATION COMPARISON



WHITE COLLAR SERVICE BLUE COLLAR

EMPLOYMENT BY INDUSTRY COMPARISON



BRADY MCCULLOCH TEXAS

What They Want and Need Locally

There is a strong commitment to retaining Brady's small-town Texas appeal and character while managing growth to accommodate new businesses and amenities. Building on the family-oriented culture with more community building events and entertainment opportunities is a priority. Residents enjoy the current city-wide events like the goat cook-off but could benefit from additional ways to connect with neighbors through amenities such as a centralized pickleball court. The community mentioned capitalizing on existing assets like the golf

course, Brady Lake, and the extensive parks system by the addition of new features or equipment.

The community enjoys the current amenities provided by Brady's downtown square, but sees the potential for the area to expand to a thriving activity hub with additional activities and local businesses. Economic prosperity and attracting new industries or businesses to Brady are ongoing concerns. Attracting new business and ensuring stable employment is paramount.

Introduction
Who Are the Citizens of Brady?



City of Brady Mayor, Anthony Groves, and residents give input on their wants and needs.

Community Identity

Introduction Community Identity

The elements on these pages represent the concepts, ideas, and discussion that came out of the public engagement process. The elements are made up of three parts: Values, Assets, and Aspirations. When these items are put together, it gives a clear and meaningful picture of how the residents of Brady see their community now and what they wish it to be in the future

VALUES



Shared Prosperity

We believe in rising together as a community, working to ensure that every neighbor, business, and family has the opportunity to succeed. That means supporting local entrepreneurship, ensuring access to opportunities, and making inclusive decisions that reflect the needs of the entire community, not just a select few.

Invested in Tomorrow

We value persistence, pride in our work, and making decisions that stand the test of time. This means investing in infrastructure, buildings, and policies that are durable, well-considered, and reflective of our community's long-term needs, not just quick fixes.



Sense of Community

We value the pace, connections, and trust that come with small-town life, where everyone knows your name and looks out for one another. Planning for growth means protecting what makes Brady feel like home: strong relationships and neighborhoods, and public spaces that bring people together.

Community History

We honor our history, preserve our stories, and carry forward the legacy of those who built Brady. This means protecting historic sites, investing in community identity, and making sure the next generation knows where we came from as we shape where we're going.

ASSETS

NEW FACILITIES

BRADY ISD

SMALL-TOWN FEEL

AIRPORT

NATURAL AMENITIES

PARKS & RECREATION

LOCAL EVENTS

DOWNTOWN

CENTRAL LOCATION

BRADY LAKE

AGRICULTURE & HUNTING

Introduction
Community Identity

ASPIRATIONS

1

Grow from What We've Got

Build on Brady's existing assets, its charm, people, places, and traditions, to create growth that feels authentic and rooted.

2

Welcome New Faces, Keep Existing

Welcome more visitors, businesses, workers, and new residents by enhancing livability, promoting uniqueness, and creating reasons to stay and return.

3

Shared Direction

Utilize Brady's vision and strong communication so that everyone is pulling in the same direction. When everyone understands the "why" behind decisions and sees progress toward shared goals, it builds trust, momentum, and long-term success.

4

Bring Recreation to Life

Expand recreational opportunities with new and improved facilities that serve residents and visitors alike, from courts to events.

5

Raise the Bar for Business

Bring in values-driven businesses and employers who raise the bar for quality, service, and pride in Brady's future.

Brady's Vision

Introduction Community Identity

The vision statement is a unifying expression of Brady's identity, an aspirational but grounded story that blends how Brady sees itself today with the future it wants to create. By bringing together three essential elements—values, assets, and aspirations—a single statement can be crafted that reflects the community's shared hopes, tells the truth about Brady's strengths, and points the

way forward. The result is more than just a sentence, it's a story about who Brady is and who it wants to become.

This statement was created through engagement with the public and work sessions with the Brady City Council, most notably former Council Member Missi Elliston.

BRADY'S VISION STATEMENT

IN THE VERY HEART OF TEXAS, THE CITY OF BRADY IS DEDICATED TO FOSTERING A TIGHT-KNIT COMMUNITY ROOTED IN TRADITION, RESILIENCE, AND RURAL PRIDE.

WE STRIVE TO PROVIDE A WELCOMING, SAFE, AND THRIVING ENVIRONMENT WHERE FAMILIES FLOURISH, LOCAL BUSINESSES PROSPER, AND THE SPIRIT OF THE LONE STAR STATE SHINES THROUGH OUR COMMITMENT TO SUSTAINABLE GROWTH, PRESERVING OUR HERITAGE, AND EMBRACING THE VALUES OF HARD WORK, FAITH, AND NEIGHBORLY SUPPORT.

Related Plans & Initiatives

The City of Brady has invested in several key planning efforts over the last nine years. These products are valuable, and while they are in need of updating, they contain recommendations that are still relevant. Significant takeaways from each of these adopted documents are summarized here and have been incorporated into this modernized implementation strategy.

Introduction
Community Identity

		Related Plans			
		2006 Parks Master Plan	2013 Comp Plan	2014 Comp Master Plan & CIP	2014-2024 Parks, Rec & Open Space
Shared Priorities	Parks & Recreation Facilities	✓			✓
	Elderly & Youth Programming	✓			
	Downtown & Brady Lake Focus		✓	✓	
	Roadway & Utility Maintenance		✓	✓	
	Zoning & Land Use Improvements		✓	✓	
	Multigenerational Indoor Facilities	✓			
	Private Recreation Support				✓
	Visual Appeal & Placemaking		✓	✓	
	Public Safety Improvements				✓
	Pedestrian/Bike Infrastructure	✓			
	Fiscal/Capital Maintenance Focus	✓		✓	

The Economics of Land Use

The Value of Development Patterns

Where, when, and how a city develops has a direct impact on a city's fiscal health. The form and process by which property develops in a community is its development pattern. Development patterns are caused by varied wants, needs, and desires of community leaders, residents, and developers. Below are three of the most common development patterns seen in Texas and across the United States: rural, suburban, and urban. Each of these patterns accommodates a certain amount of people, requires different amounts of infrastructure and public services, and consumes varying amounts of land.

Understanding the economic constraints these patterns present is key to helping build a resilient and fiscally sustainable place. The economics of land use, at a high level, pertains to how these different development patterns generate revenue back to the city in the form of property tax, sales tax, and other revenues. The development patterns also generate costs and liabilities in the form of services and infrastructure that require maintenance over time. To be financially sustainable, a City's development pattern must generate sufficient revenue to pay for services and infrastructure; not just today, but over time.

COMMON DEVELOPMENT PATTERNS

Rural	
	
Value Per Acre	LOW
Infrastructure Costs	LOW
Service Levels	LOW
Population Per Acre	LOW
Cost Per Household	LOW
Suburban	
	
Value Per Acre	MIDDLE
Infrastructure Costs	HIGH
Service Levels	HIGH
Population Per Acre	MIDDLE
Cost Per Household	HIGH
Urban	
	
Value Per Acre	HIGH
Infrastructure Costs	HIGH
Service Levels	HIGH
Population Per Acre	HIGH
Cost Per Household	LOW

The Suburban Growth Experiment

For thousands of years, cities all over the world were built and grew incrementally out (horizontally), up (vertically), and more intensely (higher density), as resources allowed. This traditional pattern of development was characterized by a compact grid, narrower streets, and diverse building types (whose uses were flexible) all geared toward a human scale, and it was built in increments when the demand and money were available. New structures or streets were built next to existing buildings or infrastructure because this was the most cost-effective way of growing.

When the automobile was invented, it prompted a development shift in the U.S. that engineer and Strong Towns¹ founder Charles Marohn coined the “suburban

experiment.” The creation of the highway system, increasing car ownership, and mass-scale housing programs rolled out after World War II combined to create a new environment where developers were able to purchase and develop land out on the edge for lower costs, and the suburbs were born. Streets and buildings became more spread out than ever before, and residential, commercial, and other uses were separated. Fewer buildings were designed with unique character or built to last. Instead, they were designed to be cost-effective and mass-produced. Unlike the previous incremental growth, cities began to see massive amounts of housing, streets, and infrastructure being built over a much larger area in a short amount of time - typically just one or two decades.

Introduction
The Economics of Land Use

¹For more information about Strong Towns, check out the book *Strong Towns: A Bottom-Up Revolution to Rebuild American Prosperity* and visit strongtowns.org



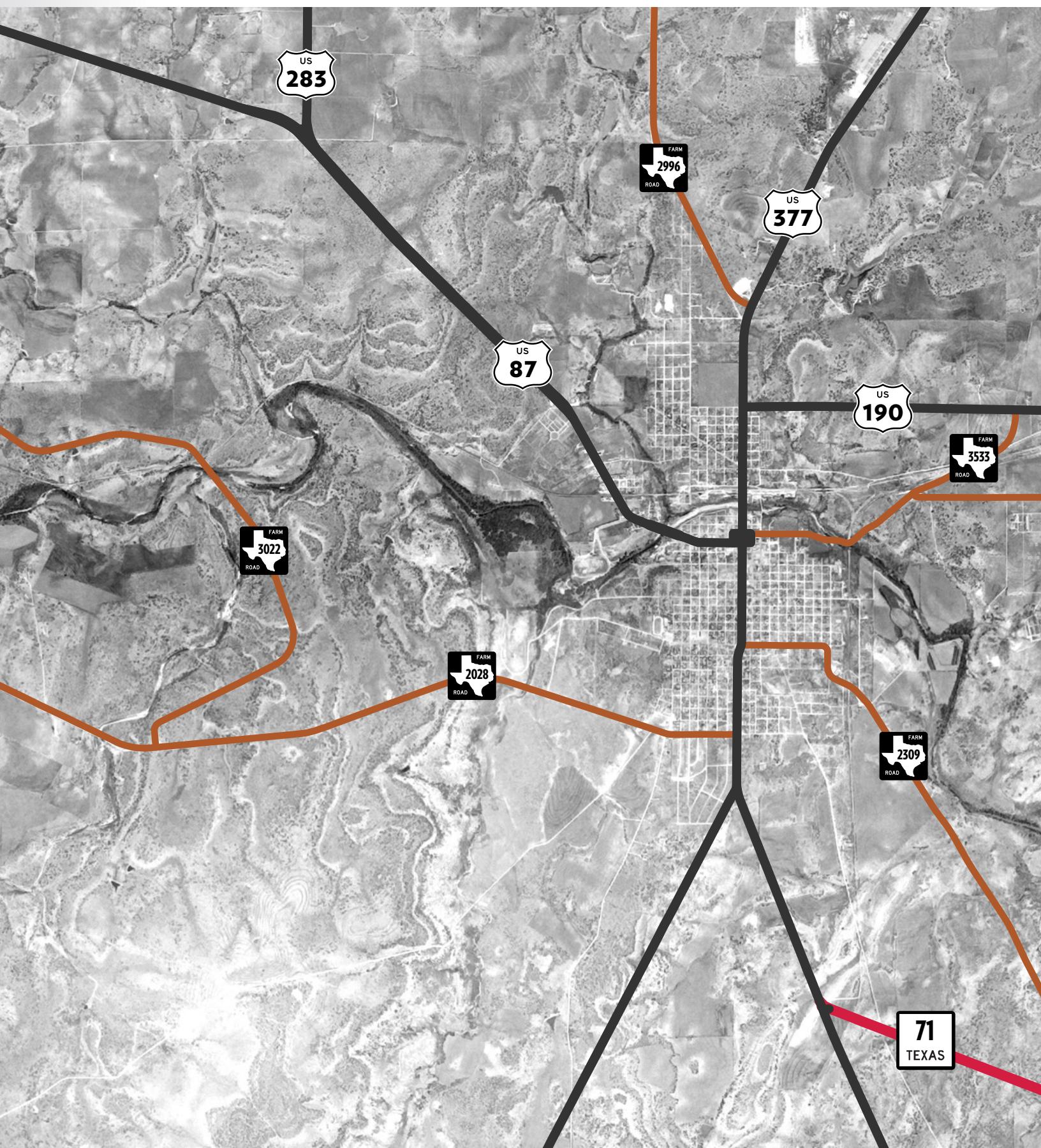
Source: *The Philadelphia Enquirer*, 1953

Postwar advertising fueled the suburban dream by promoting the spread of families into former farmland, pairing affordable homes with the promise of multiple cars. This had the effect of turning mobility, space, and consumption into pillars of the modern American lifestyle.



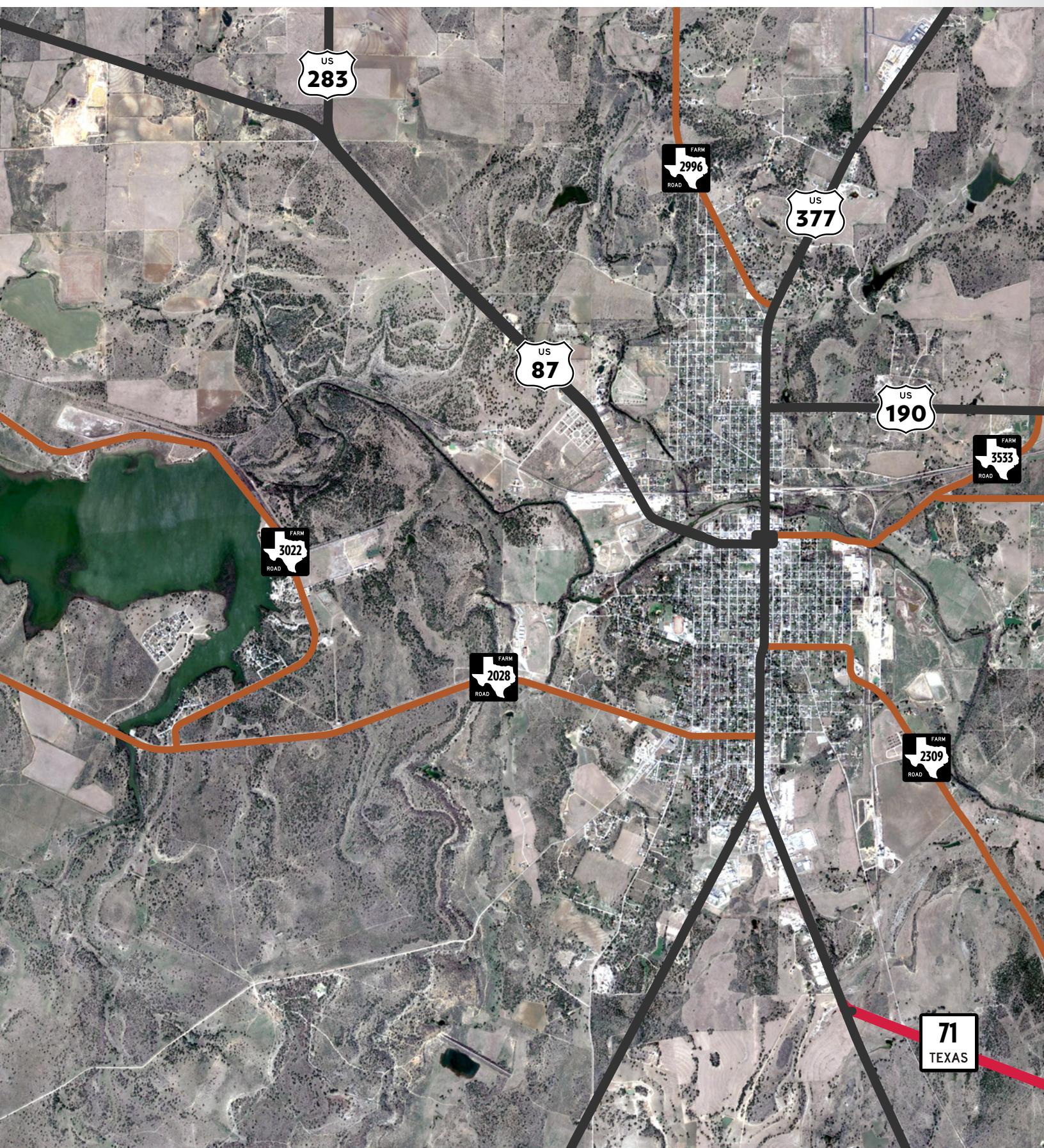
Source: *The Saturday Evening Post*, 1950

BRADY, APRIL 1953



Source: USGS

BRADY, JANUARY 2019



Source: Google

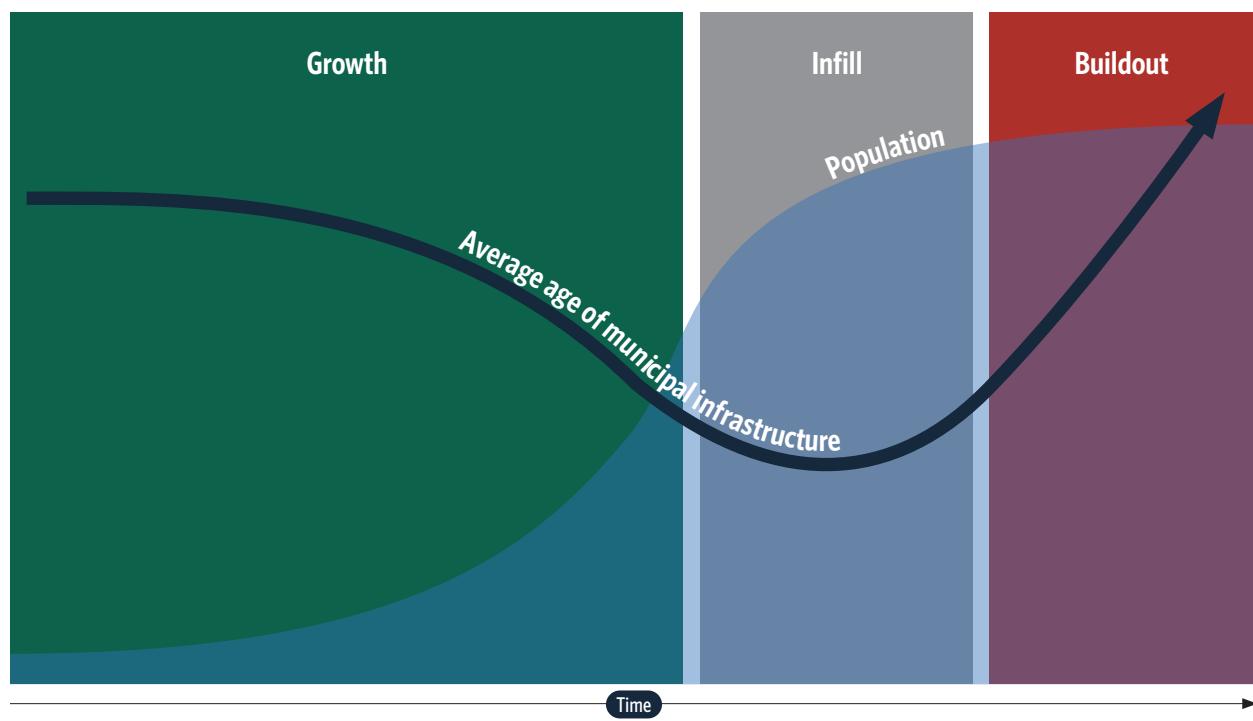
The Effects of The Rate and Pattern of Growth

As the suburban growth model caught on, cities across the country began to embrace and encourage rapid growth without fully considering long-term impacts. Private developers built subdivision after subdivision, putting in miles of new infrastructure “at no cost to the city!”, selling cities on the additional rooftops and tax revenues. This creates what Marohn refers to as an “illusion of wealth”, where the overall look and feel of the community is new and affluent. During this time, there is also typically pressure to keep property taxes down. Sales tax revenue will fluctuate up and down based on market conditions and demand.

Today, the significant costs of this approach are revealing themselves. As cities continue to age and expand, development and the revenue boost from additional homes and businesses slows down. The neighborhoods,

facilities and infrastructure built decades prior have reached the end of their life cycle and are in need of replacement. Community leaders are left struggling to keep up with expectations for basic service, employment and lifestyle. However, they have limited resources to do so. This starts a cycle where cities fix what they can, and postpone what’s left. Eventually neighborhoods deteriorate to the point where residents with the ability to do so move out, while those less fortunate are forced to remain in an environment of decline and neglect.

INFRASTRUCTURE AND POPULATION OVER TIME



NOTE: Typically in a suburban development pattern, as a city approaches buildout, revenues from new growth flatten out. Simultaneously, costs to replace infrastructure initially built by developers come due as streets and utilities reach the end of their initial life cycle.

Resource Constraints

In today's environment, most citizens are not willing and/or able to pay more in property taxes or fees, but cities don't have the revenue needed to cover basic services and maintenance due to the cost of aging infrastructure. Each year, maintenance expenses grow, and citizens' concerns over property taxes and being priced out of their homes do as well. Recent state legislation to cap property taxes and limit annexation and local control of building regulations has only increased this tension.

There are generally three positions that cities find themselves in when it comes to their position on the growth curve and how they are managing the resource gap:

	 SERVICES	 INFRASTRUCTURE	 REVENUE	
IN GOOD SHAPE				The city has quantified service costs, knows what its infrastructure costs are, and has a good, clear plan to generate enough revenue to pay for those things - all while staying within the limits of what the residents there are willing and able to pay for.
DOING OK FOR NOW				These communities tend to be in the middle of their growth phase. Older parts of the city require maintenance, but revenue from new growth is covering these costs. The wave of infrastructure reconstruction costs has not hit these communities yet, but is looming out in the future.
ALREADY RUNNING BEHIND				These are older cities where there is limited growth, and often, decline. Large areas of the city are past their initial life cycle and in need of repair. There are neighborhoods beginning to decline and there is no clear plan for how the city is going to address those needs.

Land Use Fiscal Analysis

WHY IT'S IMPORTANT

Introduction The Economics of Land Use

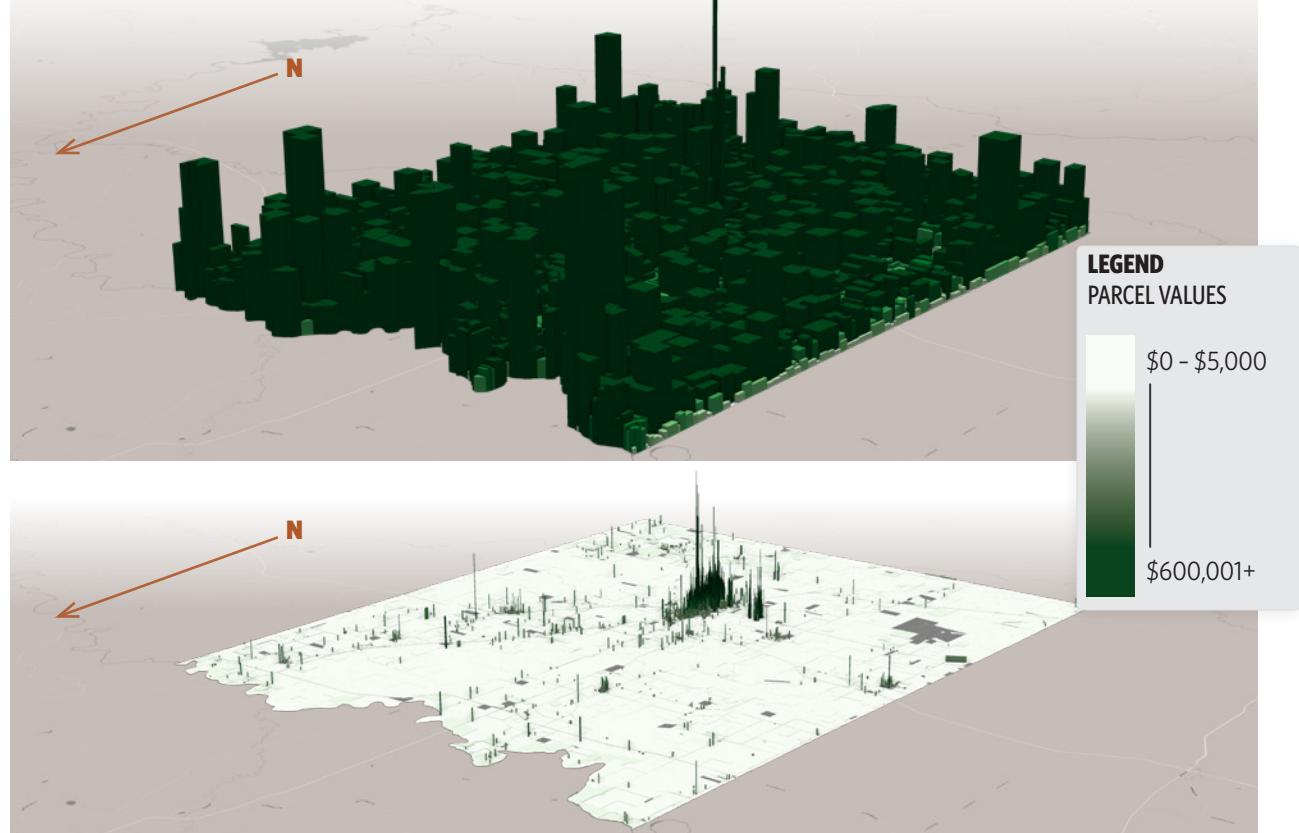
To align development, services, and revenues, cities need a common language to address shared challenges and evaluate trade-offs. Land use fiscal analysis provides that language by highlighting how different development patterns contribute to the city's financial health. In Brady, the analysis focused on property tax revenue per acre across various parcels and development types. By mapping revenue productivity at the parcel level, we can see which areas generate the most value for the city. While this analysis did not include the cost of services, research consistently shows that compact, walkable development patterns not only generate more revenue per acre but also tend to cost less to serve. As a result, areas that produce higher revenue—particularly those closer to the center of town—can be reasonably understood to deliver stronger fiscal performance overall.

¹ Smart Growth America, "Building Better Budgets: A National Examination of the Fiscal Benefits of Smart Growth Development"; Smart Growth America, "What's the Value of a Great Downtown?"; Strong Towns, "Main Street vs. Chain Stores: A Western North Carolina Analysis" (2022).

MEASURING THE VALUE OF DEVELOPMENT PATTERNS

Not all kinds of development yield the same returns on investment. Our most financially productive places, in terms of the property tax revenues they bring in per acre, tend to be clustered around our older downtown developments and walkable neighborhoods. Studies¹ across the country show that street-fronting businesses on small lots in compact, walkable areas—such as those along historic main streets—tend to be vastly more productive per acre than the more suburbanized auto-oriented sites with larger lots and dedicated parking areas. Very little infrastructure cost is associated with the traditional style of development, and buildings can easily adapt to different uses. Contrast this with the big box, strip mall approach, which eats up valuable land for diminishing returns, requires significantly more infrastructure, and is inflexible to reuse.

PARCEL VALUE, AND PARCEL VALUE PER ACRE COMPARED IN MCCOLLOCH COUNTY



Creating a Fiscally Informed Plan

This Comprehensive Plan is designed to guide Brady's future in a way that responds to the community's fiscal realities. By focusing development and redevelopment in key areas—and encouraging more efficient patterns—the City can increase revenues, reduce long-term service needs, and gradually close resource gaps.

To create this kind of plan and recommend

strategies for a more resilient future, several key questions must be considered:

QUESTIONS TO ASK

WHAT WE NEED TO LEARN

What policies support a fiscally productive and resilient pattern?

Many of the development patterns that historically produced strong financial returns for cities are no longer legal to build under current zoning and design standards. Updating these policies to once again allow modest, mixed-use, and walkable forms of development is a key opportunity for Brady. The Comprehensive Plan will explore policy changes that support these more productive patterns.

How are the current development patterns in the city performing?

This plan includes a land use fiscal analysis that looks at property tax revenue per acre for parcels across the city. While it does not account for service costs, the analysis highlights which areas are generating the most value for the city. These insights help the City understand where infill, redevelopment, or new development can most effectively support long-term fiscal health.

What people and organizations can partner with the city to build quality infill and small projects?

Historically, most development in Brady and other Central Texas communities was done by local builders. In recent decades, larger projects have often come from regional or national firms. Supporting local residents and small developers who are willing to build one parcel or one block at a time will be important. The City can play a key role by connecting these partners to resources, funding, and support networks.

How can the current development pattern change to provide more value per acre?

The fiscal analysis identifies areas with higher and lower property tax revenues per acre. While service costs were not measured, research shows that compact, centrally located development typically costs less to serve. By aligning future growth with areas that offer the greatest return per acre, the City can improve overall fiscal performance and better target public investments.

How Development Patterns Affect Commercial Value

Introduction The Economics of Land Use

Different patterns of development can produce significantly different values on a per acre basis. Since value per acre gives the most apples-to-apples comparison of properties, it is a useful metric to understand what patterns are going to help Brady become a more fiscally sustainable place. Denser commercial patterns provide a sizable increase in revenue per acre. Unfortunately, Brady currently has few areas where this pattern is present or possible. Re-evaluating and encouraging this approach to commercial development could contribute greatly to closing the resource gap.

AUTO-ORIENTED BIG BOX

Wal-Mart



17.78

TOTAL ACRES

\$808

PROPERTY TAX REVENUE PER ACRE

SUBURBAN COMMERCIAL

Mac's BBQ, Higginbotham Brothers - Brady



10.39

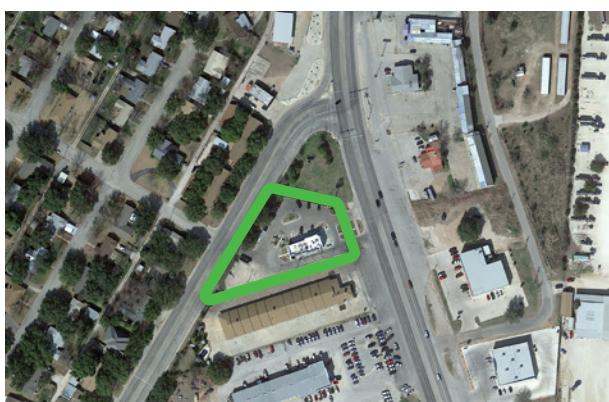
TOTAL ACRES

\$839

PROPERTY TAX REVENUE PER ACRE

SUBURBAN PAD SITE

McDonald's



10.4

TOTAL ACRES

\$1,911

PROPERTY TAX REVENUE PER ACRE

MAIN STREET MIXED USE

Brady Square



1.25

TOTAL ACRES

\$4,494

PROPERTY TAX REVENUE PER ACRE

How Development Patterns Affect Residential Value

Residential development patterns also vary widely in the amount of value they generate per acre. More compact, connected neighborhoods—those with smaller lots, attached housing, or a mix of housing types—typically produce more value per acre than large-lot subdivisions. Since property tax revenue is based on value, this difference has long-term implications for Brady's fiscal health. Today, most of Brady's residential areas are lower density and yield relatively modest returns per acre. Encouraging a

greater mix of housing types and more efficient neighborhood patterns can help the City strengthen its tax base while offering more housing choices for residents.

Introduction
The Economics of Land Use

LOW-DENSITY SUBURBAN



8.80

TOTAL ACRES

\$1,485

PROPERTY TAX REVENUE PER ACRE

MEDIUM-DENSITY SUBURBAN



6.54

TOTAL ACRES

\$1,615

PROPERTY TAX REVENUE PER ACRE

DUPLEXES



0.44

TOTAL ACRES

\$1,664

PROPERTY TAX REVENUE PER ACRE

TOWNHOMES

Indian Creek, Brownwood



3.62

TOTAL ACRES

\$5,722

PROPERTY TAX REVENUE PER ACRE

For the Townhomes pulled from Brownwood the property tax revenue value was calculated by using the property tax values in Brownwood, and applying Brady's property tax rate. By doing this it give an approximation of tax revenue that would be generated if a similar development was built in Brady.

Factors Affecting Affordability and Fiscal Sustainability

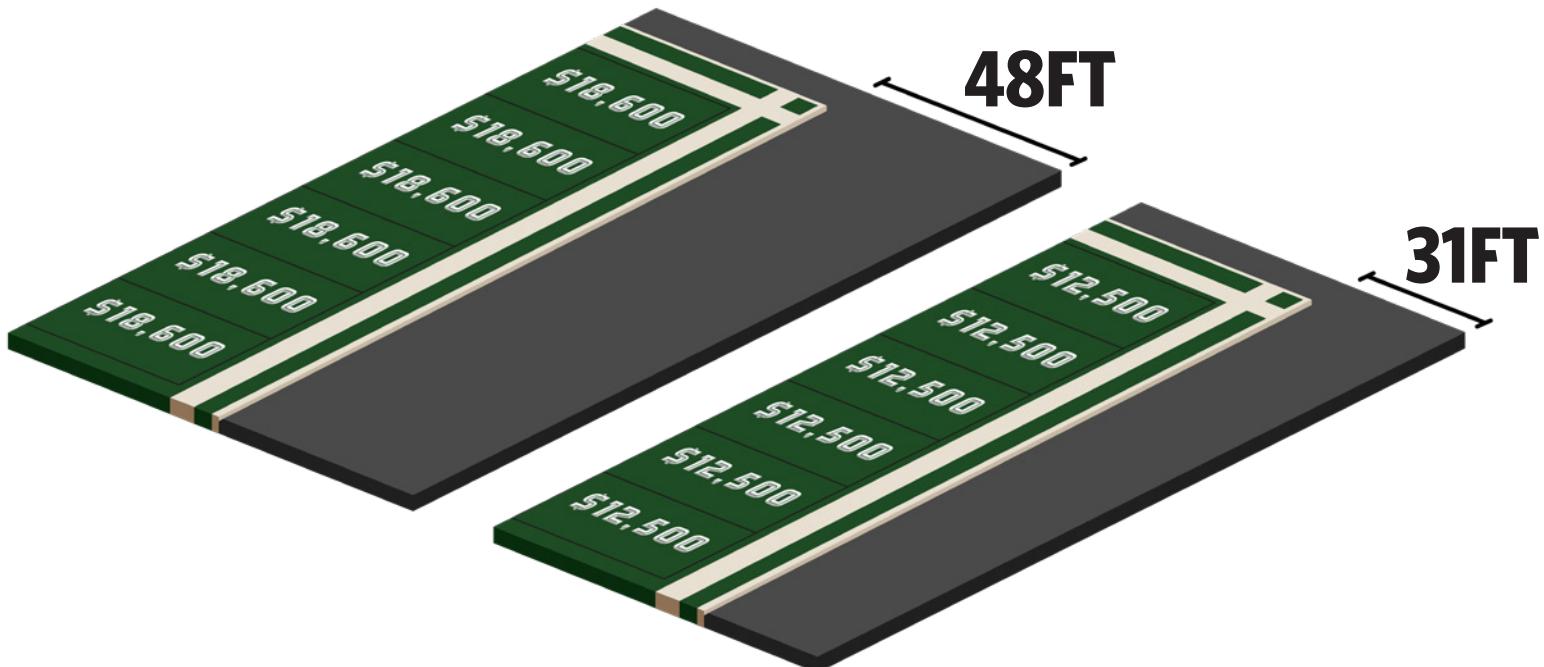
Street Width

Introduction

Factors Affecting Affordability and Fiscal Sustainability

Wider streets are more expensive to build and especially to maintain over time. Each additional foot of street width means more pavement that the city has to repave and repair regularly. Narrower neighborhood streets, by contrast, present a smaller surface area to maintain, which reduces ongoing maintenance costs for the community. For example, a two-lane residential street will be cheaper to take care of than a four-lane street because

there is simply less asphalt and fewer lanes needing upkeep. Keeping streets to the minimum width needed for safe traffic helps lower infrastructure costs, which can ease pressure on city budgets and, in the long run, help keep taxes and fees more affordable for residents. In short, right-sizing street width (avoiding excessively wide streets) makes maintaining streets more fiscally sustainable without compromising their function.



This illustration compares two blocks that are identical in every way but one: the width of the street running down their center. The narrower street is 31 feet wide while the wider one spans 48 feet.

Because there is far less pavement to maintain, rebuilding the 31-foot street is expected to cost the city about \$150,000 at the end of its life cycle. Widening that street to 48 feet, however, increases the replacement bill to roughly \$232,000 – more than a 50 percent jump driven solely by the extra asphalt.

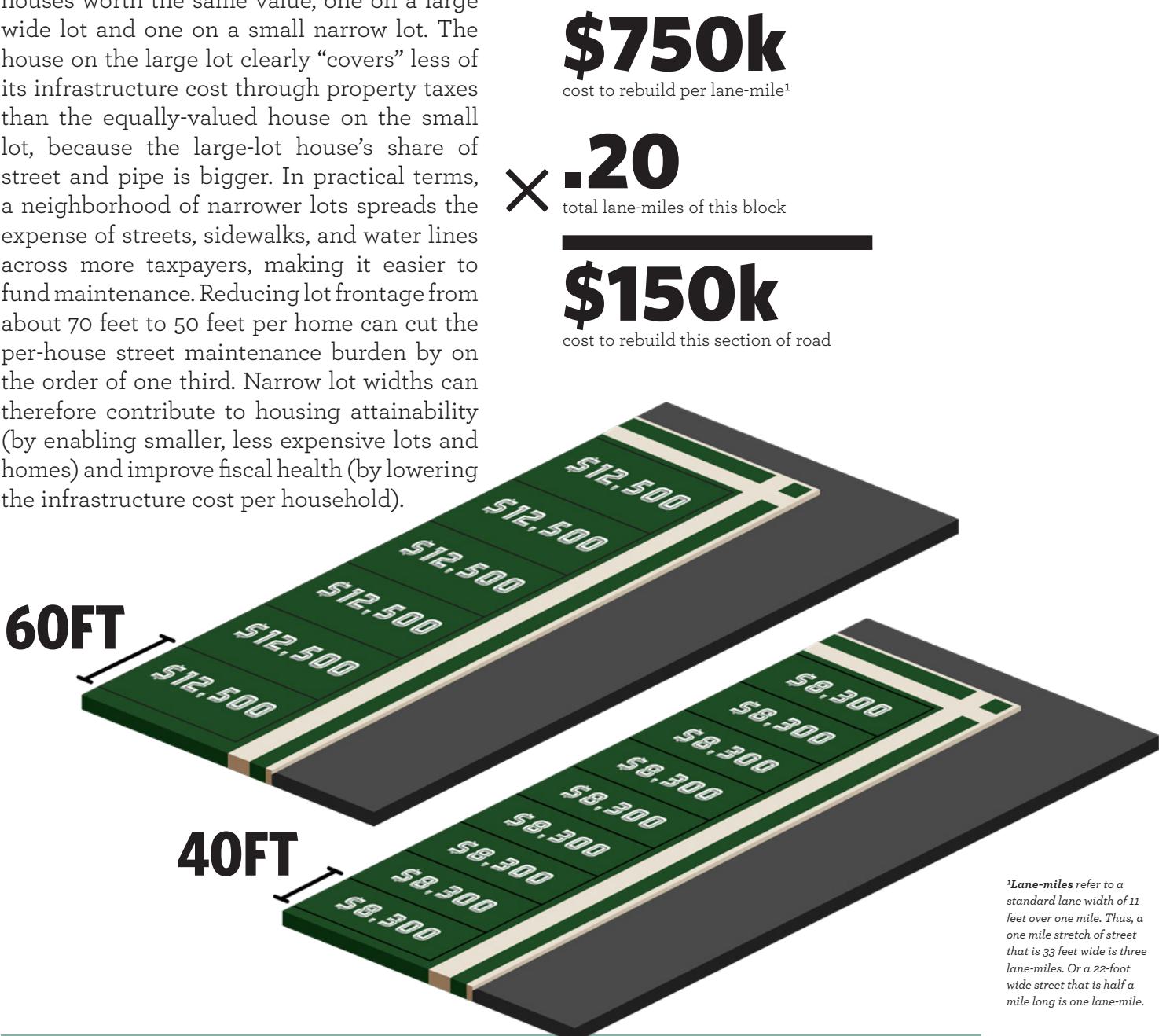
When those fixed costs are divided among the households on each block, the difference becomes personal. Residents along the narrow street would shoulder an estimated \$12,500 apiece, while their counterparts on the wider street would face a burden of about \$18,600 each. In short, adding pavement without adding new homes spreads the same infrastructure over fewer taxpayers, driving up long-term costs for every household and straining the city's maintenance budget.

Lot Width

Lot width refers to the frontage of a property – essentially, the length of a lot that borders the street. This dimension has a large effect on how infrastructure costs are shared. Homes on wide lots take up more length of street and utility lines, meaning each such home is responsible for a larger chunk of those infrastructure costs. By contrast, if lots are narrower, more homes fit along each block, and each home shoulders less of the cost to support that block's infrastructure. One way to think about it: imagine two houses worth the same value, one on a large wide lot and one on a small narrow lot. The house on the large lot clearly “covers” less of its infrastructure cost through property taxes than the equally-valued house on the small lot, because the large-lot house's share of street and pipe is bigger. In practical terms, a neighborhood of narrower lots spreads the expense of streets, sidewalks, and water lines across more taxpayers, making it easier to fund maintenance. Reducing lot frontage from about 70 feet to 50 feet per home can cut the per-house street maintenance burden by on the order of one third. Narrow lot widths can therefore contribute to housing attainability (by enabling smaller, less expensive lots and homes) and improve fiscal health (by lowering the infrastructure cost per household).

The block imagined below compares two versions of the same 31-foot-wide neighborhood street, which will cost the city about \$150,000 to rebuild when it wears out. In the first scenario, the block is divided into six 60-foot lots, so the cost to rebuild the street works out to about \$12,500 for each homeowner. In the second, the block is divided into nine 40-foot lots. Because the total street cost stays exactly the same, spreading it over more households drops the long-term burden to roughly \$8,300 per lot – about a third less than in the larger-lot scenario. The lesson is clear: smaller lots don't change what the city pays to maintain the road, but they do share that fixed expense across more taxpayers, easing the cost for every household on the block.

Introduction
Factors Affecting
Affordability and Fiscal
Sustainability



Building Height

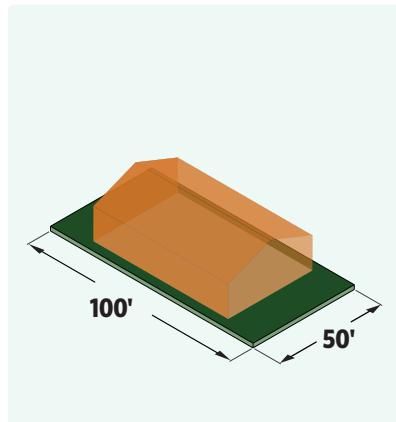
Introduction

Factors Affecting
Affordability and Fiscal
Sustainability

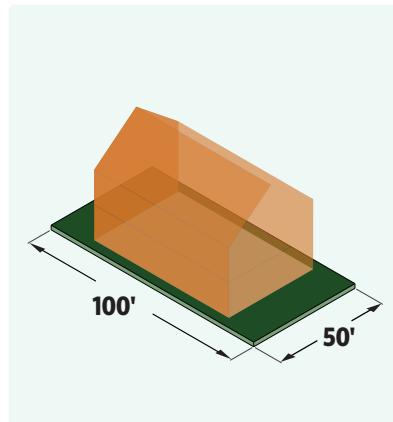
Building height is another critical factor – it determines how many floors or stories can be stacked within the same building footprint. Adding height allows more homes or offices to be “stacked” on the same lot, which can greatly increase the total usable floor space (and thus the property’s value) without needing more land. One analysis draws a useful analogy here: if you’re trying to fit as many dollar bills as possible on a table, you get a lot more value by stacking them up rather than laying them all flat. In the same way, a three-story building on a given lot can hold roughly three times the floor area of a one-story building on that lot – essentially stacking value upward. This means far more productive activity (more apartments, offices, or shops) can occur on that single parcel of land. For the city, taller buildings generate more property tax revenue per square foot of ground because you’ve increased the building’s volume while the land area (and length of street, sewer line, etc., serving it) remains the same. From an affordability standpoint, building up can also mean more

housing units in the same neighborhood, which can increase supply and provide a wider range of housing options (potentially at lower cost per unit than large single-family lots). It’s worth noting that building taller can entail additional construction costs and design considerations (and there may be height limits for neighborhood character or safety), but from a pure land-use efficiency view, greater height lets a city get much more value out of each parcel. By allowing moderate increases in height – for example, going from one- or two-story structures up to three or four stories where appropriate – a city can significantly boost its tax base and support more residents or businesses without expanding infrastructure horizontally. This contributes to fiscal sustainability since the infrastructure cost per unit (home or business) drops as those costs are shared by many stacked units, and it can improve affordability by making multi-unit buildings (like apartments or condos) possible, offering units at more attainable prices than large-lot single-family homes.

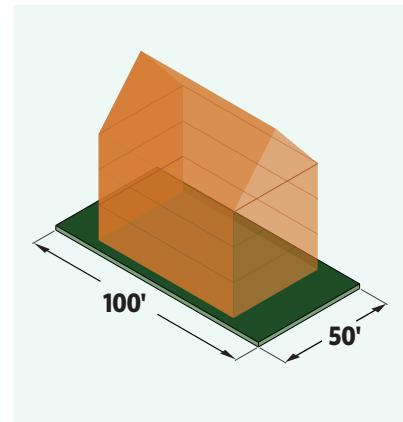
SINGLE STORY



TWO STORY



THREE STORY



This graphic demonstrates how increasing the development intensity of a parcel by building vertically can lead to higher property tax revenue for the city. Using real Brady data from the 2024 tax year, average residential land values per square foot were calculated to determine land value, while average home values per square foot were calculated for residential properties. These values were then applied to hypothetical 5,000-square-foot lots and each of the successively larger homes, at 2,400, 4,800, and 7,200 square feet. The appraised values represent the sum of the calculated land and home values.

5,000	Square Foot Lot
48%	Lot Coverage
\$95K	Market Value
\$1.97M	Value Per Acre

5,000	Square Foot Lot
48%	Lot Coverage
\$207K	Market Value
\$3.68M	Value Per Acre

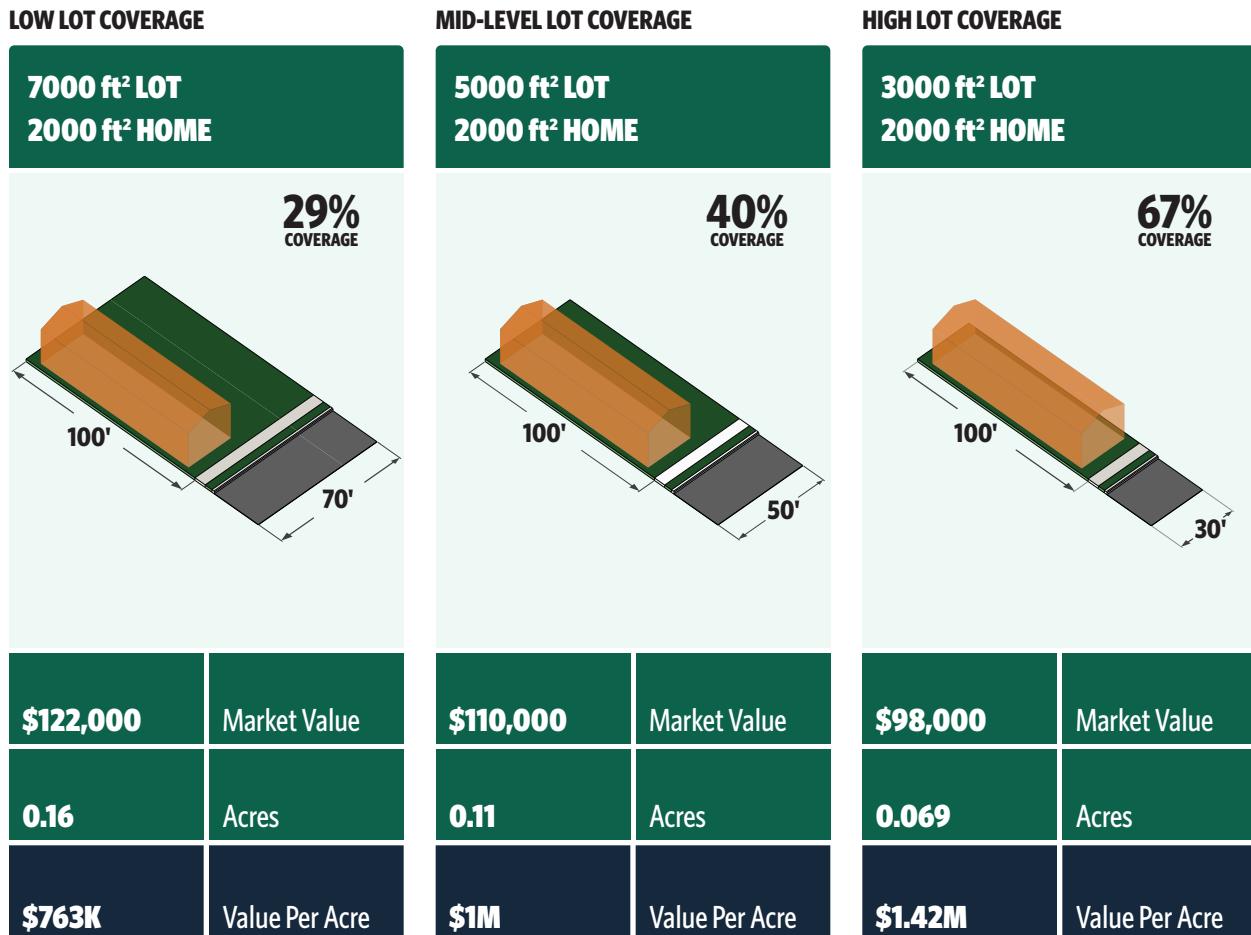
5,000	Square Foot Lot
48%	Lot Coverage
\$303K	Market Value
\$5.38M	Value Per Acre

Building Coverage

Building coverage means how much of a lot's area is covered by the building's footprint (the part of the lot taken up by the house or building, not including yards or open space). A higher building coverage typically indicates a larger building or multiple units on the same lot, which generally increases the property's taxable value. From a city's perspective, when more of the lot is used for productive space (homes or businesses) rather than empty land, the property can generate more property tax revenue per square foot of land. For example, if a one-story building covers 60% of a lot versus only 30%, that's roughly twice as much floor area on the same piece of land – and likely a higher tax assessment as a result. Increasing building coverage raises the taxable value density on a lot, which means the city collects more revenue to help pay for infrastructure and services. Importantly, this doesn't necessarily cost the city more to

support – the same length of street and same utility lines serve that lot whether the building covers half the lot or only a small portion. In this way, encouraging a reasonable increase in building coverage (such as reducing setbacks, or allowing multiple buildings on a lot) can improve fiscal sustainability. It can also support affordability by enabling the construction of additional units on a given piece of land, maximizing the usefulness (and value) of the land without requiring new roads or utilities. The key is finding a balance where a lot is used efficiently without overcrowding, so that it yields a strong tax base and offers sufficient housing or business space, all while fitting into the community's character.

Introduction
Factors Affecting
Affordability and Fiscal
Sustainability



This graphic demonstrates how increasing the development intensity of a parcel by more efficient use of the parcel itself can lead to higher property tax revenue for the city. Using real Brady data from the 2024 tax year, average residential land values per square foot were calculated to determine land value, while the average home value per square foot of a one-story home calculated. These values were then applied to hypothetical 2,000-square-foot home and each of the successively smaller lots. The appraised values represent the sum of the calculated land and home values.

Intensity of Development

Introduction

Factors Affecting
Affordability and Fiscal
Sustainability

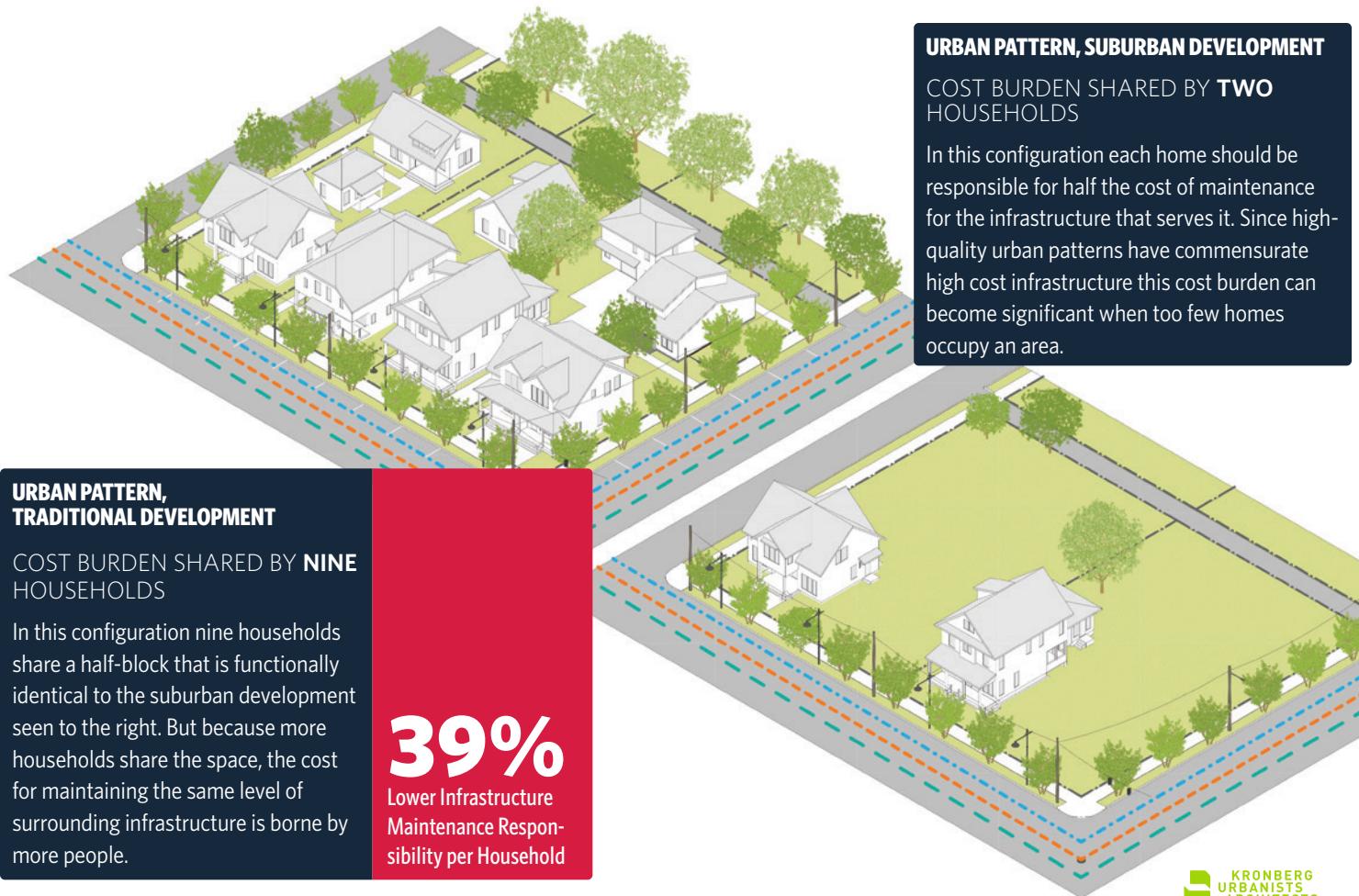
Development intensity is the amount of homes or building space packed into a given area. Street width, lot size, building coverage, and height all shape that intensity, but what matters most is how many households end up sharing the same pipes, streets, and public services. A pair of graphics from Kronberg Urbanists + Architects makes the point: two half-blocks carry identical infrastructure costs, yet one spreads those costs across two large lots while the other divides them among many small ones. The larger-lot block concentrates the entire street and utility bill on just two households, creating a steep per-lot burden and yielding only modest tax revenue. The smaller-lot block, by contrast, slices the same bill into thinner pieces and generates far more tax value per acre.

Cities fare better when more taxpayers help cover each mile of pavement, each foot of water line, and each police or fire call. Studies¹

show that walkable, mixed-use blocks can return five times the property-tax revenue per acre of a single-use strip on the edge of town, easily outpacing their service costs. Low-density suburban patterns often reverse the equation: sparse tax bases struggle to fund the very infrastructure that serves them, leaving future leaders with growing deficits.

Higher-intensity neighborhoods can also enhance daily life. More households living close together sustain local shops, shorten trips, and invite safer walking and biking. Crucially, “dense” does not have to mean “crowded.” When buildings stay scaled to human height and include trees, stoops, and porches, streets with six or eight homes per acre can feel as comfortable as the ones many of us grew up on—yet they balance the city’s books far better. Thoughtful increases in intensity are therefore a key lever for long-term affordability and fiscal health.

¹ Sonoran Institute, “About Town: Building Revenue for Communities” (2012)



Community Context

As technology and other factors continue to evolve, Brady has both the challenge and opportunity to keep and attract people and businesses to the city. While focusing on local context and resources are the starting point, it's also important to be aware of regional, national, and global trends that are impacting where people choose to live, work, shop, worship, and play.

Introduction
Community Context



Missing Middle Housing & Choice Shifts

Cities increasingly recognize the need to diversify housing, yet construction still trails shifting household patterns. Since 1940 the average U.S. household has shrunk from 3.7 people to about 2.5 (2022), heightening demand for homes that suit older adults, smaller families, and emerging generations. Because demographics and household size directly shape affordability, a broader mix of housing helps communities welcome residents of all ages and incomes.

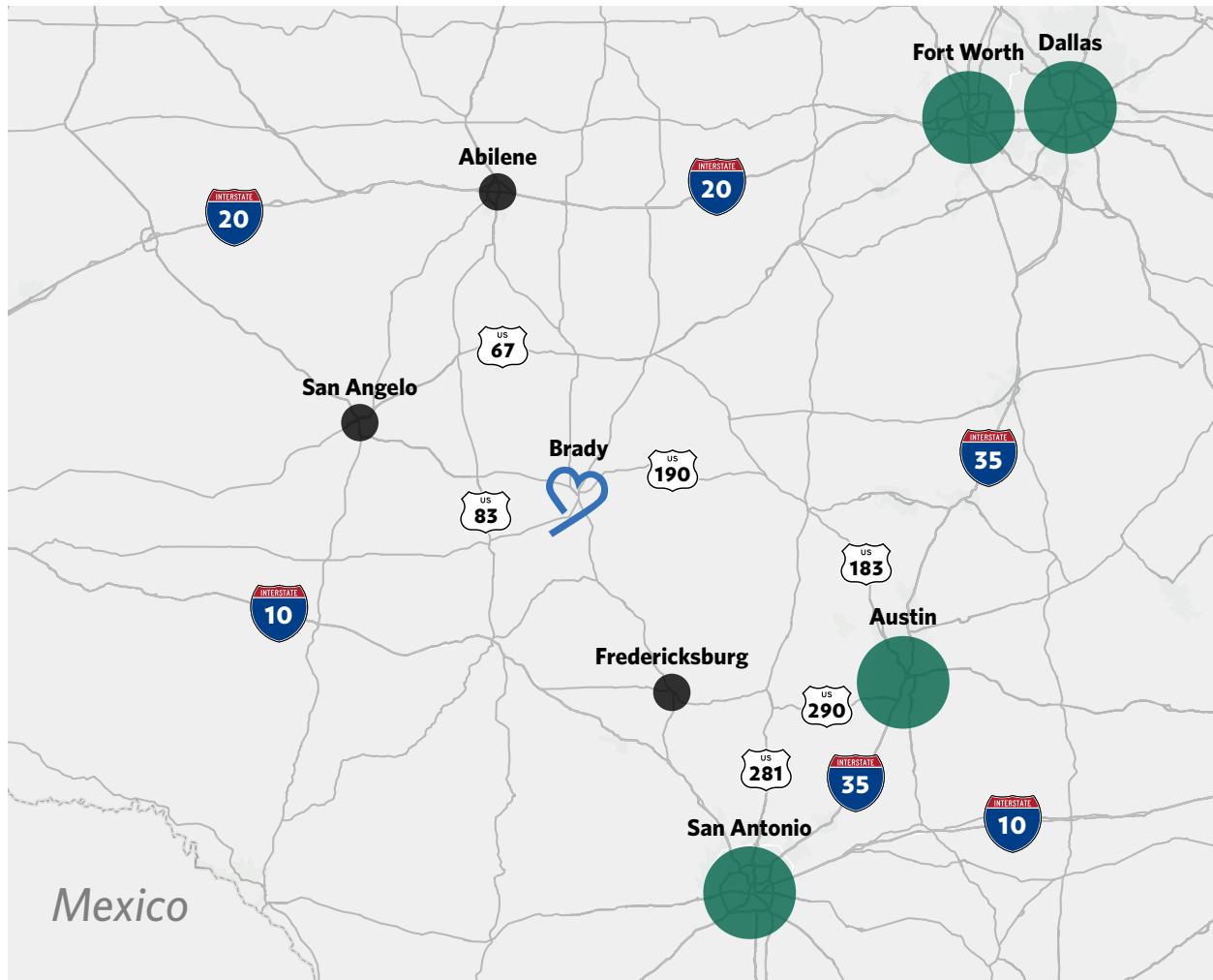
Recent data underline the shift. A 2023 National Association of Realtors report shows Gen Z buyers choose the smallest homes (median 1,480 sq ft). Redfin finds they gravitate to more affordable regions, while Millennials favor tech-centric markets. By age 25, 30 percent of Gen Z were homeowners in 2022, edging out Millennials (28 percent) and Gen X (27 percent) at the same age.

“Missing middle” housing—townhouses, duplexes, cottage or courtyard apartments, fourplexes, live/work units, and similar

house-scaled buildings—fills the gap between detached houses and large apartment complexes. Common before the 1940s, these townhouses, duplexes and small apartment buildings fit comfortably on residential streets, broaden choice, and strengthen the tax base without proportional increases in service or infrastructure costs. As “high-value properties,” they often generate surplus revenue that can offset less profitable development, helping cities grow sustainably as their populations evolve.

Regional Growth

Introduction Community Context



While Brady and McCulloch County have experienced modest population decline in recent decades, historical census data shows significant growth before 2000. The population in McCulloch County has decreased by approximately 7% since 2010. Overall, the area's demographic history reflects a mixed trend, with a tendency toward stability despite challenges common to similar rural communities.

As in much of Texas, the median home value in McCulloch County has continued to rise, increasing by 8% since 2020. According to the American Community Survey, the current median home value is \$104,400, substantially lower than the statewide average. Homeownership rates are high and vacancy rates are relatively elevated, which may indicate a stable population alongside

an adequate—though potentially aging—supply of housing. Because the county has not experienced significant population growth since before 2000, roughly 70% of the existing housing stock was built before 1980. There has been little new construction in recent years.

Located at the intersection of US Highways 87 and 190, Brady is uniquely positioned to benefit from traffic between nearby cities. It lies roughly at the midpoint between San Angelo, Abilene, and Fredericksburg, offering the potential to serve as a destination for travelers while maintaining its small-town charm and character. Its position at the crossroads of several major roadways also makes it attractive to a variety of industries, enabling the city to diversify its local economy and offer residents a broader range of employment opportunities.

E-Commerce



E-Commerce and Social Selling tools have taken local retailers to a new level. These tools provide online storefronts and help customers make online payments, and search inventories. They greatly expand the reach of small businesses. Email marketing and promotional tools are other e-commerce tools. Social selling is simply the selling of products and services online. These options allow small businesses to operate from anywhere, especially areas with lower costs of living.

Remote Work

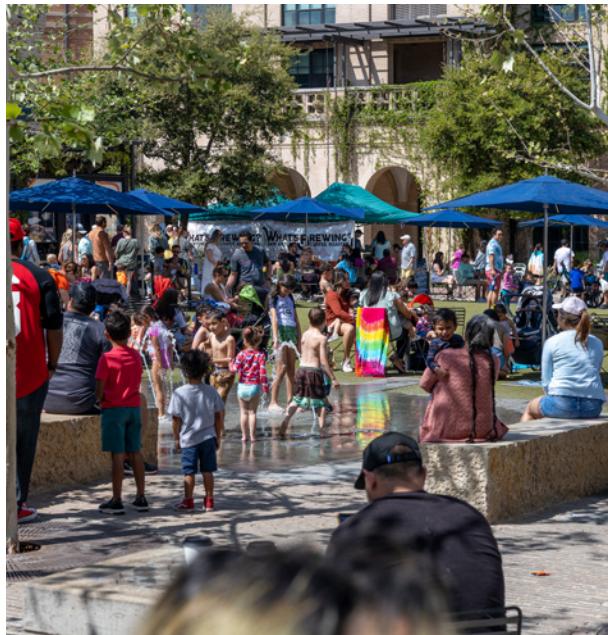


Introduction
Community Context

The COVID-19 pandemic created a lasting demand for remote work. Whether it is working from a home in the same city, or working from across the country, working remotely is here to stay. According to a survey by Upwork, about 26.7% of Americans were planning to work from home during 2021. According to CNBC, a quarter of the nearly four million remote workers in the U.S. make over \$100,000 a year. This creates opportunities for people to land jobs in companies that are not physically located in the Brady area.

Place-Based Economic Development

Place is of great importance to Gen Z, Millennials, Gen X, and younger age groups. In particular, the “third place”, a term coined by Ray Oldenburg. Third places are places where the community can gather outside of their home or workplace. They include coffee shops, pubs, libraries, parks, places of worship, and other places where people can interact. Creating and enhancing connected, walkable neighborhoods that include authentic, local businesses that appeal to a wide variety of demographic groups can be an important economic development strategy that can help set Brady apart from other towns.



Land Use Fiscal Analysis

The second section builds on the foundation established in the introduction and looks at the city's own land use fiscal analysis. This fiscal analysis is tailored to Brady and utilizes data specific to it. This closer look allows some important reflection about the current fiscal health in Brady and identifies important takeaways that familiarize every reader with the situation locally. It incorporates the historic and current development patterns, the current budget and property tax revenue, and existing resource gaps. Most importantly, it illustrates where significant changes are needed to generate additional property tax revenue, and where pockets of the city are doing well in spite of the resource gap. These are important cues as to what types of development should be replicated, and which ones should not be replicated.

Brady's Current Budget

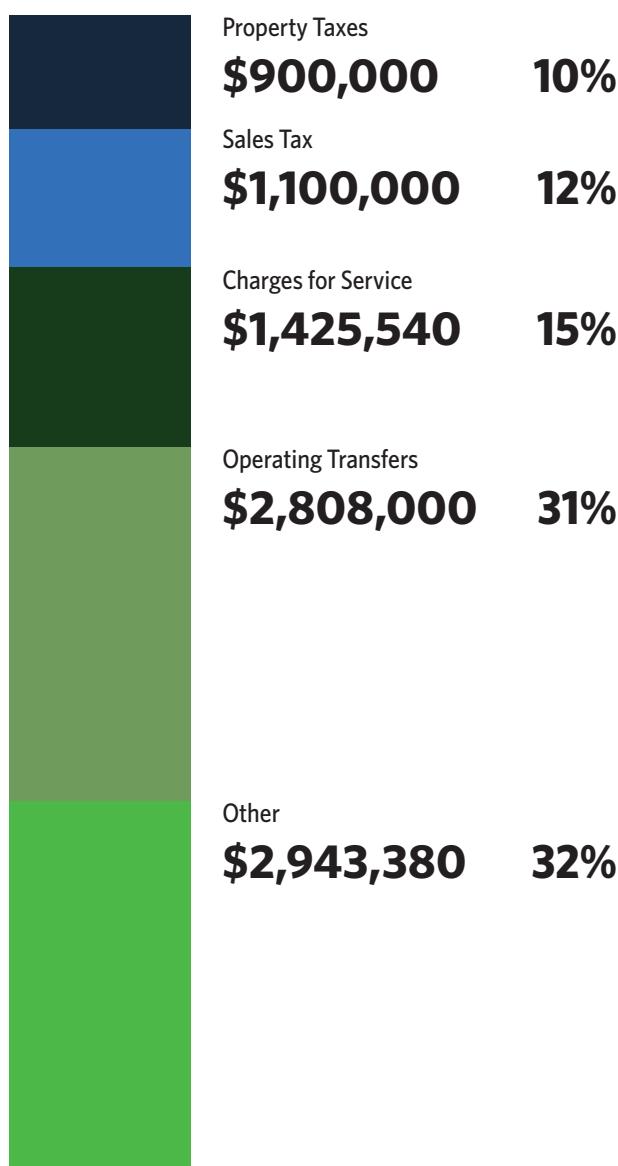
Understanding a city's budget is a crucial step in any land use fiscal analysis. The budget reveals how much revenue the city brings in, where that revenue comes from, and how it is allocated to provide services. By examining this fiscal picture alongside land use patterns, we can begin to see whether the city's current development is financially sustainable, and for that matter if there is a growing gap between what the city collects and what it must spend to serve its residents and businesses. In Brady, this context is especially important: reviewing the budget helps clarify how heavily the city depends on property and sales tax revenues,

and sets the stage for evaluating how different development patterns contribute to or strain that fiscal picture.

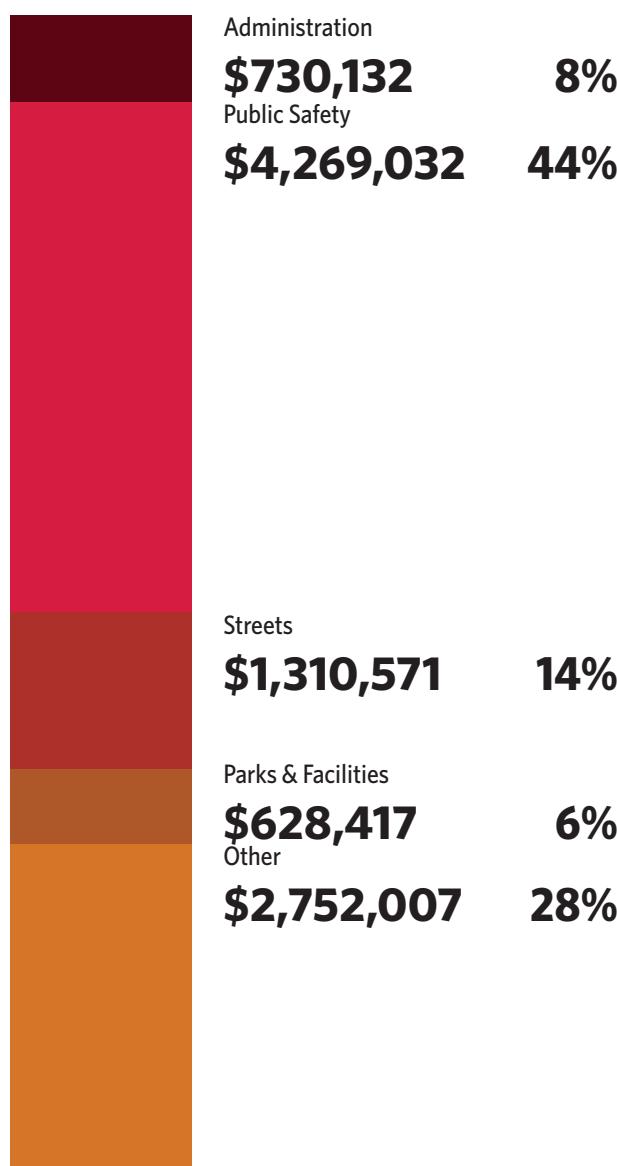
In the City's 2024-2025 fiscal year budget, general fund expenditures are budgeted to total \$9.7M, approximately a 5.9 percent decrease from the previous year's budget. Excluding operating transfers, sales taxes are the largest source of revenue for the City, contributing 12.0% percent. This budget includes a \$5,000 (0.6 percent) increase in property tax revenue and a \$70,000 (6.8 percent) increase in sales tax revenue over

Land Use Fiscal Analysis
Brady's Current Budget

2024-2025 GENERAL FUND REVENUE



2024-2025 GENERAL FUND EXPENDITURES



Revenue

All Charges for Services:
Charges for Services, Airport Charges for Services, Golf Charges for Services, and Lake Charges for Services

Development Revenue:
Admin, Council - Filing Fees, Rezoning Fees, and Plat & Street Closing Fees (all under Licenses, Permits & Fees)

Other: Other Taxes, Licenses, Permits & Fees (Non-Development Related), Franchise Fees, Other Agencies, Fines, Fees & Warrants, Rents & Leases, Interest Revenue, Miscellaneous Revenue, and Other Sources

Expenditures

Public Safety: Fire, Police, Emergency Management, Municipal Court, and EMS

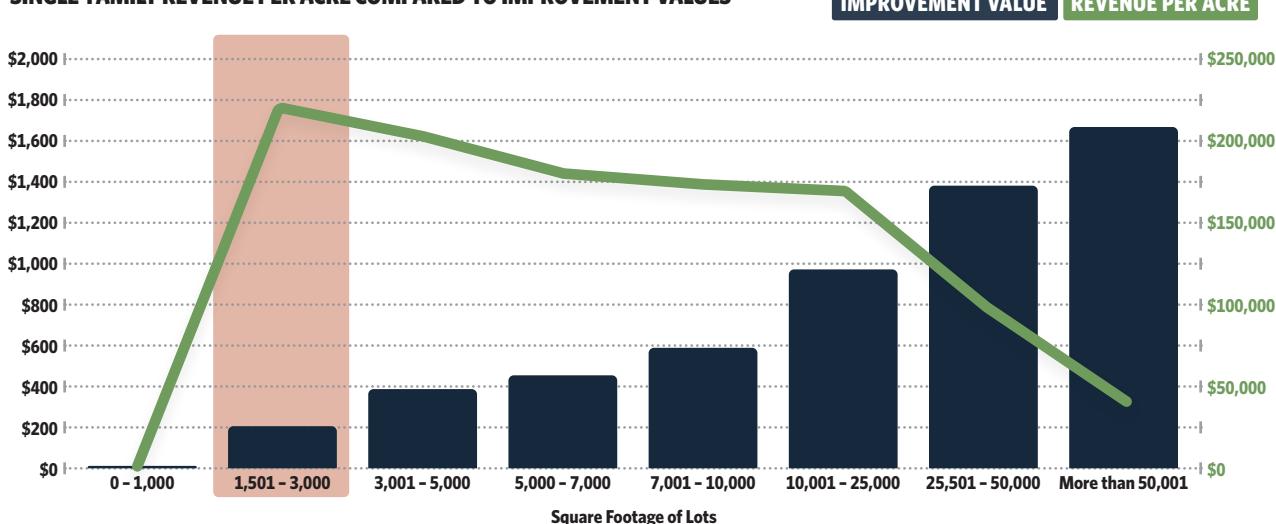
Other: Municipal Airport, Mayor/City Council, Golf Course, Swimming Pool, Community Services Administration, Civic Center, Community Services Support, Municipal Repair Shop, Animal Control, Brady Lake, G. Rollie White Complex, Finance, and Code Enforcement

Baseline Land Use Fiscal Analysis

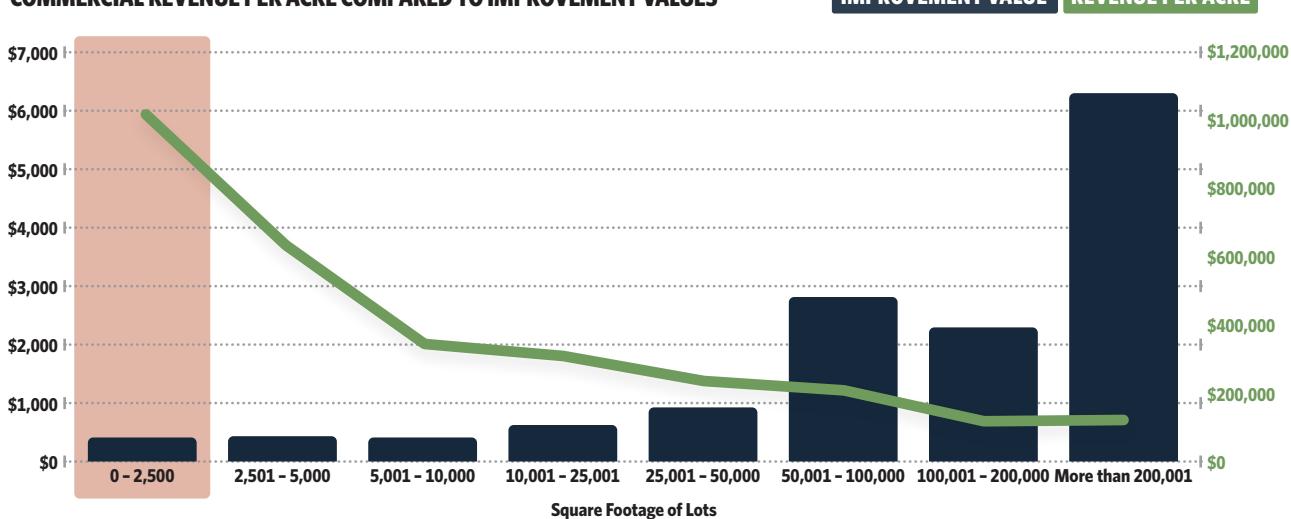
An analysis of the fiscal productivity of Brady's development pattern was performed as part of the comprehensive planning process. A parcel-level analysis of the property taxes for the various land uses and development patterns in Brady provides a glimpse into which perform better than others in terms of their ability to generate sufficient property tax revenue to subsidize other parts of the city that may not perform as well. The analysis used the metric of property tax revenue per acre to map

the fiscal productivity of all parcels in the city. This analysis was completed to understand the fiscal performance of development today. Certain development patterns will hold their value and remain positive, even when accounting for their cost burden, while others will decrease significantly. The following pages provide the maps and additional detail, followed by a summary of key takeaways from the analysis.

SINGLE-FAMILY REVENUE PER ACRE COMPARED TO IMPROVEMENT VALUES



COMMERCIAL REVENUE PER ACRE COMPARED TO IMPROVEMENT VALUES



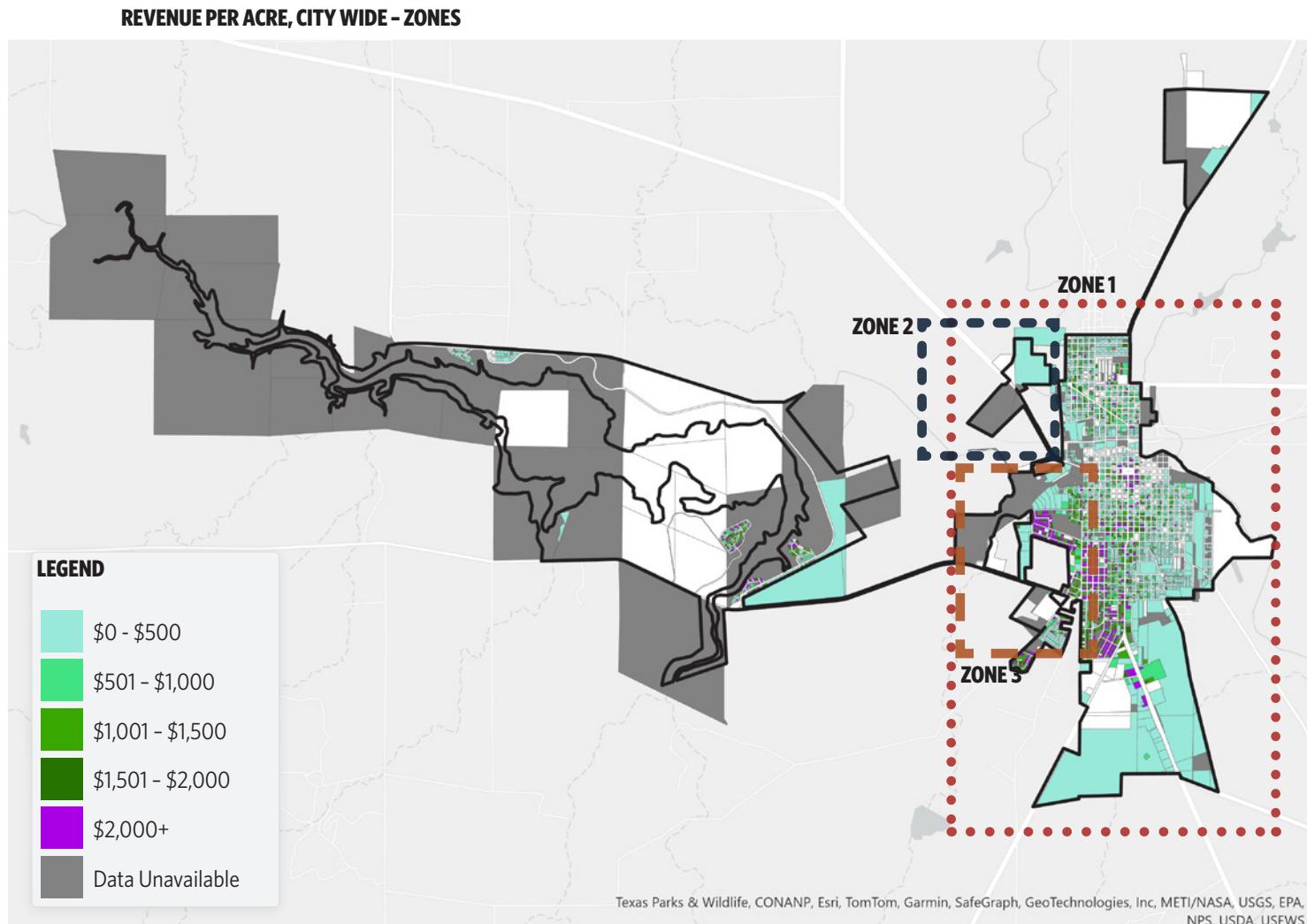
In both residential and commercial contexts the highest revenue per acre comes from smaller parcels and these small parcels also trend toward lower improvement values indicating more affordable properties. This indicates a win-win for both the city's fiscal situation, and overall affordability for the community.

Property Tax Revenue Per Acre

This analysis focuses on mapping the revenue per acre for each parcel in the city. Property data and property tax levy amounts were pulled directly from the County Appraisal District database files for the McCulloch County 2024 certified tax rolls. Levy amounts were verified with the City of Brady budget and then the assessed value and the actual levy paid after exemptions were mapped to the parcel level. Exempt parcels such as City-owned properties, churches, and other tax-exempt areas, such as street rights-of-way, were removed from the analysis.

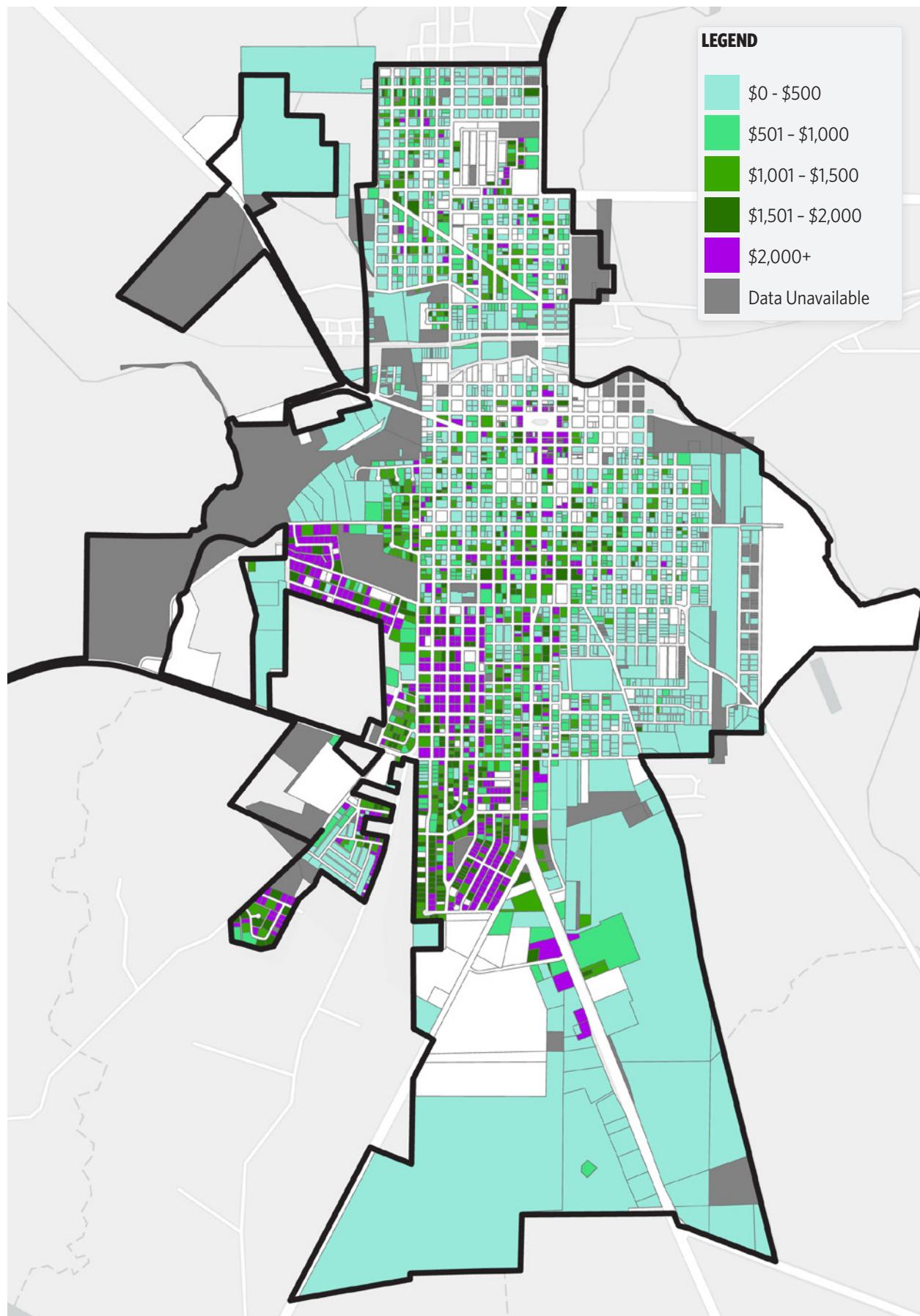
The map on the adjacent page illustrates the property tax levy per acre for parcels in Brady, ranging from \$0/acre (shown in white

as "exempt") up to a maximum of almost \$13K/acre. The parcels in purple have the highest revenue per acre, and those in light blue/green have the lowest. As shown in the map, the three locations that have the most pockets of properties with high revenue per acre are the Central Business District, the commercial corridor, and many of the single-family homes in a traditional, downtown-like grid. The current average property tax revenue per acre in the city is \$208/acre.

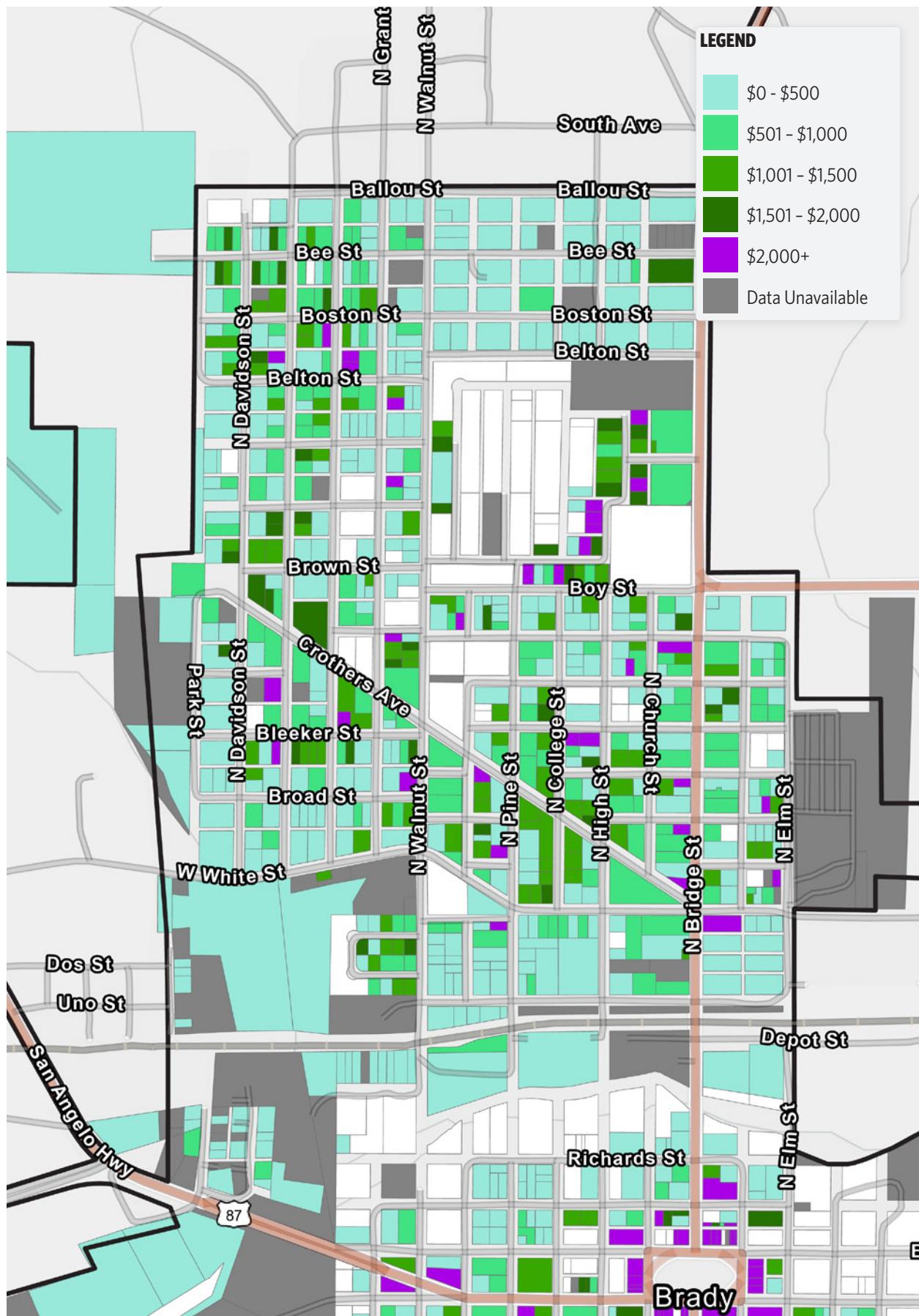


REVENUE PER ACRE, ZONE 1

Land Use Fiscal Analysis
Baseline Land Use Fiscal Analysis



REVENUE PER ACRE, ZONE 2

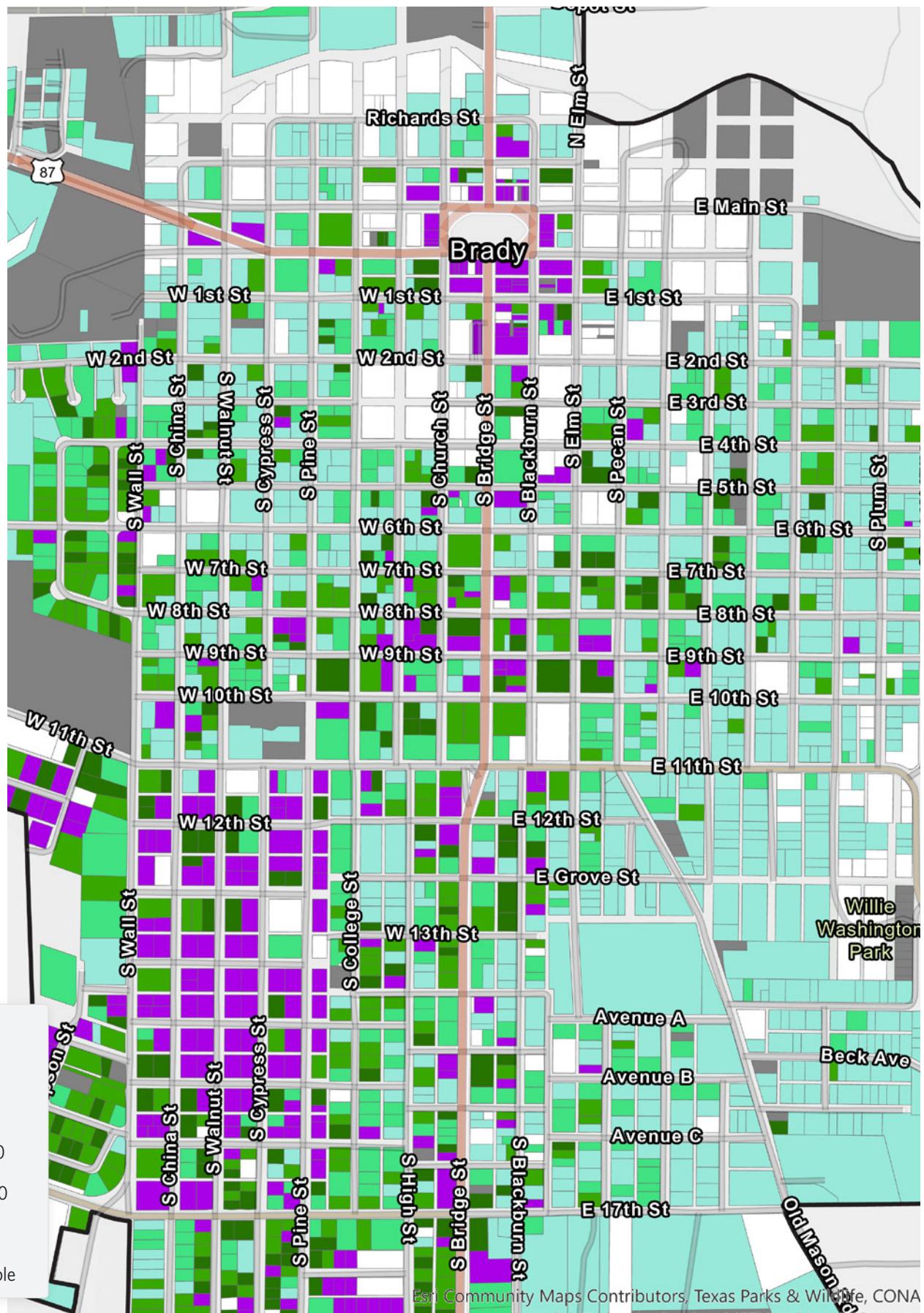


Land Use Fiscal Analysis
Baseline Land Use Fiscal
Analysis

REVENUE PER ACRE, ZONE 3

Land Use Fiscal Analysis

Baseline Land Use Fiscal Analysis



Fiscal Baseline Takeaway

Brady is a rural community with typical aging infrastructure common throughout the nation. Fortunately, post WWII development slowed for the town and is not fiscally unproductive as often found in other towns that experienced rapid growth. This pattern is common in many Texas suburbs that adopted the suburban expansion

model in prior decades. However, Brady is already confronting significant resource and affordability challenges. Where, when, and how the city grows in the coming years will be critical. Growth management will either help align revenues with service costs and support affordability, or, if mismanaged, further widen the fiscal gap.

1

It is imperative that the revenue from property taxes be addressed. Revenue from property tax makes up less than 10% of the city's general fund. This is less than sales tax, which contributes 12%. Both categories combined make up less than 22% of the GF. They both must be increased to sustain a growing city. One option is to increase the property tax rate. A second option is to increase sales tax revenue by allowing more commercial development throughout the city. A third option is to increase property tax revenue by encouraging development with a higher taxable value per acre. One or a combination of these could be used.

2

Brady is at a point of significant change. Policy decisions will determine whether or not it continues to have affordable housing. The costs to construct, buy, or rent in Texas are on a steep climb. Inflation and shortages of construction labor and material have played a role in this, but the primary factor is a growing gap between housing supply and demand. Continuing to build only single-family detached homes and auto-oriented commercial development will likely result in values and taxes continuing to rise. This model can pencil out for the city if the tax rate and appraisal cap policy are aggressive. Even then, it will not make the city more affordable and inclusive. If policies are adhered to that encourage more diverse housing types in compact, walkable neighborhoods, it will provide more units across a spectrum of lifestyle and price point options. At the same time, it will also generate more property tax revenue per acre and a reduced cost per household.

3

A growth management policy that supports a fiscally sustainable development pattern is necessary. To be financially resilient and affordable long-term, development must produce sufficient revenue to cover service and infrastructure costs permanently. Development must be guided into the appropriate locations and form. This balances revenues, costs, and affordability for residents and businesses. One way to do this is to focus on location, maximizing development in areas with existing infrastructure and services before building in greenfield areas that will add liabilities and costs. The other way is to focus on the pattern of what is built to generate higher taxable value per acre. This would allow the City to capture additional property tax revenue without having to raise the tax rate.

Bridging the Gap

What is clear from the fiscal analysis of the city is that if Brady wishes to be financially resilient and affordable for years to come, city leaders must work to close the gap between their resources and their obligations to citizens. In other words, the city cannot simply defer costs indefinitely to balance the budget each year while allowing infrastructure to remain unmaintained. This will hide the problem in the short-term, but exacerbate it in the long run. Generally speaking, there are three clear ways in which the City can close this gap.

- 1**

INCREASE TAXES OR FEES

Keep development patterns and service levels as-is but charge more (via higher taxes and fees) to cover the true costs. This is a difficult option because an increasing number of people do not have the means to pay much more than they are currently paying.
- 2**

REDUCE SERVICES

Maintain current taxes and fees where they are but cut services to align with revenues. This is what most cities are currently doing, where services and maintenance needs are budgeted to fit available revenue and those that are unfunded get deferred. This can work for a short period, but eventually the neighborhoods and infrastructure must be maintained, or property values will start to decline causing people and businesses to leave the city.
- 3**

DEVELOP IN A MORE PRODUCTIVE WAY

Adjust development and infrastructure to enable an affordable balance of services and taxes. By prioritizing infill, redevelopment, and more financially productive development patterns, the city can generate additional tax base from its service area and improve the return on investment of taxpayer dollars without necessarily having to raise the tax rate or charge more fees. This is the most feasible and effective option.

Key Advantages of More Productive Development



Walkability

The residents in the traditional neighborhood example on the following page benefit from easy navigation, primarily by walking. They have convenient access to amenities like parks, playgrounds, and neighborhood-scale retail establishments. The high walkability factor attracts foot traffic, benefiting businesses of different scales and contributing to a vibrant local customer base. It becomes an active neighborhood rather than one filled with automobile traffic. This type of development promotes sustainability for various commercial and retail businesses, fosters place-based economies, and encourages the development of a unique local identity. When people are asked what they love about a neighborhood, the most frequent responses are related to a neighborhood's identity or feel.

Choice

Higher density offers flexibility in housing affordability and various lifestyle choices. A more comprehensive range of housing options empowers individuals and families to choose living arrangements that best suit their preferences, current needs, and budgets. Additionally, the interconnected network of streets reduces automobile dependency and congestion, a concern the public has expressed in numerous engagement events. At the same time, the streets are safe and more attractive to walk. The traditional neighborhood example on the following page prioritizes pedestrian-friendly design principles, promoting active transportation and fostering a sense of community.

Land Use Fiscal Analysis
Key Advantages of More Productive Development



Vibrancy

When strategically planned and designed, higher-density development can create vibrant, sustainable communities. It is essential to overcome the misconception that higher density leads to overcrowding, increased crime, and greedy developers. In this traditional neighborhood example below, dwelling units are arranged to accommodate a larger population while preserving green space and natural features. Brady leaders have expressed openness to alternate housing styles but emphasized the importance of using natural features and thoughtful design to ensure appropriate scale and placement.



Citywide Fiscal Health

It is crucial to consider the fiscal sustainability of this approach. By using finite land resources more efficiently, the value per acre can be maximized. Narrower streets and a balanced density distribution, rather than concentrated density, reduce the strain on infrastructure maintenance. This approach ensures the long-term sustainability of different neighborhoods in Brady and enables resources to be allocated to other areas in the city when needed.

Comparing Greenfield Development Patterns

While there are still areas of undeveloped land in Brady, it will be essential to ensure that they develop in a manner that benefits not only the residents in the surrounding area but also the city as a whole. Maximizing those areas to realize their full potential through careful development choices is a prudent approach. While these illustrations

do not represent a specific, set project on the horizon, they are presented here with purpose. By taking the elements of development patterns covered in this document and showing them applied to a local context, residents can begin to see what shifting the approach can offer, both fiscally and visually.

MODERN SUBURBAN DEVELOPMENT PATTERN

Single-Family Detached Homes



THE MATH

Single-Family Detached	242
Accessory Dwelling Unit	0
Smallplex - Duplex	0
Smallplex - Triplex & Quad	0
Townhomes	0

Taxable Value	\$83M
New Rev. Generated/yr	\$218K
Costs Generated/yr	\$299K
Net Revenue/yr	-\$81K



FINANCIAL IMPLICATIONS

While the net revenue of this traditional neighborhood pattern may not be enormous on its own, it produces enough to cover its own service costs, and still helps to subsidize other, less productive places. It is also easy to see how dire the fiscal situation is when one suburban subdivision requires multiple traditional neighborhoods to make up for the deficit it creates. In the long term, neighborhoods like this one retain their value over time, while suburban neighborhoods most often lose value.

- Single-Family Detached Homes
- ADUs
- Cottages
- Smallplex (Duplex)
- Smallplex (Triplex & Quads)
- Townhomes
- Commercial

Land Use Fiscal Analysis
Comparing Greenfield Development Patterns

TRADITIONAL NEIGHBORHOOD PATTERN



DIVERSITY AND AFFORDABILITY OF HOUSING

A pattern of gridded and interconnected streets lends itself well to housing diversity by creating logically sized lots on which many different housing types can be built. That housing diversity can play a massive role in affordability – units like ADUs and Townhomes, which feel right at home in a layout like this, can provide a much lower barrier to entry for people.

CONNECTIVITY

The traditional pattern is fully connected, both inside the neighborhood and to outside development. This means that traffic generated inside this development has many paths to get to the activities they want to enjoy; this results in less congestion on a few key roads. A significant focus on pedestrian connectivity makes walking more pleasant, which reduces the number of cars on the roads.

Single-Family Detached	123
Accessory Dwelling Unit	60
Smallplex - Duplex	33
Smallplex - Triplex & Quad	55
Townhomes	22

Taxable Value	\$129M
New Rev. Generated/yr	\$324K
Costs Generated/yr	\$305K
Net Revenue/yr	\$19K

Planning Components

Section 3, Planning Components, lays out next steps, and is structured with elements aligning with city departments and functions. This Comprehensive Plan currently includes two major planning components: Land Use & Growth Management and Parks & Recreation. Each component opens with a series of recommendations and observed barriers to success.

The Land Use & Growth Management component establishes the City's overall land use pattern for the next 15 years, and identifies the type of development and housing desired for the future. It presents a fiscal impact analysis of the chosen long-term growth pattern.

The Parks & Recreation component provides a vision and priorities for Brady's parks and recreation system, ensuring high-quality resources are maintained. It serves as a framework for decisions about maintaining or enhancing existing spaces and developing or acquiring new assets.

Land Use & Growth Management

Recommendations

1

Implement new policies to manage and direct growth

Given that population projections indicate limited growth—or even potential decline—there is no need to expand the city limits or extend new infrastructure. Instead, the City should focus on directing development to areas already served by infrastructure, avoiding unnecessary long-term liabilities.

Land Use & Growth Management
Recommendations

2

Calibrate development standards to allow the type of development envisioned within each future land use category

Development regulations should be updated to support the future land use categories so that the aspirational places the community envisions can be allowed and constructed.

3

Prioritize infill and revitalization to maximize existing infrastructure and public services

Catalyzing development in areas already served by infrastructure and public services is a straightforward way to generate wealth and foster a stronger sense of community. In partnership with the Chamber of Commerce, efforts should focus on demonstrating to the public how these areas can be improved and the opportunities they offer to entrepreneurs and local businesses.

4

Facilitate a land use strategy that does not focus on the separation of uses

Brady should consider shifting its land use strategy toward supporting more mixed-use development that brings together various activities within the same space. To fully realize this vision, the City should revise its land use regulations to actively permit and encourage mixed-use development, which can help stimulate economic growth, attract new residents, enhance quality of life, and foster social connections.

5

Adopt/accept an incremental, improvement approach to existing neighborhoods.

Adopting an incremental approach to improving existing neighborhoods can ensure efficient and effective infrastructure development. This strategy prioritizes the step-by-step improvement investments and projects based on evolving needs, funding availability, and community demands. By improving existing neighborhoods incrementally, the City can avoid large-scale investments that may not align with immediate needs or become outdated. Instead, it can focus on targeted improvements and upgrades to address specific gaps, maximize existing infrastructure, and meet the changing demands of residents and businesses.

Snapshot

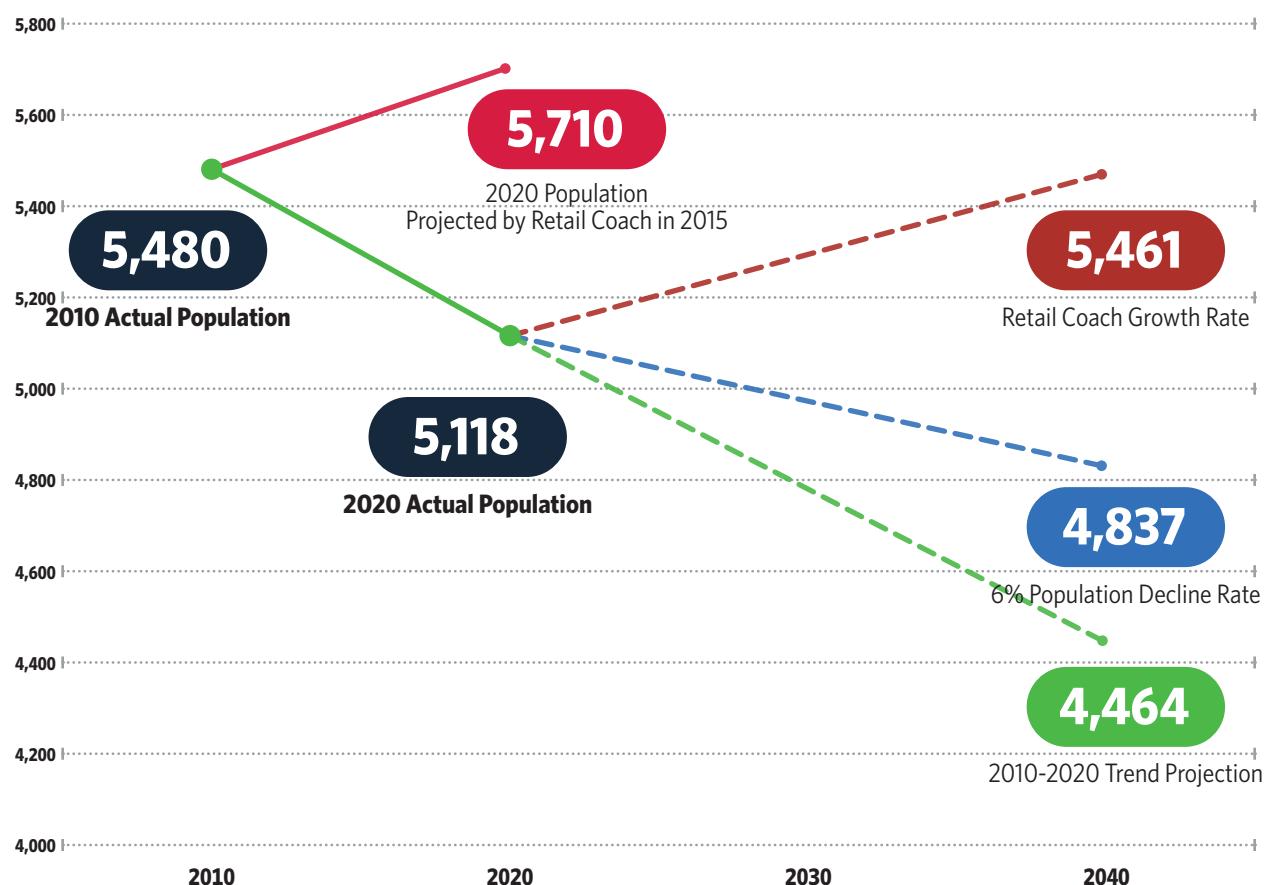
Working Toward Sustainable, Inclusive Growth

Land Use & Growth Management Snapshot

Land is the most valuable resource a city has. When land is developed, it is often done with current conditions and immediate benefits in mind, such as additional rooftops, businesses, and the tax base that comes with them. However, what is built also has long term impacts on the community. Housing mix and affordability, pedestrian safety and walkability, infrastructure condition, water quality and supply, and the financial health and resilience of the city are all examples of things that are impacted by development decisions over time. Therefore, decisions about where and how development occurs must look at both short and long-term implications.

The Land Use & Growth Management component of this Plan provides the framework for guiding decisions and setting policy about what will be built, where, and when so the City can capitalize on near-term opportunities while also ensuring long-term sustainability and affordability.

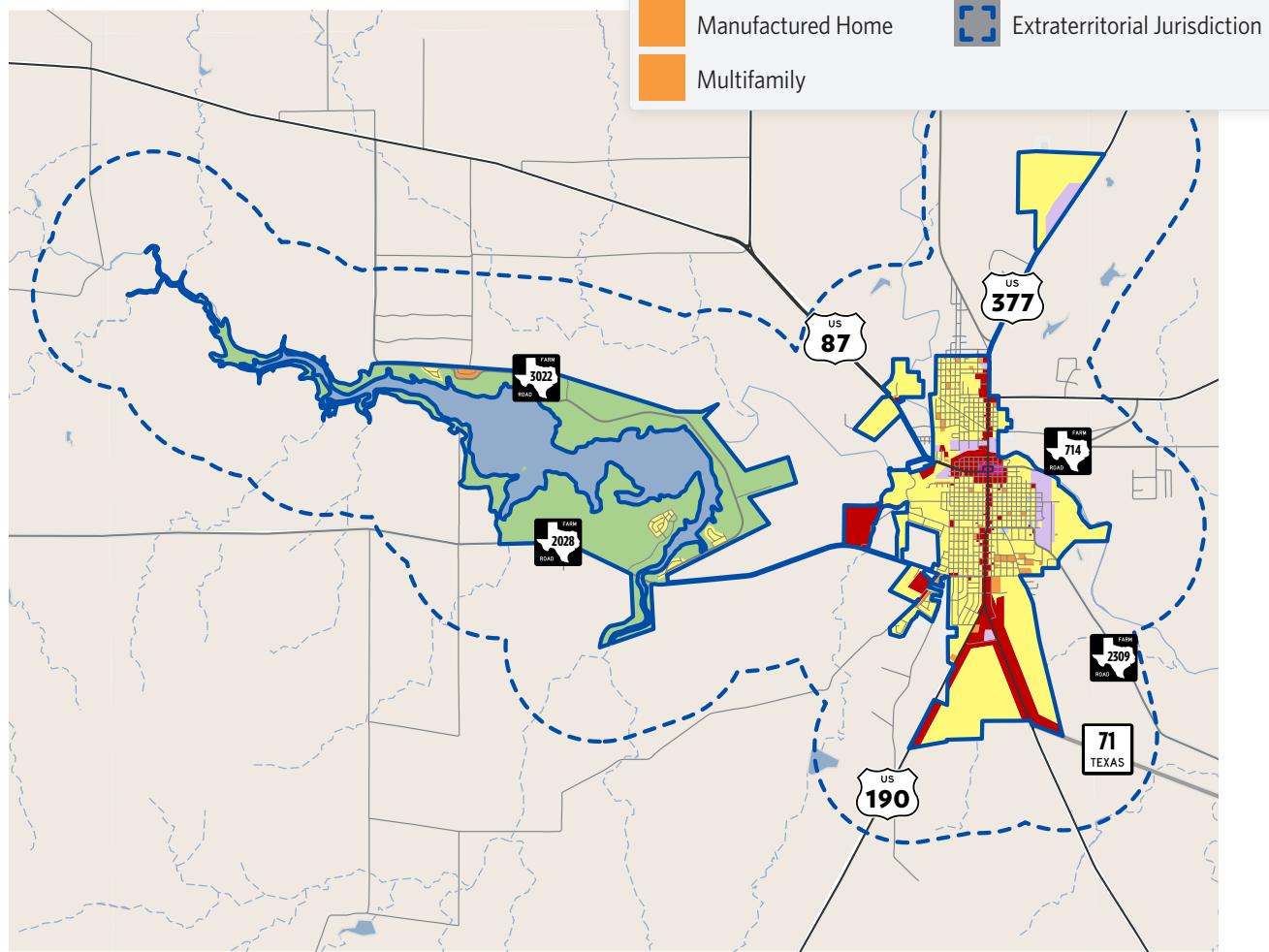
BRADY HISTORICAL POPULATION CHANGE, HISTORICAL POPULATION PROJECTIONS, AND POSSIBLE GROWTH TRENDS



Current Zoning

A city's zoning code defines the types of land uses allowed within certain areas of the city. The zoning map shows what type of development or uses are allowed by ordinance on every parcel in the city, and the accompanying regulations outline parameters such as setbacks, building coverage, building heights, parking, and more. Brady's zoning ordinance establishes 12 zoning districts, including the Planned Development (PD) designation. Aside from the PD district, there are 5 residential districts, 4 commercial or non-residential districts, and 2 special districts (Central Business District and Brady Lake Recreation). The high number of zoning districts for a relatively small city creates obstacles for development and can complicate the planning process for staff and those developing in the community.

EXISTING ZONING MAP



Current Use Breakdown

Most of Brady's land area is used for non-residential development, primarily driven by the large Brady Lake property. Most commercial developments are currently clustered in the downtown square and along the US 87/377 corridor, while the remainder of the city is generally zoned for single-family residential, with some exceptions for higher-density residential. The separation of commercial uses from residential areas contributes to the necessity of a vehicle to reach the service areas.

Where Does it Make Sense to Grow?

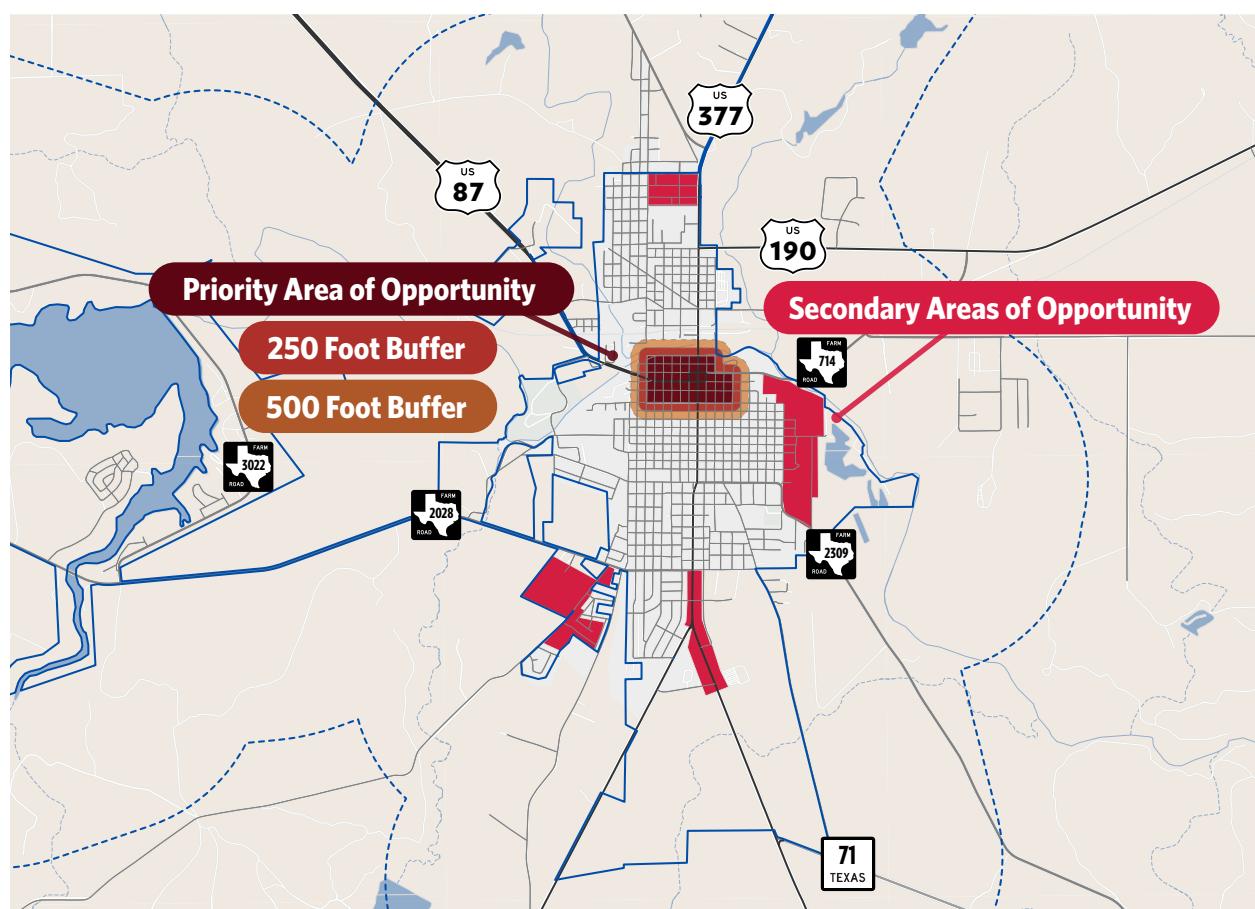
In recent years, many communities have expanded their city limits and extended infrastructure to greenfield areas to spur growth—but this strategy is a major driver of fiscal gaps. Infrastructure life cycles begin the day construction ends, so the longer it takes to develop adjacent land, the more that development must generate in taxable value to fund future maintenance and replacement.

Brady has already extended infrastructure to most of its city limits, including recent water line expansions south along FM 2028 and through Richards Park. While these extensions enable potential development, particularly south of Brady Middle School, these areas are not current growth priorities. The City's near-term focus should remain on infill and reinvestment within existing neighborhoods and designated opportunity areas, where development can leverage existing infrastructure and maximize fiscal return.

Remaining areas without full water or wastewater access include portions near Brady Lake and along US 87 northwest of the downtown square. Any future greenfield development should be carefully planned and phased to reduce the lag between infrastructure investment and construction while maximizing long-term value.

A map accompanying this plan highlights the Downtown Brady future land use category area as the primary reinvestment focus area, with 250- and 500-foot buffers illustrating logical buffer zones of influence, as well as several secondary opportunity areas positioned near major corridors and community assets. These locations offer the greatest potential for catalytic, context-sensitive development that supports Brady's long-term fiscal health.

AREAS OF OPPORTUNITY MAP



Current Fiscal Health of Brady's Land Uses

Land Use Type Productivity

In Brady, land use productivity varies significantly by type and scale. While single-family homes, multi-family units, and commercial developments currently contribute positive revenue to the city, closer examination reveals key challenges, especially within the single-family category. Land Use Fiscal Analysis performed across Texas and the country shows that generally single-family homes on smaller lots (under 7,000 square feet) provide the highest revenue per acre and are also the most affordable for residents. However, these lots represent less than 5% of the city's acreage. In contrast, homes on lots over 0.4 acres (approximately 17,400 square feet) generate much lower revenue per acre and pose a fiscal burden on the city. This effectively requires smaller, more productive lots to subsidize larger, low-productivity ones.

Compounding this issue, many of Brady's higher-revenue single-family homes are currently buoyed by high appraisal values and relatively recent construction. Over time, their value will likely depreciate, reducing their fiscal productivity and exacerbating the city's financial vulnerability.

Meanwhile, multi-family properties offer more reliable and sustainable fiscal performance. Nearly all existing multi-family sites generate net positive revenue for the city and are more likely to retain their value over time. However, their suburban design, characterized by extensive land consumption for parking and dispersed building placement, limits their fiscal potential. If these developments were instead compact and integrated with moderate-density housing types, they would dramatically outperform single-family developments.

To ensure long-term solvency, Brady must pivot toward more fiscally resilient development patterns. This begins with enabling and encouraging the development of "missing middle" housing, smaller-scale, multi-unit housing types that are more space-efficient and revenue-generating. Aligning zoning, infrastructure investment, and design standards to support this shift is essential for Brady's fiscal sustainability.

The largest unserved area lies between US 190 and US 87, just south of Brady Middle School.



Future Land Use Categories

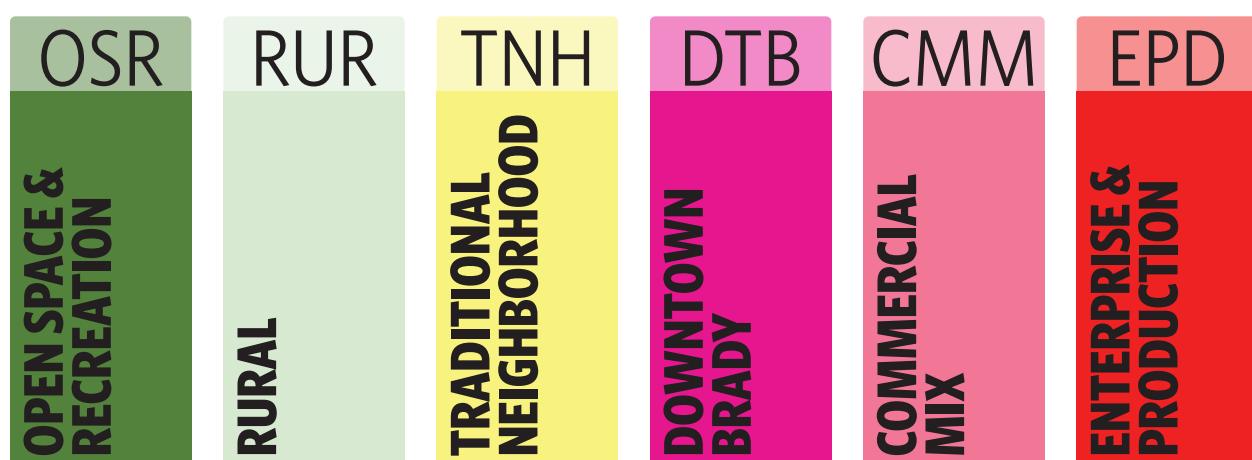
On the heels of the Industrial Revolution, a primary focus on separating land uses from one another emerged. It was argued by some as critical to preserving quality of life and conditions. Zoning laws formalized this approach, and the increasing dependence on cars led to a sprawling development pattern. It remains a common practice today, though that is beginning to change as cities modernize to a more organic and flexible stance on land use regulation. The shift is in part spurred on by the realization that strict separation of uses limits flexibility for buildings and neighborhoods to evolve over time as the market changes. Also, it requires much more infrastructure (roads, water, and sewer) for cities to maintain with limited resources. The pressure it places on roads is extreme, since it makes driving a necessity for everyone.

By integrating uses that are cohesive and result in more complete neighborhoods where a variety of needs and desires are satisfied close to home, cities realize many benefits. This development pattern is more fiscally productive, flexible and resilient. It also produces unique places that offer multiple ways to travel, and a sense of community that is created when streets are active with pedestrian and bike traffic, not just the car. Site design elements like landscaping and open space, exterior building elements, building scale, and sidewalks can help create transitions without serving as barriers. The

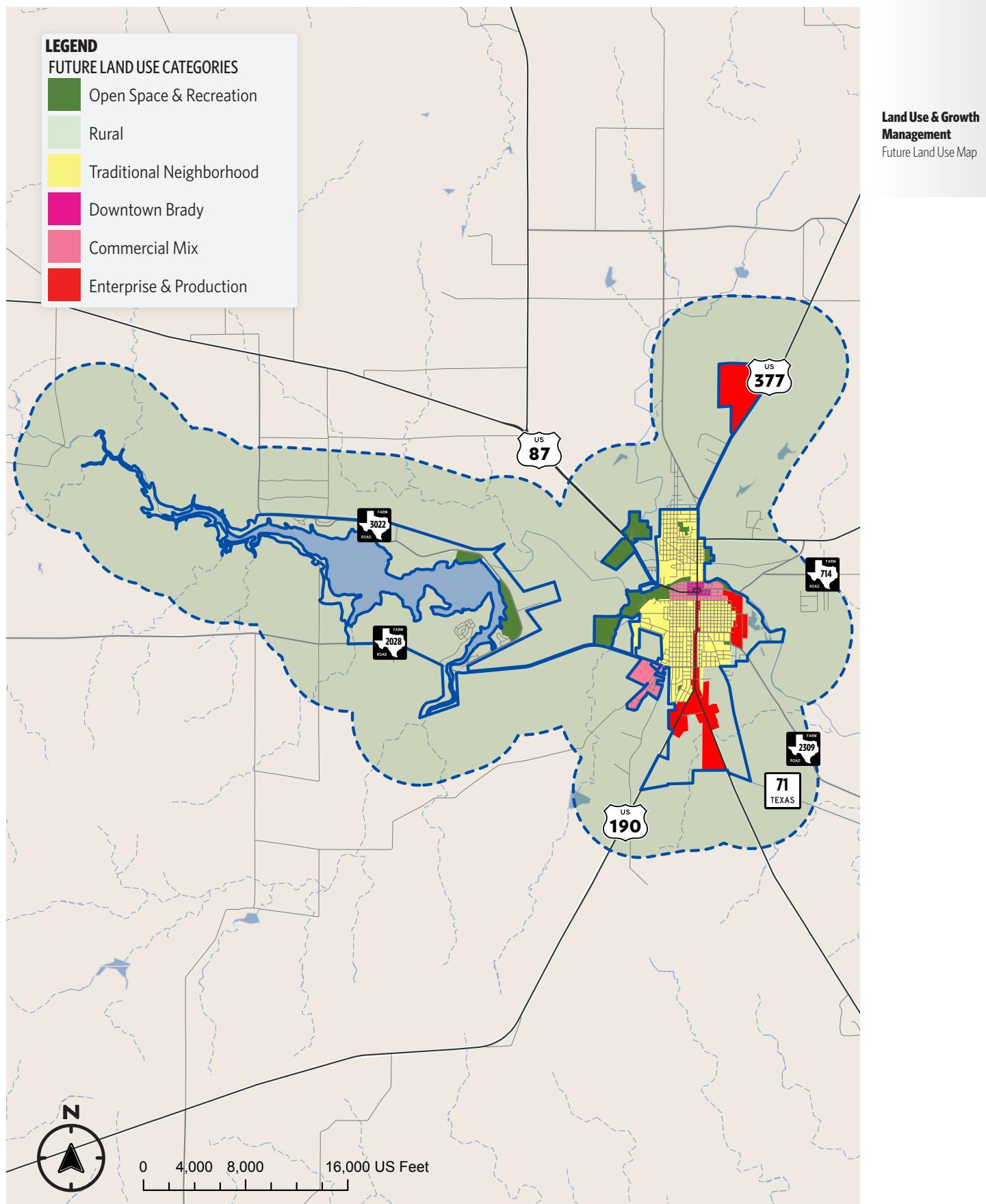
quality of the environment created makes various levels of density feel less intrusive and more pleasant. As discussed earlier in this document, higher density development is advantageous because it maximizes revenue per acre, better offsetting service and maintenance costs and contributing to fiscal resiliency for the community as a whole.

The following pages outline the future land use categories developed with community input. Each category includes a title ribbon that matches the Future Land Use Map, indicating where it is expected to continue or emerge over time. The map reflects months of study and discussion with city staff, officials, and residents.

Each future land use category's page includes a definition and series of photos to both verbally and visually describe it. These definitions were collectively created and vetted. The photos include examples from Brady, and other examples from nearby and similar cities to provide inspiration - they are not intended to dictate a particular type of architectural design or style. They provide an "at a glance" idea of each future land use category's character, which is key to successful implementation. The bottom of each future land use category's page shows images of the types of buildings and uses, given the character of that future land use category.



Future Land Use Map



OPEN SPACE & RECREATION

OSR

Land Use & Growth
Management

Future Land Use Categories

Future Land Use Category Description

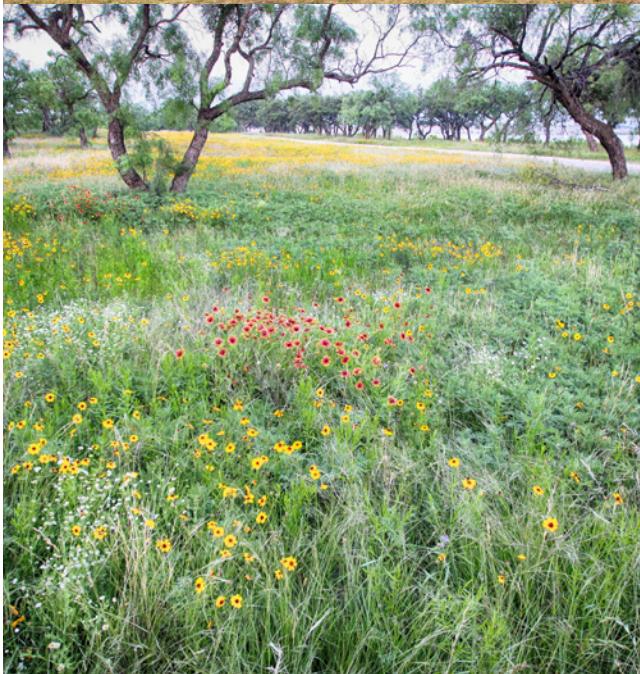
Open Space and Recreation areas are located throughout Brady and these are intended to serve everyone. This category includes land that is owned by the City of Brady and McCulloch County. This includes built places like municipal buildings, civic buildings, and schools, as well as more natural places, like parks and trails.

Parks and trails come in different scales and forms, they can be located within neighborhoods, along creeks and rivers, or in more accessible areas on high-classification roadways. Natural areas are preserved and access is maintained to create an inviting place for the community. Playgrounds, trails, open spaces, and recreational facilities can be found here. As new neighborhoods are built special consideration should be given to connecting these new places to existing public spaces. Also, it is important to provide scale-appropriate amenities to surrounding neighbors.

OPEN SPACE & RECREATION REPRESENTATIVE IMAGERY



Land Use & Growth Management
Future Land Use Categories



Future Land Use Category Description

The Rural land use category is intended to preserve and enhance the value of rural landscapes while still encouraging responsible growth management in Brady. This approach helps maintain the city's small-town feel and preserves open spaces. The overarching goals are to ensure the long-term viability of agricultural activities, protecting natural habitats and wildlife, to prevent the unnecessary, costly expansion of infrastructure and services, and to foster a deeper connection between residents and their natural surroundings.

This category prioritizes conservation of existing open areas, keeping them untouched by more intense development. These spaces are vital for supporting wildlife, offering recreational opportunities, and preserving the landscape's natural beauty. It promotes agricultural practices that are economically viable and safeguards existing farmlands from being turned into non-agricultural uses. Agriculture is recognized as an important source of local food production and a vital component of the regional economy. Within this land use designation, existing Federal Emergency Management Agency (FEMA) floodplains are to be given special consideration. Development in these areas is strictly controlled and evaluated to minimize flood risks, protect water quality, and preserve

natural floodplain functions.

The Rural category focuses on avoiding the high costs and environmental impacts of extending utilities, like water and sewer services, to areas outside Brady. Development in areas lacking access to existing utilities should be avoided, as it leads to unnecessary sprawl that can endanger Brady's rural character and the traditional rural lifestyles of those who call these areas home. However, low-density developments, like multi-acreage residential lots, ranchettes, and farming and ranching operations, can be beneficial so long as they do not require the City to extend services or maintain significant infrastructure elements - like streets and sidewalks. Additionally, there is an opportunity to involve the community in rural conservation efforts by providing education and promotion of new industries like agri-tourism. This includes businesses like farm stays and tours, farm-to-table restaurants, ag festivals, seasonal activities, and outdoor activities or lessons.

The success of this future land use category requires collaborative efforts between community members and the City, updating zoning regulations, and implementing effective growth management strategies and incentive programs.

RURAL REPRESENTATIVE IMAGERY



Land Use & Growth Management
Future Land Use Categories



TRADITIONAL NEIGHBORHOOD

TNH

Land Use & Growth Management

Future Land Use Categories

Future Land Use Category Description

The Traditional Neighborhood category is a forward-looking land use concept that draws inspiration from pre-suburban development, where neighborhoods were more self-sufficient than today's sprawling development patterns. It focuses on creating vibrant neighborhoods that cohesively blend residential, commercial, and communal spaces, recreating the essence of historic neighborhood designs that fostered strong community ties and offered a diverse range of amenities and housing options within a short distance. Like the Rural category, emphasis should still be placed on sustainable development practices while supporting local residents and businesses.

This category offers an opportunity to gradually diversify housing types in Brady, building upon what already exists but expanding beyond the single-family home model as vacant parcels develop and redevelopment opportunities arise. This includes adding Accessory Dwelling Units (ADUs) to complement primary dwelling units. Townhouses, duplexes, triplexes, quadplexes, low-density cottage court-style apartments, and live-work units cater to a wide range of residents and their diverse needs. This is a valuable strategy to help counteract the steady decline in Brady's

population. New developments should reflect a range of architectural styles and be scaled to pedestrians, creating a more intimate and inviting atmosphere.

In addition to a variety of housing types, neighborhood-focused retail establishments and services are key to Traditional Neighborhood areas. These include grocery stores, local artisans, service providers, and healthcare facilities that serve the immediate community. Equally important are public spaces such as parks, plazas, and gathering spots that encourage social interaction and community engagement.

While mixed-use development in these areas doesn't always require integration within the same building, it is essential to note that large, single-use developments - such as large apartment complexes or retail centers with significant areas devoted to parking - are not suitable for this category. Instead, small businesses, shops, cafes, and offices can be interspersed with homes to create a lively and dynamic neighborhood atmosphere. New development and redevelopment in these areas prioritize pedestrian-friendly streetscapes with narrower roads and ample sidewalks to ease the reliance on personal vehicles and enhance the overall accessibility of the neighborhood.

TRADITIONAL NEIGHBORHOOD REPRESENTATIVE IMAGERY



Land Use & Growth Management
Future Land Use Categories



DOWNTOWN BRADY

DTB

Land Use & Growth Management

Future Land Use Categories

Future Land Use Category Description

The Downtown Brady future land use category encompasses more than just Brady's downtown square, it serves as the heart of the community, a vibrant area where residents and visitors feel encouraged to explore on foot, discover local businesses, and engage in community activities. This pedestrian-centric focus aims to foster a sense of connection among residents and visitors, making this area not just a place to pass through but an essential destination in itself. By prioritizing foot traffic over vehicular movement, cars are encouraged to slow down. This approach not only supports local commerce by making businesses more accessible and visible, but also contributes to vibrant street life.

Any new development within Downtown Brady should be aligned with the priority of enhancing the pedestrian experience. One such principle is the strategic placement of parking areas behind buildings to maintain uninterrupted and attractive street frontages, preventing parked cars from disrupting

the visual and physical flow. Ground-floor commercial spaces are encouraged to incorporate large windows, enhancing the aesthetic appeal of the streetscape while inviting passersby to engage with the businesses. This blurs the boundaries between public and private spaces, enriching the overall experience for all who visit.

The emphasis on commercial uses with dwelling units above, designed with pedestrians as the primary users, ensures that Downtown Brady serves as a lively, engaging hub for the community. This strategy is pivotal to attracting a mix of retail, dining, housing, and cultural establishments that cater to a wide range of interests and needs. This supports a dynamic atmosphere where residents and visitors can easily interact, participate in events, and enjoy the offerings of local businesses. This holistic approach enhances the quality of life for those who live and work in Brady and sets a precedent for future developments, emphasizing the importance of human-scale design and the value of public spaces.

DOWNTOWN BRADY REPRESENTATIVE IMAGERY



Land Use & Growth Management
Future Land Use Categories



COMMERCIAL MIX

CMM

Land Use & Growth Management

Future Land Use Categories

Future Land Use Category Description

This future land use category aims to infuse traditional settings with modern, innovative development techniques. This designation challenges potential redevelopment and new development to be inventive and creative in diversifying housing and business types, integrating both vertical and horizontal mixed-use spaces where feasible and practical.

Commercial Mix is intended to blend residential, commercial, and communal uses in a way that reflects the community's values and aspirations while gently introducing more modern development. This category encourages a range of housing types, including all recommended residential uses within Traditional Neighborhood and more intense options like higher-density apartment complexes. Most commercial uses are suitable here, as long as the buildings and sites are designed with pedestrians in mind.

Streets in these areas are narrower, with on-street parking helping to make the streetscape comfortable to for people who frequent the homes and businesses. When uses that require large amounts of parking are built, parking should be hidden by creative screening techniques. This can include placing parking behind buildings and utilizing landscaping features like living walls, decorative fences, and berms, as long as

they don't interfere with pedestrian mobility.

Implementing the Commercial Mix category will require strong collaboration between City staff, developers, and the community (including local residents and business owners). Updating development regulations and standards to allow creative planning and design is necessary. Community engagement and involvement will be important in ensuring that all new development and redevelopment is contextually sensitive to the existing character.

COMMERCIAL MIX REPRESENTATIVE IMAGERY



Land Use & Growth Management
Future Land Use Categories



ENTERPRISE & PRODUCTION

EPD

Land Use & Growth Management

Future Land Use Categories

Future Land Use Category Description

Enterprise & Production areas are primarily intended for non-residential uses with supporting residential spaces. These areas accommodate vehicular traffic and are strategically situated near high-traffic corridors and intersections within Brady to attract all local residents and travelers. These areas are typically home to a wide range of regional businesses, including restaurants, retail outlets, gas stations, hotels, office spaces, and heavy commercial and industrial uses.

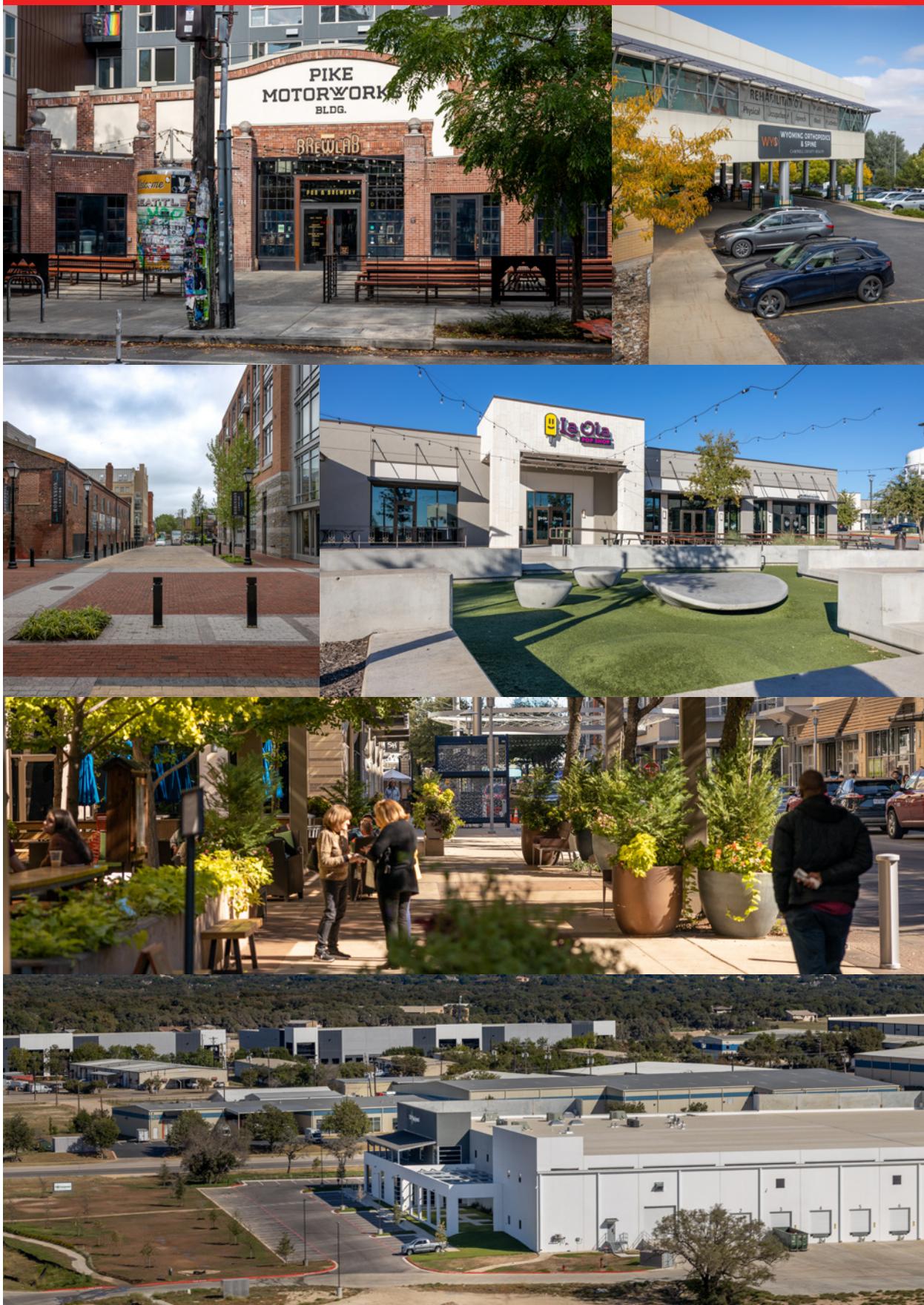
Taking the Enterprise & Production to the "next level" means transforming them from being car-focused into more integrated, multifunctional environments. Traditional strip centers are becoming obsolete because they rely too heavily on cars, lack a strong sense of community, use space inefficiently, and face economic challenges due to their single focus on retail. As online retail grows, these centers struggle to maintain financial viability.

The next step embraces mixed-use developments that combine residential units with commercial spaces. This strategy optimizes land use and attracts a more diverse range of tenants and visitors, enhancing economic stability. By creating pedestrian-friendly spaces with sidewalks, bike lanes, parks, and public gathering areas, these developments encourage walking, reduce the need for cars, and help build a stronger

sense of community. Integrating amenities, services, and residential options within walking distance significantly improves livability in these areas. This makes the area more attractive to a broader demographic, including younger generations who value sustainability to stay in or move to Brady.

To address these challenges, there is a growing emphasis on rethinking the design and planning of non-residential spaces. One approach is arranging sites so that more human-scale elements like showrooms, offices, and lodging are located along the edges of properties and roadways. This improves the aesthetics while creating buffers from the heavier operations. Parking requirements should be based on the needs of the development but should generally be placed behind structures and away from roadways. Another approach to boosting fiscal sustainability and livability is integrating multi-family residential units above commercial spaces. This makes better use of land and creates vibrant, pedestrian-friendly environments. Reducing the reliance on cars for every short trip within the development encourages walking and fosters a sense of connection among residents and visitors. Such developments offer a variety of amenities and services within walking distance, significantly improving the quality of life for inhabitants and making these areas more attractive to a broader demographic.

ENTERPRISE & PRODUCTION REPRESENTATIVE IMAGERY



Land Use & Growth Management

Future Land Use Categories

Barriers to Success

1

Outdated codes and design standards

No amount of planning and incentives can overcome outdated codes and design standards that do not support design elements needed to build cohesive neighborhoods and appealing development, such as smaller lots, mixes of use, and support for placemaking and walkability. Thoughtful and impactful zoning code and regulations amendments will need to be considered and adopted to advance the goals of the Comprehensive Plan.

2

Absence of Widespread Documentation about Zoning Regulations and Utility Capacity, and Service Limitations

Planning for improved development patterns and fiscal sustainability is only as effective as the data upon which that planning is based. There is currently no central resource available to the public, development community, and officials that provides the zoning regulations, illustrates where capacity limitations exist, and to what extent, easily. Thoughtful and thorough discussions about guiding development in ways that best utilize existing infrastructure are not possible without having more complete information. When this information is inaccessible, City departments and the development community face a huge challenge in guiding potential projects to the appropriate locations. Elected officials and the general public also miss out on crucial information about the needs of their community and understanding what investments are required.

3

Existing Middle-Scale Housing is in Poor Condition

While the city does have alternatives to single-family homes, such as duplexes, townhomes, and apartments, many of them require rehab or replacement. When the housing stock in Brady's inventory is viewed as substandard to prospective buyers and renters, they will continually seek out other communities. This, paired with the predominant housing types being single-family homes, makes the housing market weaker.

4

Downtown Activation

For downtown to gain a place of relevance in the region, the City and downtown stakeholders must take the initiative to strengthen partnerships with area organizations. This will help to create physical and social connections that will lead to the implementation of near-term actions, as well as the ability to capitalize on unforeseen future opportunities.

Currently, when new development is presented to the city, there is no complete process to evaluate the short and long-term fiscal impacts (on revenues, service costs, and infrastructure liabilities) to the city and its taxpayers. And as discussed in section 2 of this plan, this means that the costs associated with long-term maintenance are not fully accounted for. Without a robust fiscal analysis on incoming development projects, staff, management, and the council are deprived of a complete and honest picture of any given project and thus hindered in their ability to determine what will fit with the City's finances today and in the future.

Parks & Recreation

Recommendations

1

Enhance the City's park, open space, and trail system

As the City endeavors to grow, it is essential to prioritize and preserve open space areas for recreational and passive use purposes. Parks are a quality of life improvement and critical spaces for community gathering and interaction.

2

Provide recreational activities and equipment that meet the needs and desires of the community

Residents value gathering spaces and activities that foster connection and vibrancy. The City can elevate underutilized areas and new developments into dynamic hubs for recreation and socializing.

3

Ensure the maintenance of and expansion of amenities in the P&R system

Maintenance of and expansion of amenities is imperative to continue to meet the recreational and passive needs of residents and visitors. Feedback from users should be taken into consideration and thoughtfully implemented as resources allow.

4

Ensure the maintenance and enhancement of local vegetation and landscaping

Vegetation and landscaping that is properly maintained can serve multiple benefits. From social benefits of mental and physical well-being, as well as community building, to environmental benefits ranging from flood mitigation to aesthetic appeal, add great value to the park and recreation system.

Snapshot

Previous Parks Plan Overview

The City of Brady has proactively addressed parks and recreation through structured planning efforts, beginning with the 2006–2016 Parks, Recreation, and Open Space Master Plan, followed by an update in 2017 covering the period through 2024. These plans have provided a foundation for prioritizing improvements, securing funding, and expanding recreational access across the community.

Parks & Recreation
Snapshot

2006–2016 Master Plan

The original Master Plan established a vision to enhance recreational access, preserve open space, and respond to community needs through a phased 10-year strategy.

Key goals included:

- Expanding parkland in underserved areas**
- Developing diverse outdoor and indoor facilities**
- Improving connectivity through greenbelts and trails**
- Promoting inclusive and ADA-compliant recreation**
- Encouraging partnerships with schools and civic groups**

Community surveys and demographic analyses informed the identification of specific needs, particularly in areas such as water-based recreation, youth facilities, and multi-use trails. A detailed implementation timeline outlined capital projects, non-construction initiatives, and community programming.

Major projects completed during this period include:

- Construction of a public swimming pool (completed in 2010)**
- Development of multi-use hike/bike trails along Brady Creek (grant-funded)**
- Installation of sand volleyball courts**
- Construction of outdoor tennis courts (via Brady ISD, public access)**
- Addition of restrooms and water fountains at park facilities**

These improvements addressed several top-tier community priorities and laid the groundwork for expanding park services equitably across the city.

2014 Parks and Recreation Master Plan Update (2014–2024)

The 2014 update reviewed past accomplishments and realigned priorities based on new demographic forecasts and community input.

It confirmed the City's continued focus on:

- Playgrounds tailored to different age groups**
- Athletic fields for baseball, softball, soccer, and youth football**
- Picnic and pavilion spaces for group gatherings**
- Passive recreation such as shuffleboard, horseshoes, and wildlife viewing**
- Environmental education through nature and heritage exhibits**
- Mini-parks to ensure walkable access to recreation**
- Indoor facilities, especially for teens and older adults**

The update also emphasized preserving open space and natural areas while encouraging partnerships with private businesses to expand recreational offerings such as equestrian areas, skeet ranges, and indoor entertainment venues.

Parks Inventory

City-Owned Parks

Parks & Recreation
Parks Inventory



Brady Creek Greenway Linear Park

TRAIL FEATURES

Trail Length: Approx. 0.9 miles
Trail Width: 8 feet

PARK FEATURES

Trail follows Brady Creek and connects to Richards Park to Downtown Brady via Richards Street and North High Street Park

Benches (5), picnic tables (1), trash cans (4)
Good tree cover overall; some sparse areas
No trail lighting present



Richards Street & North High Street Park Neighborhood Park

PARK FEATURES

Handicap parking available
Playground with swing set, slide, and obstacle course
Trees in good condition
Trailhead for Brady Creek Trail
No benches, lighting, pavilion, or informative signage



Parks Inventory

City-Owned Parks



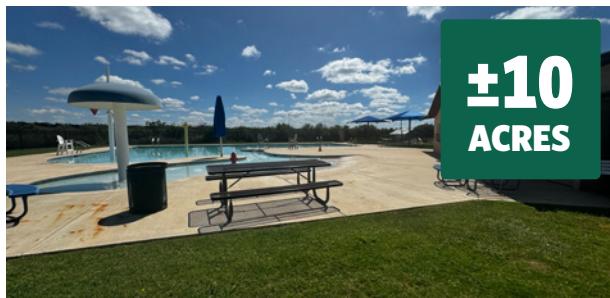
**±32
ACRES**

Richards Park Community Park

Parks & Recreation
Parks Inventory

PARK FEATURES

Playground with swing set and monkey bars
Lighted Baseball/Softball Fields (5)
Access to Brady Creek Trail
Benches (5), picnic tables (5)
50 amp full hookup RV campsites (18)
24 RV campsites with electric and water only
Butterfly garden (1), water fountain (1)
Restroom Facilities with Showers
Trees providing ample shade
Adjacent to Brady Creek



**±10
ACRES**

E.O. Martin Memorial Park Community Park (Aquatic Complex)

TRAIL FEATURES

Natural Trail Length: Approx. 0.35 miles
Concrete Trail Length: Approx. 0.15 miles
Trail Width: Approx. 6 Feet (varying width from concrete to natural material)



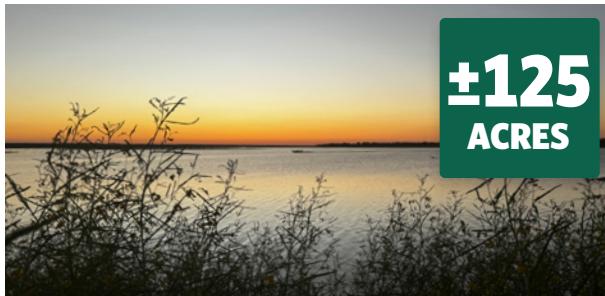
PARK FEATURES

Swimming pool with splash features
Two playgrounds (for younger and older children)
Swing set, rocking horses, obstacle course, rock climbing, and carousel-style equipment
Sand volleyball court, horseshoe pits (2), bike rack (1)
Picnic tables (4), outdoor grills (4), trash cans (7), shaded pavillions (3)
Restroom facility
Trees with the potential to provide shade are primarily on the perimeter
Both concrete and natural material walking trails are present

Parks Inventory

City-Owned Parks

Parks & Recreation
Parks Inventory



Brady Lake Park/Brady City Park Regional Park

PARK FEATURES

Two separate playground sets
Large pavilion with multiple picnic tables (for group use)
Benches (2), picnic tables (approximately 20), outdoor grills
Trash cans and dumpsters throughout the site
12 cabins, 8 cabanas, 23 full-service RV camping sites, and approximately 15 tent sites
Floating fish house
Direct access to Brady Lake for swimming, boating, and fishing



Brady Creek Park Community Park

PARK FEATURES

Full-size (2) and small soccer fields
Restrooms are present within the adjacent Richards Park
Picnic tables (2), trash cans (4), bleachers (3)
LED lighting is present but limited in coverage
No playground or specific, designated parking outside of Richards Park RV camping spots and the Richards Park pavilion area



Parks Inventory

City-Owned Parks

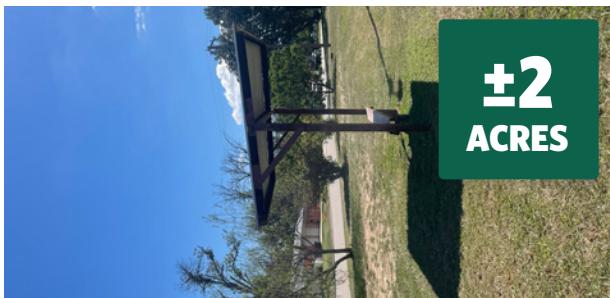


Willie Washington Park Neighborhood Park

Parks & Recreation
Parks Inventory

PARK FEATURES

Playground with obstacle course, swing set, and see-saw
Shade structure over the playground
Benches (6), picnic tables (20), outdoor grills (12)
Trash cans
2 half-size basketball courts
Restroom facilities
Decorative boulders as public art
Trees provide shade, though not near basketball courts
Unimproved baseball field



Stanburn Park Neighborhood Park

PARK FEATURES

Playground with obstacle course
Basketball court
Benches (2), picnic tables (2)
No designated parking, but the adjacent street can accommodate on-street parking



Parks Inventory

City-Owned Parks

Parks & Recreation Parks Inventory



±84
ACRES



Brady Municipal Golf Course Special Use Park

PARK FEATURES

- 9-hole golf course
- Clubhouse/Pro Shop
- Driving Range
- Recent updates to cart paths
- Recent planting of new trees
- Multiple Restroom Facilities



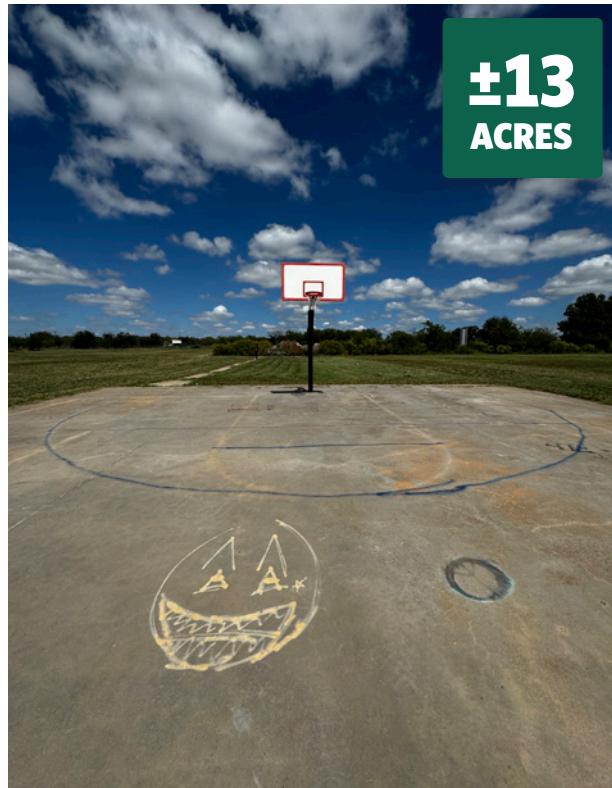
G. Rollie White Complex Special Use Park

PARK FEATURES

- Former horse racing facility with track
- Interest from outside parties in potentially revitalizing the space
- Some facilities are in disrepair

Parks Inventory

Private Parks and Partner Facilities



**±13
ACRES**

Belton Street Park Neighborhood Park

Parks & Recreation
Parks Inventory

TRAIL FEATURES

Trail Length: Approx. 0.85 Miles
Trail Width: 5 Feet

PARK FEATURES

Concrete Walking Trail
Basketball court

Parks Inventory

Partner Facilities

Parks & Recreation
Parks Inventory



Brady High and Middle School Campuses Shared Access Park

FACILITY FEATURES

- 1 Football Practice Field with Goal Posts
- Basketball Court with Goals
- 4 Tennis Courts



Brady Elementary School Shared Access Park

FACILITY FEATURES

- General Practice Field with Soccer Goals
 - Basketball Court with 4 Goals
 - Gaga Ball Pit
 - Full-sized Playground
 - Swing Set with 6 swings
 - Agility Play Set
- Additionally, 2 playgrounds for smaller kids, a swing set with 6 swings, a basketball court with 6 goals, adequate seating with wrap-around bench seating under shade trees, and 3 picnic tables are located within a separate fenced-in area

Parks Inventory

Partner Facilities



Brady ISD Facilities Shared Access Park

Parks & Recreation
Parks Inventory

FACILITY FEATURES

- Full-sized Football Field with $\frac{1}{4}$ Mile Track
- 4 Tennis Courts
- Multi-use Practice Field with Football and Soccer Goals
- Batting Cage
- Full-sized Baseball Field
- Bleachers
- Bathroom Facilities



Existing Parks Feedback

Parks & Recreation Existing Parks Feedback

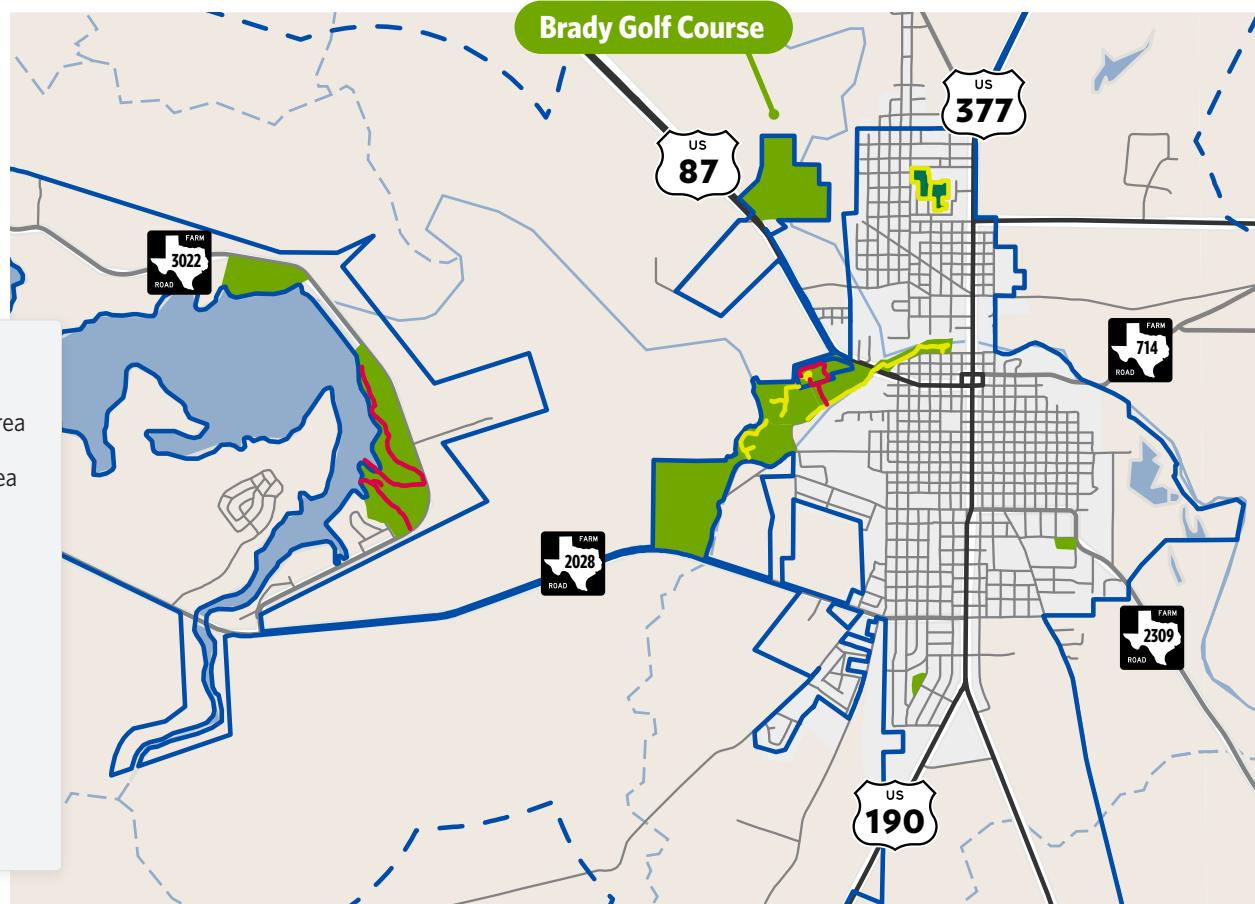
To understand the potential needs of the park and recreation system, it is essential to assess the existing conditions of Brady's parks and facilities. Recreational facilities, including parks, trails, pools, sports fields, and other amenities, support a wide range of passive and active recreational opportunities. Brady's parks and recreation system comprises approximately 439 acres of parks and natural areas, offering residents and visitors diverse opportunities to connect with nature, engage in recreational activities, and enjoy events that celebrate the city's cultural heritage.

The parks in Brady are seen as hubs for socializing with family and friends, engaging in passive recreation, and participating in organized sports and events. Community feedback reflected a generally positive perception of Brady's parks, with a rating of fair or better. The recreational facilities of Brady's park and recreation system range

from a community pool to various sports fields (soccer, baseball, and tennis). These facilities also received a generally positive rating, with a rating of fair or better from community feedback. When asked what area could be improved for parks and facilities, maintenance was the highest selected choice.

Trails play a meaningful role in Brady's parks and recreation system. Community members consistently recognized them as valued assets during engagement efforts. There are currently two types of trails: natural material and paved. They make up a total of 4.3 miles. All trails can be found in or adjacent to a park. The connectivity of trails is an area for improvement, as there appear to be missing linkages between sections. When possible, analysis and feasibility of linkage construction should be undertaken to improve the connectivity of the trail to one another as well as to other parks and facilities.

EXISTING PARKS & TRAILS



Future of Parks in Brady

When parks are in poor condition, with damaged infrastructure, litter, or overgrown areas, community attendance at parks and facilities tends to decline, thereby diminishing their positive impact. To meet the community's needs, it is essential for the City to continually identify and pursue opportunities for parks, recreational facilities, and trails when resources are available. It will be important to take a closer look at the park system to understand the types of park and recreation opportunities available for improvement.

Feedback from the community indicated a desire for additional recreational features, updated lighting, general maintenance, and the upgrading of playground equipment throughout the parks and facilities. Additional recreational features, such as splash pads, water features, and designated pickleball courts, were identified by respondents. Shading and updated lighting of parks, the pool, and the trails were recognized as items that should be analyzed and incorporated into specific parks and areas by the community.

Lastly, amenities for all ages and family-friendly activities were also named as a priority to consider as expansion of parks and facilities programming arises.

As the City of Brady considers reinvigorating its parks and recreational system, careful consideration of multiple factors will be necessary. New park additions and amenities will need to meet the interests and needs of a wider demographic population, while also considering the operation and maintenance that the City will undertake for the lifetime of potential new additions and amenities. The multi-functionality of facilities, such as sports fields, will need to accommodate the growing demand while ensuring the year-round and long-term usability of these facilities. Thoughtful investments in parks and facilities will continue to allow the system to play a vital role in making Brady a vibrant and inviting place for its residents and visitors.

Parks & Recreation
Future of Parks in Brady



Brady aims to revitalize parks and trails with modern amenities, family-friendly features, and vibrant spaces that inspire year-round community use.

Current & Future Park Types

Mini Parks

Mini-parks (or pocket parks) are the smallest unit in a community's parks system. They are typically centrally located in a neighborhood, serving as a focal point for neighbors living or working within a few blocks of the park. Mini-parks often reflect and contribute to the neighborhood character, and their small size and accessibility make them convenient nearby destinations for everyday use. They often create branding opportunities for the surrounding neighborhood and tend to have a positive impact on property values. While these parks can be used for passive recreation and relaxation, elements like community gardens are a thoughtful addition to these spaces. Mini-parks are particularly useful in traditional-style neighborhoods with denser grids and in downtown areas. Ease of access (on foot) is key to their success. These compact parks should be limited in purpose and should not be accompanied by off-street parking. Richards & High Streets Park is an example of a pocket park in Brady.

Richards & High Street Park



Neighborhood Park

Neighborhood parks are often considered the cornerstone of any city's parks system. Like mini-parks, they significantly contribute to the overall cohesiveness of a neighborhood, serving as important recreational and social hubs close to home for nearby residents. The neighborhood park typically features areas for both passive and (usually informal) active recreation activities, and can be combined with an elementary school to further enhance neighborhood character. Willie Washington Park is an example of a neighborhood park in Brady.

Willie Washington Park



Community Park

Community parks serve a broader purpose (and population) than neighborhood parks. The focus is on meeting a wide range of community recreation and social needs, and park facilities will vary accordingly. Generally, these parks feature a unique attraction that draws people from a wider area. Examples are a pond or lake, a fishing pier, trails, unique cultural or environmental features, or specialized sports complexes.

Quality community parks feature a balanced set of amenities—both passive and active—that can appeal to a broad range of users. Community parks bring people together to socialize, play, and find quiet space; active, programmed recreation should be encouraged, but it should not disrupt other activities on-site. Community park design should reflect the character of the community and utilize the region's unique landscape features whenever possible. Community parks need to be connected to the surrounding area through trails and sidewalks. Community parks are major destinations for trail systems. Additionally, these parks need good road access. Richards Park and E. O. Martin Memorial Park are examples of community parks in Brady.

Richards Park



E. O. Martin Memorial Park



Special Use Park

These are parks or recreation facilities oriented toward specialized or single-use purposes that are not otherwise part of other neighborhood or community parks.

These may include historical, cultural, or social sites, such as plazas, arboretums, or monuments. They may also include recreational facilities such as senior centers, community centers, golf courses, marinas, dog parks, skate parks, special-use athletic complexes, or practice fields. The G. Rollie White Complex and Brady Municipal Golf Course are examples of special-use parks in Brady.

Parks & Recreation
Current & Future Park Types

Brady Municipal Golf Course



Linear Parks and Open Space

Linear parks encompass open spaces and a range of trail types, including greenway trails, thoroughfare connector trails, neighborhood connector trails, and in-park trails. The Brady Creek Greenway is an example of a linear park in Brady.

Open Spaces are focused on the protection and management of natural features that provide important ecological and cultural functions, with recreational uses typically incorporated as a secondary objective. Development on these (usually large) sites is minimal, and passive recreation opportunities include birdwatching, hiking trails, and camping. Open space preserves are often partnerships with nature organizations such as the Audubon Society or the Nature Conservancy. Belton Street Park is an example of an open space in Brady.

Parks Needs Assessment

Brady's parks and recreation system is built on a strong foundation of natural resources, community input, and strategic public investments. Over the past two decades, the City has successfully implemented several major initiatives, such as a new aquatic center, enhanced trail connectivity, and expanded sports and play facilities. However, as the community diversifies, so do expectations for more accessible, modern, and inclusive recreational offerings.

Planning for the future must realistically acknowledge Brady's limited financial capacity. As a small, rural city, Brady operates with a relatively low tax base and must stretch its available funds across many critical services. Dedicated parks funding is modest, and many capital improvements have historically relied on state and federal grants, in-kind contributions, and volunteer labor.

This fiscal reality underscores the need for:

- **Cost-effective upgrades and thoughtful maintenance strategies**
- **Strategic partnerships (e.g., with Brady ISD, McCulloch County, and nonprofits)**
- **Grant readiness and proactive pursuit of external funding sources**
- **Flexible, multi-use designs that maximize the utility of each new facility**
- **Community stewardship programs, including volunteer workdays and sponsorship opportunities**

In short, Brady's parks and recreation strategy must remain ambitious in vision but practical in execution, leveraging every available asset while maintaining a realistic scope. The City's continued commitment to inclusive, well-connected, and sustainable recreational spaces will be key to enhancing quality of life and supporting long-term community vitality.

Summary of Needs Going Forward

As Brady continues to evolve, its parks and recreation system must respond to both changing community expectations and practical constraints. Recent evaluations and public feedback highlight the following key needs and priorities:

- **Playground improvements with age-appropriate and accessible equipment, especially in underserved areas**
- **Development of a multi-use indoor recreation center to serve youth, seniors, and civic events**
- **Greenbelt and trail connectivity between neighborhoods, schools, and existing parks**
- **Addition and rehabilitation of sports and active-use facilities, including ballfields, courts, and pavilions**
- **Expansion of passive recreation options, such as nature trails, picnic areas, and wildlife viewing**
- **ADA compliance across all existing and future parks**
- **Improved wayfinding, signage, and interpretive elements in parks and along trails**

These needs are shaped by Brady's size, demographic profile, and economic conditions, all of which factor into how resources are prioritized and delivered.

Demand-Based Approach	Standards-Based Approach
<p>The demand-based approach reflects what the community actively wants and uses. Brady has consistently employed this approach through surveys, community meetings, and staff observations to guide decision-making.</p> <p>Key demand trends include:</p> <ul style="list-style-type: none"> Continued high interest in water-based recreation Strong community preference for safe, shaded play areas for children Ongoing desire for indoor youth and senior activities Need for flexible spaces for sports, gatherings, and passive use Growing interest in trails and walkability, particularly along other potential greenways in the city <p>This approach ensures that parks and recreation investments reflect public priorities and support high-usage amenities.</p>	<p>The standards-based approach evaluates the system using metrics from the National Recreation and Park Association (NRPA), adjusted for Brady's local context.</p> <p>NRPA/Local Standards Benchmarks:</p> <ul style="list-style-type: none"> 30 acres of parkland per 1,000 residents One community park per 5,000 residents One mini-park per 1,000 residents in each city quadrant Facilities distributed for accessibility within walking distance of homes, particularly in dense or low-income areas <p>Identified gaps:</p> <ol style="list-style-type: none"> 1. Lack of an indoor multi-use facility, not addressed in original NRPA standards but critical given climate and community interest 2. Under-provision of modern sports courts, like pickleball, and multi-use trails 3. Several aging amenities no longer meet best-practice standards (e.g., deteriorating tennis courts, unshaded play areas, etc.) <p>Using this approach helps Brady remain aligned with national best practices, adjusted for its population and geography.</p>

Resource-Based Approach

Parks & Recreation Parks Needs Assessment

This approach considers the City's actual capacity, both physical and organizational, as well as its financial capacity, to implement and sustain parks and recreation system improvements.

Strengths:

Abundant public land, including Brady Lake, floodplains, and underused parcels

The existing park network offers good geographic coverage

Partnerships with Brady ISD and other public entities are already in place

Community volunteerism and occasional partner in-kind donations have supported past projects

Constraints::

Limited tax base restricts available local funding

Parks budget is modest and covers only basic maintenance

Staffing is limited; no full-time programming or development staff for parks

Deferred maintenance needs at multiple locations (e.g., outdated restrooms, court surfaces, signage, etc.)

The trail system lacks signage, ADA access, and visibility

The resource-based view reinforces the need for phased implementation, grant-driven projects, and strategic partnerships to advance high-priority goals without overextending the City's capacity.

Barriers to Success

1

Budget Constraints and Funding

Parks and recreation facilities face budget constraints as additional maintenance and repairs arise with the aging of facilities and the up-front cost of new amenities integration. Consistent and sustainable funding sources need to be established to ensure the long-term stability of the park and recreation system.

Parks & Recreation
Barriers to Success

2

Prioritization of Available Resources

As maintenance of parks and facilities arises and resources remain constrained, prioritization of repair and replacement will have to take place. Decision-makers and administrators will need sufficient data to balance maintenance and repairs and the implementation of new amenities that meet the needs and wants of the community. A detailed inventory of assets with their respective conditions and regularly scheduled inspections, as well as consideration for interests and demands, will be critical to inform such decisions.

3

Community Education and Partnerships

Misconceptions about the maintenance of parks and recreation are widespread among the general public. Educational campaigns that educate the public on the maintenance and prioritization of tasks should be created. Additionally, collaboration with local organizations and the community can assist in growing awareness and potentially expand resources for the park and recreation system.

Implementation

This final section focuses on implementing the recommendations in each planning component. Implementing the Comprehensive Plan is perhaps the most critical job the City of Brady will have over the next 15 years.

This section includes an explanation of how implementation practices should be approached. Particular focus is given to how implementation should be a community-driven process, centered around neighborhoods and the people who live in them.

Each recommendation, and subsequently every action that comprises those recommendations, has been thoroughly vetted to ensure alignment with the community's input, goals, identity, and values. Recommendations and actions are coupled in this section to provide a checklist that, when completed, indicates that recommendations have been accomplished.

Decision-Making Principles

Earlier in this plan, the principles that residents felt should guide local decision-making and examples of how those principles could be applied in practice were shared. These principles are listed again here in the implementation section to show how they have directly informed the actions outlined

below. Each implementation step has been conceived with these guiding principles in mind, ensuring that the plan reflects the values and priorities expressed by the community.

Implementation
Decision-Making Principles



Economic Prosperity

"Needs to be used to attract different industries and business to the area."

"Raise the standard of expectations of business and community. Have pride, maintenance, and enforcement should be priority."

Quality of Life

"Should be used to help improve recreational activities around the City. Will then lead to a happier and healthier population."

"Activities for our youth and all who are looking for outdoor activities. Most interested in pickleball courts in our park. Convert old tennis courts."

Culture & History

"Brady was booming in the 1970's (per a long-time resident). Parades, community events horse racing then."

"Continue with our country music."

When the city weighs an everyday choice – like approving a small-business façade grant or redesigning a street – staff should ask: Will this action strengthen the local tax base, attract or retain good jobs, and use public dollars efficiently? Favor investments that generate long-term revenue, unlock private development, or lower life-cycle costs for infrastructure so today's decision sets the stage for a fiscally resilient future.

For routine decisions such as park maintenance schedules, programming improvements, or sidewalk repairs, consider how the change will make daily life safer, healthier, and more convenient for residents of all ages and abilities. Prioritize options that shorten commutes, expand housing choices, reduce noise and pollution, and invite active living – moves that pay dividends in public health, community satisfaction, and environmental stewardship.

Whether selecting materials for a streetscape, approving adaptive reuse of an older warehouse, or programming public art, ask how the choice honors local heritage and strengthens the city's unique identity. Preserve significant structures, celebrate stories of underrepresented communities, and design new features that complement established character. Doing so fosters civic pride and tourism while anchoring growth in a shared sense of place.

Implementation Approach

Incremental

Often, plans lose traction quickly because implementation recommendations prioritize too many large, complex projects that take many years to complete and require funding the City doesn't have. An alternative approach is to embrace an incremental, iterative approach that makes meaningful progress toward bigger goals immediately with the resources the community has available. The proposed implementation program was built around the Strong Towns "barbell strategy", where roughly 80 percent of projects are small, low risk projects that can be completed quickly with minimal resources and the other 20 percent toward larger high risk, high reward projects.

Neighborhood Centric

The majority of this plan focuses on improving quality of life for residents at the neighborhood level. Studies¹ show that when quality of life is improved, property values and city revenues increase, and the wealth, health, and social wellbeing of residents also improve. And nobody knows what is needed in a neighborhood more than the people who live, work, worship, and recreate there every day. As such, the second critical aspect of the proposed implementation strategy centers around working with a neighborhood "cultivator crew" (residents, local businesses, and other community and philanthropic partners) to create and execute a series of neighborhood enhancement plans. These plans are intended to be lean, living documents that organize and prioritize ideas from the people in the neighborhood into small projects that will make the neighborhood incrementally better. Some of the projects will require city support through staff and funding, while others should be projects that can be done independently by residents with partnerships with philanthropic organizations and local businesses.

Action Types

Implementation Action Types

Guidelines



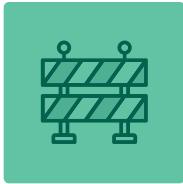
Plans and design guidelines (such as technical standards) that are used to guide development of the functional and visual environment throughout the city or within certain “districts”.

Partnerships



Specific partnerships and collaborative efforts that are needed or that can help to achieve the desired vision for our community.

Tactical/Community



Low budget projects that can be executed by residents and other partners to address safety and quality of life issues and test out ideas while waiting for funds to become available for more permanent improvements.

Education & Communication



Programs and activities that inform, engage and connect residents, local businesses and agency partners, and help with promotion of the community to prospective residents, developers and employers.

Regulations



Ordinances and adopted policies that are used to guide and enforce development patterns in the city, most notably the zoning and subdivision ordinances.

Capital Investments



Infrastructure projects and other city investments that help preserve and enhance economic growth, property values and quality of life.

Economic Development



A city can cultivate a robust environment for entrepreneurship through programs, plans, and events that generate support or offer assistance. While the size of businesses varies, they are all reliant on local assistance and investment.

Financial & Process Incentives



Cities can encourage desired development—and discourage less aligned projects—by offering monetary incentives like reduced fees, tax rebates, or grants. Streamlined approvals and expedited processes that save time and money also support development that aligns with the plan’s goals.

General Recommendations

1

Treat the Comprehensive Plan as the central pillar of decision-making.

Implementation
General Recommendations

A well-run city has a unified community vision, strategic objectives (big ideas), and a common language that brings people and perspectives together and aligns resources in a manner that maximizes progress toward these shared goals. This document provides the framework that other plans, policies, and budgets should follow in order to strengthen Brady's fiscal position and improve quality of life and affordability for current and future residents and businesses.

2

Reinforce Brady's unique identity while expanding opportunities for community engagement, tourism, and investment.

Brady has a unique opportunity to attract residents and businesses looking for an affordable, quaint, and rural alternative to the surrounding communities. However, the community has suffered from a lack of continuous investment and maintenance, both physically and perception-wise, by locals and property owners. The City must get in front of this with a defined branding effort that highlights its values and offerings, and provides opportunities for people who want to be part of community-led revitalization.

3

Align development and budgeting with the community's values and desired outcomes

As a community with a growing gap between needs and available resources, it is critical that the City invest resources in projects that increase tax revenues while limiting additional costs and infrastructure liabilities. The city should explore outcome and priority-based budgeting to improve the transparency and effectiveness of budgeting going forward.

4

Enhance and Activate Downtown Brady

Continue to improve and invest in Brady's downtown square and surrounding areas to attract businesses, create jobs, and boost tourism. A vibrant, well-maintained downtown square fosters community pride and serves as a cultural and social hub, benefiting the entire city. The health of the downtown core area directly influences the broader economy and reinforces local identity.

In addition to physical improvements, the City should lead in expanding downtown events and programming. While redevelopment takes time, events can generate immediate energy, draw visitors, and build momentum. Maintaining a regular event calendar and encouraging private-sector involvement will help activate the area and support long-term revitalization goals.

There is also strong potential for higher-density residential units in upper stories of downtown buildings, as well as mixed housing options in nearby areas. These developments can complement downtown's commercial offerings and further support its role as a dynamic, walkable center of activity.

G1**Implement the Comprehensive Plan as the central pillar of decision-making**

Action Number	Action	Action Type	Timing	Values	Aspirations	Champion	Support	Implementation General Recommendations								
			Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business	
G1.A	Provide quarterly or biannual updates to the City Council on the status of plan implementation.		Always	■				■			■	■			City Manager	
G1.B	Connect agenda items at Planning and Zoning Committee and City Council meetings to the Comprehensive Plan's guiding principles and implementation priorities.		Always	■				■				■			City Manager	Promoters, Supporters
G1.C	Evaluate and update the vision statement and guiding principles every 5 years.		Always		■		■	■	■			■			City Manager	Promoters, Supporters
G1.D	Create a Council-specific Strategic Plan that clearly outlines annual priorities, initiatives, and key actions for the next five years that are aligned with the goals and objectives of the Comprehensive Plan.		Always		■			■	■	■	■	■			City Manager	Promoters, Supporters, Talent/Expertise
G1.E	Develop a comprehensive communication strategy and share widely with identified resources and partners to solicit endorsements that utilize social media, the City website, and an annual meeting schedule to promote transparency relating to the Comprehensive Plan.		Always		■			■	■	■	■	■			City Manager	
G1.F	Complete a comprehensive Land Use Fiscal Analysis (LUFA) to better understand the fiscal sustainability of current and future land use patterns, and incorporate its findings into development and budgeting decisions.		Always		■			■	■		■	■			Planning and Zoning	
G1.G	Update the zoning ordinance to reflect the principles, vision, and strategies outlined in this Plan.		Always		■			■		■		■			City Manager	Promoters
G1.H	Administer the Vibrant Community Assessment annually to all local citizens and business community and track ratings while using them to inform governing decisions.		Always	■				■	■	■	■	■			City Manager	Promoters, Supporters
G1.I	Invite key partners to provide periodic reports at City Council meetings or workshops throughout each year.		Always		■			■		■		■			Planning Division	CC, P&Z

G2

Reinforce Brady's unique identity while expanding opportunities for community engagement, tourism, and investment.

Implementation General Recommendations

Implementation General Recommendations	Action Number	Action	Action Type	Timing				Values			Aspirations				Champion	Support
				Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life		
	G2.A	Investigate the criteria to becoming a Music Friendly Texas Certified Community.				■		■	■	■	■				City Secretary	Supporters
	G2.B	Promote local success stories and people that reflect the community's unique values, assets, and desired future.			■			■	■	■	■				City Secretary, Brady Chamber of Commerce	Promoters, Supporters
	G2.C	Create a simple, shared communications guide with agreed-upon language, themes, and imagery that reflect Brady's values, small-town charm, and aspirations for the future. Include brand phrases, tone, colors, and examples.				■		■	■	■	■	■	■	■	City Secretary	Promoters, Supporters, Talent/Expertise
	G2.D	Roll out a coordinated campaign, through banners, digital materials, and social media, that reinforces a shared community identity.				■			■	■	■	■	■	■	City Secretary, Brady Chamber of Commerce	Promoters, Supporters,
	G2.E	Host a quarterly coordination meeting between the City, EDC, Chamber, and tourism leaders to align marketing priorities and development goals.			■			■		■	■	■	■	■	City Manager	Promoters, Supporters
	G2.F	Use the City, EDC, or Chamber platforms to regularly spotlight small businesses, events, volunteers, and community "doers" who represent Brady's identity and future.			■			■		■	■	■	■	■	City Manager	Promoters, Supporters
	G2.G	Coordinate an annual audit and update to the City, Chamber, and EDC websites and social media to ensure a consistent visual look, message tone, and links between organizations.				■			■	■	■		■		City Manager	Promoters, Supporters, Talent/Expertise

Action Number	Action	Action Type	Timing	Values	Aspirations	Champion	Support	Implementation General Recommendations								
			Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business	
G3.A	Evaluate and update the Future Land Use Plan and other Comprehensive Plan elements to reflect current conditions every 2 years.		Always	■				■	■				■		Planning and Zoning	
G3.B	Create a values-based budget framework that ties spending decisions directly to the community's goals as outlined in the Comprehensive Plan, ensuring alignment with shared priorities like quality of life, infrastructure, and local identity.				■				■	■		■	■		Finance	
G3.C	Establish a public dashboard or scorecard to track how major capital projects and policy decisions support the community's stated values and vision.			■					■	■			■		City Manager	Talent/Expertise
G3.D	Prioritize funding for infrastructure and amenities that support infill development, downtown revitalization, and attainable housing, all key to Brady's future aspirations.		■					■			■		■		Finance	
G3.E	Strengthen partnerships with the EDC, Chamber, and other community partners to align private investment incentives with the values and future land use categories outlined in the Comprehensive Plan.		■						■			■		■	City Manager, Brady Chamber of Commerce	Promoters, Supporters
G3.F	Incorporate community values into decision-making tools, requiring departments to note how proposed projects, rezonings, or funding align with Brady's long-term vision.			■			■					■			Finance	

G4 Enhance and Activate Downtown Brady

Implementation General Recommendations	Action Number	Action	Action Type	Timing		Values		Aspirations				Champion	Support					
				Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business		
	G4.A	Provide incentives to independent musicians and entertainment companies to perform in local venues and events in downtown.		■				■	■	■	■	■					City Manager	Promoters, Supporters
	G4.B	Organize seasonal or monthly events like sidewalk sales, night markets, movie nights, or live music downtown to encourage activity and business engagement.		■				■	■	■		■		■		City Manager	Promoters, Supporters	
	G4.C	Identify locations in downtown for placement of public art and publish a solicitation for area artists to submit sketches of their ideas.		■				■	■	■	■	■					City Secretary	Investors, Promoters, Supporters, Volunteers
	G4.D	Fill vacant storefronts with pop-up displays, student art, or historical photo exhibits that make windows visually engaging and tell the story of Brady.			■		■	■	■	■	■	■	■				City Secretary, Brady Chamber of Commerce	Promoters, Supporters, Volunteers
	G4.E	Promote downtown businesses with a branded campaign (stickers, window decals, social posts) that highlights unique shops, eateries, and stories.		■				■	■	■	■	■	■	■			City Secretary, Brady Chamber of Commerce	Promoters, Supporters, Volunteers
	G4.F	Conduct a Walkability Audit and identify opportunities by partnering with TXDOT, staff, and residents to identify key barriers to walking downtown (e.g., broken sidewalks, lack of shade, missing crosswalks). Prioritize small improvements that can be made quickly.			■			■	■	■		■	■				City Manager	Developers, Investors, Promoters, Supporters
	G4.G	Create and adopt a Downtown Master Plan to outline a clear, community-supported vision for the revitalization, activation, and preservation of Downtown Brady.			■		■	■	■	■	■	■	■	■			Planning and Zoning	Developers, Investors, Promoters, Supporters, Talent/Expertise,
	G4.H	Identify properties in the Downtown area that may serve as catalysts for redevelopment and develop activation strategies for each of them.			■		■	■	■	■		■	■	■			Planning and Zoning	Developers, Investors, Promoters, Supporters
	G4.I	Seek out and establish relationships with small-scale developers familiar with downtown housing products.			■				■			■	■	■			City Manager	Developers, Investors, Promoters, Supporters
	G4.J	Pilot shared spaces, specifically with temporary street closures for pedestrian-only zones that allow for open markets and other pedestrian-focused activities.		■					■	■		■		■			Public Works	Investors, Promoters, Supporters, Volunteers

Land Use & Growth Management Recommendations

1

Implement new policies to manage and direct growth

Given that population projections indicate limited growth—or even potential decline—there is no need to expand the city limits or extend new infrastructure. Instead, the City should focus on directing development to areas already served by infrastructure, avoiding unnecessary long-term liabilities.

Implementation
Land Use & Growth
Management
Recommendations

2

Calibrate development standards to allow the type of development envisioned within each future land use category

Development standards should be updated to support the future land use categories so that the aspirational places the community envisions can be allowed and constructed.

3

Prioritize infill and revitalization to maximize existing infrastructure and public services

Catalyzing development in areas already served by infrastructure and public services is a straightforward way to generate wealth and foster a stronger sense of community. In partnership with the Chamber of Commerce, efforts should focus on demonstrating to the public how these areas can be improved and the opportunities they offer to entrepreneurs and local businesses.

4

Facilitate a land use strategy that does not focus on the separation of uses

Brady should consider shifting its land use strategy toward supporting more mixed-use development that brings together various activities within the same space. To fully realize this vision, the City should revise its land use regulations to actively permit and encourage mixed-use development, which can help stimulate economic growth, attract new residents, enhance quality of life, and foster social connections.

5

Adopt/accept an incremental, improvement approach to existing neighborhoods.

Adopting an incremental approach to improving existing neighborhoods can ensure efficient and effective infrastructure development. This strategy prioritizes the step-by-step improvement investments and projects based on evolving needs, funding availability, and community demands. By improving existing neighborhoods incrementally, the City can avoid large-scale investments that may not align with immediate needs or become outdated. Instead, it can focus on targeted improvements and upgrades to address specific gaps, maximize existing infrastructure, and meet the changing demands of residents and businesses.

LU1 Implement new policies to manage and direct growth

Implementation Land Use & Growth Management Recommendations	Action Number	Action	Action Type	Timing		Values		Aspirations				Champion	Support				
				Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business	
	LU1.A	Implement zoning changes to accommodate mixed-use, multigenerational developments.			■				■				■			Planning and Zoning	Promoters
	LU1.B	Outline and adopt a due diligence process for evaluating potential deals or partnerships, focusing on long-term viability and community impact.			■			■		■		■		■		City Manager	
	LU1.C	Collaborate with housing agencies and financial institutions to explore financing options and incentives for homeowners to create accessory dwelling units (ADUs) or converting existing properties into multi-unit dwellings.				■		■	■	■	■	■	■	■	Planning and Zoning	Talent/Expertise	
	LU1.D	Develop a neighborhood-based program to revitalize neglected or underdeveloped areas.			■				■	■	■	■	■	■	Planning and Zoning	Investors, Promoters, Supporters, Talent/Expertise, Volunteers	
	LU1.E	Adopt a strategy for achieving voluntary compliance and modernizing code enforcement techniques.			■					■			■		Code Enforcement	Promoters, Supporters	
	LU1.F	Partner with Texas State agencies TCEQ and TWDB for grant opportunities to develop a watershed-based plan for the Hallam Draw area, focusing on stormwater runoff, erosion control, and localized flooding. Begin by submitting a pre-proposal to the NPS Grant Program to fund planning and outreach activities.			■				■			■	■	■	Public Works	Talent/Expertise	

LU2 Calibrate development standards to allow the type of development envisioned within each future land use category

Action Number	Action	Action Type	Timing	Values	Aspirations	Champion	Support	Implementation Land Use & Growth Management Recommendations									
			Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business		
LU2.A	Produce a development guide aimed at educating and attracting developers for small scale projects				■						■		■		Planning and Zoning	Talent/Expertise	
LU2.B	Create and publish a development guide explaining the processes of land division, zoning, signage, and permitting in simple terms.				■			■			■		■		Planning and Zoning	Talent/Expertise	
LU2.C	Complete research and share findings with City Council on best practices in voluntary compliance and progressive code enforcement.			■			■	■	■		■		■		Code Enforcement		
LU2.D	Ensure new development incorporates the characteristics defined for each future land use category in the comprehensive plan.			■			■	■			■	■	■		Planning and Zoning		
LU2.E	Revise the zoning ordinance to permit all uses deemed appropriate in the future land use categories to be allowed by zoning districts that correspond to the future land use categories.			■				■			■	■			Planning and Zoning		
LU2.F	Implement quality design standards for new developments that ensure compatibility with surrounding areas.			■				■		■	■		■		Planning and Zoning		

Implementation Land Use & Growth Management Recommendations	Action Number	Action	Action Type	Timing		Values		Aspirations				Champion	Support					
				Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business		
	LU3.A	Evaluate future investments to ensure the City has the necessary resources for long-term maintenance and replacement.		■				■	■			■	■				City Manager	
	LU3.B	Reduce or eliminate permitting fees when adding units, or rehabbing existing structures in built-out areas.				■		■				■	■				Planning and Zoning	
	LU3.C	Overhaul design and construction standards with a new focus on quality and appearance of residential and commercial buildings				■		■	■	■	■	■	■				Planning and Zoning	Supporters, Talent/Expertise
	LU3.D	Promote efficient land development patterns that maximize the use of existing infrastructure and land before expanding infrastructure to underdeveloped areas.		■				■	■			■					Planning and Zoning	
	LU3.E	Adopt a formal policy that prioritizes infrastructure maintenance and upgrades in existing neighborhoods before expanding to new areas.			■			■	■	■		■					City Council	

LU4 Facilitate a land use strategy that does not focus on the separation of uses

Action Number	Action	Action Type	Timing	Values	Aspirations			Champion	Support	Implementation Land Use & Growth Management Recommendations						
			Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business	
LU4.A	Update the zoning ordinance to allow low-impact commercial uses like coffee shops, home-based businesses, or daycares in residential areas with appropriate buffering and design standards.				■			■						■	Planning and Zoning	
LU4.B	Update ordinances to support the adaptive reuse of older structures, especially along corridors or in downtown, for residential, office, retail, or a mix.				■	■		■	■				■	■	Planning and Zoning	Promoters, Supporters,
LU4.C	Prioritize city-owned parcels and consider acquiring key vacant or tax-delinquent properties within the designated Opportunity Areas to create an Infill Development Portfolio. Use this portfolio to attract developers or community partners with proposals that reflect Brady's values and long-term aspirations.				■	■	■	■	■				■	■	City Manager	Developers, Investors, Promoters

LU5 Adopt/accept an incremental improvement approach to existing neighborhoods

Implementation Land Use & Growth Management Recommendations	Action Number	Action	Action Type	Timing		Values		Aspirations				Champion	Support					
				Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business		
	LU5.A	Cultivate a network of local developers and builders who want to build small scale development in keeping with the Comprehensive Plan.				■		■				■					City Manager	Developers, Investors, Promoters, Talent/Expertise
	LU5.B	Revise zoning and land use regulations to facilitate diverse housing options within existing neighborhoods, such as infill development, Accessory Dwelling Units (ADUs), or redevelopment of underutilized sites.			■			■	■	■		■	■			Planning and Zoning	Developers, Promoters, Supporters, Talent/Expertise,	
	LU5.C	Adopt a series of pre-approved building plans for Accessory Dwelling Units (ADUs) to encourage gentle infill within existing neighborhoods.			■			■	■			■				City Council	Developers, Investors, Promoters, Talent/Expertise	
	LU5.D	Consider the creation and adoption of an infill ordinance to ensure context-sensitive design. New homes should be designed and scaled appropriately to surrounding homes.			■				■	■		■				Planning and Zoning	Developers, Investors, Promoters, Supporters, Talent/Expertise	
	LU5.E	Partner with residents to create Neighborhood Enhancement Plans that identify small projects that can be done to incrementally enhance each neighborhood.			■					■	■	■	■			Planning and Zoning	Promoters, Supporters, Talent/Expertise, Volunteers	
	LU5.F	Conduct a complete neighborhood assessment and accompanying workshop in each neighborhood to identify an initial list of missing and/or desired services by residents			■					■	■	■	■			Planning and Zoning	Promoters, Supporters, Talent/Expertise, Volunteers	

Parks & Recreation Recommendations

Enhance the City's park, open space, and trail system

1

As the City endeavors to grow, it is essential to prioritize and preserve open space areas for recreational and passive use purposes. Parks are a quality of life improvement and critical spaces for community gathering and interaction.

Implementation
Parks & Recreation
Recommendations

2

Provide recreational activities and equipment that meet the needs and desires of the community

Residents value gathering spaces and activities that foster connection and vibrancy. The City can elevate underutilized areas and new developments into dynamic hubs for recreation and socializing.

3

Ensure the maintenance of and expansion of amenities in the P&R system

Maintenance of and expansion of amenities is imperative to continue to meet the recreational and passive needs of residents and visitors. Feedback from users should be taken into consideration and thoughtfully implemented as resources allow.

4

Ensure the maintenance and enhancement of local vegetation and landscaping

Vegetation and landscaping that is properly taken care of can serve multiple purposes. Social benefits of mental and physical well-being, as well as community building, to environmental benefits ranging from flood mitigation to aesthetic appeal, add great value to the park and recreation system.

PR1 Enhance the City's park, open space, and trail system

Implementation Parks & Recreation Recommendations	Action Number	Action	Action Type	Timing	Values	Aspirations	Champion	Support										
				Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business		
	PR1.A	Consider private open spaces as new development and redevelopment proposals are considered.		■					■							Planning and Zoning	Developers	
	PR1.B	Adopt a parkland dedication ordinance to ensure desired neighborhood park outcomes.			■				■						■	Parks and Recreation	Supporters	
	PR1.C	Consider shared-use facilities with schools.			■					■					■	■	Parks and Recreation	Supporters, Promoters
	PR1.D	Partner with land trusts and local and regional conservation groups to protect additional open space and provide incentives for private landowners to engage in conservation efforts.				■	■	■							■	■	Parks and Recreation	Supporters, Promoters, Talent/Expertise

Action Number	Action	Action Type	Timing	Values	Aspirations	Champion	Support	Implementation								
			Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business	
PR2.A	Create a Master Gardeners group to explore the establishment of gardens at different parks in the system														Parks and Recreation	Promoters, Supporters, Volunteers
PR2.B	Consider additional recreation opportunities and programming to engage and benefit all ages.														Parks and Recreation	
PR2.C	Engage with local healthcare providers, senior groups, and outdoor recreation advocates to shape amenities that support wellness, accessibility, and intergenerational use.														Parks and Recreation	Promoters, Supporters
PR2.D	Bolster outdoor programs to activate park sites quarterly with activities such as yoga in the park, walking group meet ups, pop-up programs/local business vendors and interactive play opportunities.														Parks and Recreation	Promoters, Supporters
PR2.E	Survey or host workshops to collect community preferences on potential locations and gathering and recreation amenities residents would like to see in their neighborhoods.														Parks and Recreation	Promoters, Supporters
PR2.F	Expand mobile recreation equipment and pop-up offerings that can be temporarily located in different parks across the City.														Parks and Recreation	

PR3 Ensure the maintenance of and expansion of amenities in the P&R system

Implementation Parks & Recreation Recommendations	Action Number	Action	Action Type	Timing		Values		Aspirations				Champion	Support			
				Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business
	PR3.A	Regularly review park maintenance needs, ensuring staffing levels and volunteerism align with parkland acreage and establishing performance metrics for parks staff, facilities, and partnerships.		■				■	■	■	■	■	■	■	Parks and Recreation	Volunteers
	PR3.B	Create standardized volunteer opportunities that align with park needs.			■				■	■	■	■	■	■	Parks and Recreation	Volunteers
	PR3.C	Develop a citywide shade enhancement implementation strategy that includes structures and tree plantings.		■				■					■	■	Parks and Recreation	
	PR3.D	Add seating and shade in multiple locations at each park facility so users have a place to rest from the heat.			■			■	■	■	■	■	■	■	Parks and Recreation	
	PR3.E	Introduce new features that support year-round use, such as distance markers on existing walking trails, drinking fountains, and lighting for early morning or evening activity		■				■	■	■	■	■	■	■	Parks and Recreation	
	PR3.F	Seek grant funding or partnerships with Texas Parks & Wildlife and other organizations to support the construction or renovation of key park amenities.		■				■					■	■	Parks and Recreation	Talent/Expertise
	PR3.G	Partner with other community organizations to install wayfinding signage within and between parks to make navigation easier, connect trail segments, and highlight amenities like restrooms, water stations, or historical features.		■				■	■	■	■	■	■	■	Parks and Recreation, Brady Chamber of Commerce	Promoters, Supporters
	PR3.H	Host a quarterly park cleanup utilizing local volunteers.		■				■	■	■	■	■	■	■	Parks and Recreation	Promoters, Supporters, Volunteers
	PR3.I	Launch a public service program with Brady ISD to offer credit for students working on short-term community projects.			■			■	■	■	■	■	■	■	Parks and Recreation	Promoters, Supporters, Volunteers
	PR3.J	Create a "Leave No Trace" Program to promote responsible park use through seasonal events, and partnerships that emphasize proper waste disposal and best recreation practices.		■				■	■	■	■	■	■	■	Parks and Recreation	Promoters, Supporters
	PR3.K	Develop a phasing plan to replace and/or upgrade playscapes.				■		■	■	■	■	■	■	■	Parks and Recreation	

PR4 Ensure the maintenance and enhancement of local vegetation and landscaping

Action Number	Action	Action Type	Timing	Values	Aspirations	Champion	Support	Implementation								
			Always	Years 1-3	Years 4-6	Years 7-10	Shared Prosperity	Invested in Tomorrow	Sense of Community	Community History	Grow from What We've Got	Welcome New Faces, Keep Existing	Shared Direction and Vision	Bring Recreation to Life	Raise the Bar for Business	
PR4.A	Prioritize preservation of natural areas, especially those that can serve multiple functions such as regional detention and passive recreation.		Always	■					■				■		Parks and Recreation	Talent/Expertise
PR4.B	Identify areas where development is to be limited and secure conservation easements with landowners.			■				■				■		Planning and Zoning	Supporters, Talent/Expertise	
PR4.C	Update development regulations to restrict development around environmentally sensitive areas.		■					■				■		Planning and Zoning		
PR4.D	Research and work with the Public Works Department to develop drainage standards that incorporate passive recreation or native landscaping.			■				■				■		Parks and Recreation	Talent/Expertise	
PR4.E	Incorporate nature-based solutions like rain gardens, biofiltration, and permeable pavements to improve drainage and enhance park aesthetics.			■				■				■		Parks and Recreation	Promoters, Supporters, Talent/Expertise	
PR4.F	Research and conduct studies to quantify the ecosystem services provided by natural areas such as water filtration, percentage of native vegetation and habitat creation.			■				■				■		Parks and Recreation	Talent/Expertise	

Appendix

Appendix A: Engagement Summary

Appendix B: Survey Results

Appendix C: Community Resources Listing

Appendix A: Engagement Summary

Summary of Engagement

Phase 1: August 2024 to October 2024

Appendix
Appendix A: Engagement
Summary

Survey #1 - [September 6, 2024 – October 5, 2024]

The Vibrant Community Survey asks respondents to give specific rankings of how their community is performing in each of the ten categories, each of which is a key indicator of vibrancy. Participants can see the quality of a community functioning at a one (low performance) and that of a community functioning at a ten (high performance). Then, they are asked to rank the place they call home. The assessment is a tool based on the book *Building a Vibrant Community: How Citizen-Powered Change is Reshaping America* by Quint Studer. A total of 240 responses were received.

Q1. CITIZEN ENGAGEMENT - how engaged are your community's citizens?

Mean Score: 3.43

Q2. ABILITY TO KEEP TALENT AT HOME - how likely is it that young people will live and work in the community after graduating from high school or college?

Mean Score: 2.82

Q3. ABILITY TO ATTRACT NEW BUSINESSES/TALENT - how attractive is your town to new businesses and/or talent?

Mean Score: 2.56

Q4. QUALITY OF EDUCATION - how strong is your education system?

Mean Score: 5.48

Q5. VIBRANCY OF DOWNTOWN - how vibrant is your downtown?

Mean Score: 3.85

Q6. ABILITY TO ACTIVATE UNUSED FINANCIAL RESOURCES FOR COMMUNITY INVESTMENT - how effective are you at mobilizing wealth and motivating people to invest in the community?

Mean Score: 3.5

Q7. EASE OF DOING BUSINESS - how easy is it to create and run a small business in your community?

Mean Score: 3.48

Q8. TRAINING AND DEVELOPMENT OF SMALL BUSINESS - how likely are small business owners getting the essential training and development support they need to prosper in the long run?

Mean Score: 2.98

Q9. OBJECTIVE MEASUREMENT & TRACKING OF OUTCOMES - how proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them?

Mean Score: 3.35

Appendix A: Engagement Summary

Q10. ALIGNMENT OF LOCAL GOVERNMENT ENTITIES - to what extent are local government entities aligned and successful at working together to create a better quality of life for your community?

Mean Score: 3.46

Appendix
Appendix A: Engagement
Summary

Q11. CITY'S BIGGEST OPPORTUNITY TO IMPROVE - please describe what you feel is the city's biggest opportunity to improve is.

Most common: Recruitment and retention of businesses(including revitalization of downtown), beautification/code enforcement, capitalize on roadways to bring new residents and visitors in, community engagement and involvement, and activities/entertainment for people of all ages.

Q12. CITY'S BIGGEST CHALLENGE - please describe what you feel is the city's biggest challenge is.

Most common: reinvestment in the community(physically and amongst residents), concise and collective vision, overcoming resident apathy, creation of attractions, stimulation of job opportunities

Q13 - COMMITMENT - how committed are you to making your community the best it can be?

Mean Score: 7.52. This number is important because it indicated a higher-than-average expression of commitment by community residents. This signals a healthy spirit of commitment in Brady, which can be capitalized for implementing the plan.

Q14 – How long have you lived in the community?

Less than 3 years – 10.58%	11-20 years – 18.52%
3-6 years – 14.81%	More than 20 years – 18.52%
7-10 years – 8.47%	I'm not a resident – 3.17%

Key Takeaways:

1. Per the results of the survey, the average resident feels that many aspects of Brady are not performing to the level that is desired. However, there is a strong commitment to assist Brady to perform at higher levels that meet the expectations of the community, overall.
2. Upon reviewing the results of Questions 11 and 12, there is some overlap in the opportunities and challenges that Brady currently faces, which one could interpret as addressing certain aspects could be beneficial to further address/solve other aspects

Pop-Up Event #1 - [September 18, 2024]

The pop-up event was an informal, come-and-go activity-focused engagement that allowed Verdunity to introduce themselves to residents, answer any questions related to the Comprehensive Plan, and promote the Vibrant Community survey. There was also an activity in which attendees could participate. Attendees were asked what they love most about Brady. This pop-up event took place midday on September 18, 2024, at Barney's Coffee Shop. An approximate number of 25 attendees were present at both community events.

Key Takeaways:

1. There was a consensus that Downtown Square could be an economic and developmental catalyst for Brady.
2. Attendees loved that they knew other attendees personally, which is attributed to Brady's small-town feel and close-knit community.
3. Several areas were discussed that Brady could be tapped into ranging from additional landscaping to code compliance to being activity centers for hunting and the Texas country music scene.

Appendix A: Engagement Summary

Community Engagement Event #1 - [September 18, 2024]

The Community Kick-Off event was an informal, come-and-go activity-focused engagement that allowed residents to become familiar with the Comprehensive Plan and provide some preliminary input. The event consisted of three activities. The first activity was an informational station that showcased the different phases of the Comprehensive Plan as well as promoted the Vibrant Community Survey for the community to respond to. The second activity was like the activity that took place at the pop-up event. Attendees were asked what they loved most about Brady. The final and third activity was participants selecting three decision-making principles and briefly explaining, on the back of each card, why they believed that principle should be applied in local decisions. This community engagement event took place on the evening of September 18, 2024, at the Trucountry Inn and Apartments Bluebonnet Ballroom. An approximate number of 20 attendees were present at the event.

Appendix
Appendix A: Engagement Summary

Key Takeaways:

1. Attendees loved that small-town feel and slow pace that Brady offers.
2. Responses also conveyed that the people of Brady are caring and generous.
3. The top three(3) decision-making principles by the community were as follows: 1) economic prosperity, 2) quality of life, and 3) culture and history.

Comprehensive Plan Advisory Committee (CPAC) Workshop #1 – [September 19, 2024]

In this workshop, Verdunity introduced themselves to the City Council which will be serving as the Comprehensive Plan Advisory Committee (CPAC). A brief presentation regarding the importance of a comprehensive plan, the timeline of the project, and the duties of the committee was provided. Additionally, short descriptions of the upcoming workshops and virtual format were discussed.

Key Takeaways:

1. Duties and expectations of the CPAC discussed.
2. Promotion of the Vibrant Community Survey.
3. Review and discussion of future engagement activities.

Survey #2-[October 16, 2024 – November 22, 2024]

The Local Business Owners Survey asks respondents to give insight into the current conditions, challenges, and opportunities that local businesses in Brady face. By understanding the economic landscape from those who operate within it daily, this survey will be utilized to guide important elements within the City's future Comprehensive Plan and will ultimately be used to create specific recommendations that guide decision-making, potential support programs, and strategies that bolster local businesses. A total of 105 responses were collected.

Appendix A: Engagement Summary

Q1. How would you describe your role in Brady?

I am a local business owner – 66.67%	I am a franchise manager – 0.93%
I am a local business manager – 11.11%	I am not a business owner or manager – 15.74%
I am a franchise owner – 5.56%	

Q2. How long have you been operating or managing your business in Brady?

Less than one year – 12.09%	6-10 years – 9.89%
1- 5 years – 31.87%	11+ years – 46.15%

Q3. Do you live in Brady?

Yes – 88.89%
No – 11.11%

Q4. How often do you source products or services from other local businesses?

Often – 63.64%
Sometimes – 32.95%
Never – 3.41%

Q5. On a scale of 1 to 5, how involved is your business in community events or initiatives? (1 being not involved at all, 5 being very involved)

1 – 16.09%	4 – 16.09%
2 – 11.49%	5 – 26.44%
3 – 29.89%	

Q6. Do you have an online presence for your business (e.g., website, social media)?

Yes, both website and social media – 59.77%	Only social media – 20.69%
Only a website – 5.75%	No online presence – 13.79%

Q7. What is the biggest challenge you face operating in Brady?

Limited customer base – 28.05%	Limited networking opportunities – 3.66%
Difficulty in sourcing products/services – 8.54%	Other – 10.98%
Lack of skilled employees – 48.78%	

Q8. What types of businesses training or workshops would you find useful as a local business owner?

Please check the box next to all that apply.

Human resource management – 25.37%	Basic legal concepts – 23.88%
Basic business accounting – 31.34%	Grant writing – 16.42%
Social media marketing – 38.81%	App design and implementation – 7.46%
Web design and e-commerce – 26.87%	Other – 23.88%

Q9. How many employees do you currently have?

1-10 – 75.31%	51-100 – 1.23%
11-25 – 16.05%	100-200 – 1.23%
26-50 – 6.17%	200+ - 0.00%

Q10. How do you foresee the growth of your business in the next 5 years?

Appendix A: Engagement Summary

Significant growth – **12.66%**
Moderate growth – **31.65%**
Other, please specify – **0.0%**

Steady, with no major changes – **48.10%**
Decline or possible closure – **7.59%**

Appendix
Appendix A: Engagement
Summary

Q11. By clicking and dragging the given options, please rank the following factors in order of their importance to the success of your business: (1 being most important, 5 being least important)

Local customer loyalty – 4.27	Support from local governments or institutions – 2.47
Online sales or digital presence – 2.84	Ability to adapt to market changes – 2.87
Networking with other local businesses – 2.54	

Q12. How do you primarily communicate with your customers?

In-person – 27.14%	Social media – 21.43%
Phone calls – 27.14%	Website – 2.86%
Email – 14.29%	Other – 7.14%

Q13. How would you describe any experiences you have had in attempting to access financial assistance through loans, grants, and/or investors in Brady?

Very easy and supportive - 11.43%	Challenging with limited options – 14.29%
Somewhat accessible – 11.43%	Have not sought out financial resources – 50.00%
Neutral – 12.86%	

Q14. On average, how many customers does your business serve in a week?

1-20 – 35.71%	101-200 – 8.57%
21-50 – 20.00%	201+ - 20.00%
51-100 – 15.71%	

Q15. To what extent does your business experience seasonal fluctuations in sales?

Significantly – My business relies heavily on one or two seasons – 14.29%
Moderately – There's a noticeable uptick during certain times of the year – 48.57%
Slightly – Some months are slightly better than others, but it's minimal – 25.71%
Not at all – My sales are consistent year-round – 11.43%

Phase 2 - November 2024 to December 2024

City Council/Comprehensive Plan Advisory Committee (CPAC) Workshop #2 - [November 19, 2024]

In this workshop, Verdunity provided the City Council with a brief overview of the feedback received from the community thus far through the first survey and community engagement activities. The workshop then shifted to focus on what a vision statement is, the importance of it, and how to create one. The Council worked together as a group to create a draft vision statement for the Comprehensive Plan. Afterward, the group came back together to share their suggestions, discuss, and further refine what important elements should be included in the proposed vision statement.

Key Takeaways:

1. The City Council reaffirmed some of the important aspects that the community of Brady has to offer such as their recreational and natural assets and close-knit community.
2. Although there were several different suggestions for incorporation into the vision statement, a couple of aspects that seemed to be prioritized by the Council were Brady's rural identity and small-town values.

Appendix A: Engagement Summary

etc.)?

Yes – **68.71%**

No – **31.29%**

Appendix
Appendix A: Engagement
Summary

Q10. If yes, how would you rate the condition of these facilities?

Excellent – **4.47%** Fair – **37.11%**

Good – **43.64%** Poor – **10.31%**

Q11. Do you feel that City parks and facilities are accessible to everyone, regardless of ability or mobility?

Yes – **53.07%** Not Sure – **25.94%**

No – **20.99%**

Q12. Do you feel safe when visiting City parks and recreation facilities?

Always – **18.16%** Rarely – **7.55%**

Most of the time – **72.64%** Never – **1.65%**

Q13. If you selected "Rarely" or "Never," what are your primary safety concerns?

Presence of a population that is unhoused and/or with a substance use disorder, minimal to no law enforcement or security presence, lighting needs updating,

Q14. *OPTIONAL:* Do you have any other feedback that you would like to provide?

Creek cleaning/maintenance, landscaping maintenance, splash pad addition, gated pet area, and construction of additional walking trails

Key Takeaways:

1. Per the results received, users of the parks utilize them frequently as a mechanism to socialize, relax, and connect to nature.
2. There is a general sentiment that the quality of the parks could be improved through several different approaches, such as maintenance, upgrading of equipment, landscape improvements, and so on.
3. Additional park and recreation features were proposed that would enhance the existing network.

Phase 3 – January 2025 to April 2025

Survey #4 - [March 10, 2025]

The Park Visions Survey collected feedback on the most valued features of Brady parks, how important parks are to the quality of life and identity of Brady, and what priorities should be considered for the future. This survey was conducted to obtain resident opinions on the future of Brady parks and trails. A total of 323 responses were collected.

Q1. In a few words, describe what you enjoy most about Brady parks & trails.

Shade, trails, places for kids to play, Richards Park, clean parks/trails

Q2. How important are city parks, trails, and recreation facilities to the overall quality of life in Brady?

Not at all – **.31%**

Not very – **1.24%**

Neutral/no opinion – **1.86%**

Appendix A: Engagement Summary

Somewhat important – **15.53%** Very important – **81.06%**

Q3. How much do you think parks and recreation contribute to the character or identity of Brady?

Not at all – 1.87%	Limited contribution, if any – 6.23%	Neutral/no opinion – 1.56%
Somewhat – 19.63%	Very, parks & rec are vital – 70.72%	

Q4. What themes should Brady consider for the future of parks, trails and recreation facilities? Choose three (3) that are most important to you.

Connectivity – 10.76%	Equitable access – 13.29%
Nature preservation - 35.44%	Social connections – 25.32%
Community health & wellness – 36.71%	Activities for all ages – 79.75%
Parks & open space enjoyment – 59.81%	
Other (please specify) - 15.51% (<i>Splash pad/water features, clean parks, playground equipment</i>)	

Q5. What are the most important priorities for the City's parks in the future? Rank the following in order of preference.

Expansion or addition – 1/ 20.45%	2/ 25.88%	3/ 33.23%	4/ 20.45%
New development – 1/ 22.68%	2/ 22.68%	3/ 23.32%	4/ 31.31%
Modernization – 1/ 19.17%	2/ 34.50%	3/ 27.80%	4/ 18.53%
Maintenance or upkeep – 1/ 37.70%	2/ 16.93%	3/ 15.65%	4/ 29.71%

Q6. Are there any age groups in need or more priority or age specific amenities and/or activities? Select all that apply.

Preschool age – 27.33%	School age children – 28.3%	Teenagers – 35.69%
Adults – 24.44%	Seniors – 22.19%	
All ages/family-friendly – 71.06%	Unsure – 4.18%	

Q7. How important is it to you to have a park within a 10 to 15 minute walk of your home?

Not at all – 5.48%	Not very – 7.74%	Neutral/no opinion – 26.77%
Somewhat important – 29.68%	Very important – 30.32%	

Q8. Is there anything else the City should consider for the future of parks, trails and recreation facilities in Brady?

Add a splash pad, maintenance/upkeep, pickleball courts, shaded areas, swimming pools, playgrounds

Key Takeaways:

1. Residents consider parks and recreation to be vital to the identity and quality of life in Brady.
2. All ages or family friendly amenities or activities are priorities for the future. Splash pads or water features and new playground equipment are mentioned several times.
3. Maintenance and continued upkeep of existing facilities are important to residents.

Community Engagement Event #2 - [March 5, 2025]

The community event was an informal, come-and-go activity-focused engagement that allowed residents to be introduced to the Future Land Use(FLU) map and park elements.

The event consisted of three activities. The first activity was an informational station that

Appendix A: Engagement Summary

showcased the different phases of the Comprehensive Plan, engagement efforts done to date, and promoted the Park Vision Survey for the community to respond to. The second activity showcased the FLU map and its proposed FLU categories with accompanying summaries and illustrative images. The final and third activity was a park elements prioritization activity that allowed participants to refine which park elements they would like to be prioritized in Brady's parks and recreation. This community engagement event took place on the evening of March 5, 2025, at the Municipal Building. An approximate number of 25 attendees were present at the event.

Appendix
Appendix A: Engagement Summary

Key Takeaways:

1. The community seemed in agreement with the proposed FLU categories, descriptions, and intent.
2. The community members' top 3 desired park elements were as follows: 1) community events, 2) sports facilities, and 3) trail connections.

Comprehensive Plan Advisory Committee (CPAC) Workshop #5 – [March 6, 2025]

In this workshop, Verdunity provided a project update and went over feedback received thus far from previous engagement efforts. The Future Land Use(FLU) Map and its proposed categories were introduced to the committee for their consideration as well as recent future parks priorities. The committee was asked to promote the final survey for the community to participate in.

Key Takeaways:

1. The committee seemed receptive to the location of the different FLU categories and their descriptions.
2. The committee was interested in the emerging themes that are appearing from the park survey results.

Phase 4 - May 2025 to August 2025

Community Engagement Event #3 - [June 24, 2025]

The community engagement event took place on the evening of June 24th at the Brady Municipal Court Building, with approximately 10 attendees. The event featured three activity stations:

1. Activity 1 allowed participants to review identified implementation partners and provide information on additional partners existing within the community.
2. Activity 2 allowed participants to learn how meaningful recommendations are created and learn about the various types of actions that will be employed during the implementation of the plan.
3. Activity 3 asked participants to review and provide feedback on example recommendations with accompanying actions. Feedback shall be obtained via handouts.

Key Takeaways:

1. The community seemed in agreement with the proposed FLU categories, descriptions, and intent.
2. The community members' top 3 desired park elements were as follows: 1) community events, 2) sports facilities, and 3) trail connections.

Appendix A: Engagement Summary

Comprehensive Plan Advisory Committee (CPAC) Workshop #5 – [June 25, 2025]

In this workshop, Verdunity provided a project update and went over feedback received thus far from previous engagement efforts. A discussion was had that focused on project implementation, explaining the relationship between recommendations and actionable steps, supported by relevant examples. The committee participated in an exercise to brainstorm specific actions for two sample recommendations. The session concluded with a review of the brainstormed actions and the timeline for the plan adoption process.

Key Takeaways:

1. The committee developed a shared understanding of the different stages in the Comprehensive Plan's life cycle, emphasizing the importance of actions that are specific, achievable, time-bound, and measurable, while aligning with the overall vision and recommendations.
2. The committee explored and analyzed the different types of actions needed to address the sample recommendations, considering policy, guidelines, tactical projects, funding, and other approaches. They recognized that a combination of these strategies is essential to fully implementing the recommendations.

Appendix B: Survey Results

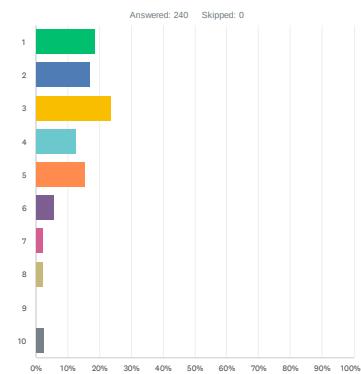
Brady Comprehensive Plan

SURVEY #1 KEY TAKEAWAYS

1. Per the results of the survey, the average resident feels that many aspects of Brady are not performing to the level that is desired. However, there is a strong commitment to assist Brady to perform at higher levels that meet the expectations of the community, overall.
2. Upon reviewing the results of Questions 11 and 12, there is some overlap in the opportunities and challenges that Brady currently faces, which one could interpret as addressing certain aspects could be beneficial to further address/solve other aspects.

Q1 CITIZEN ENGAGEMENT On a scale of 1 to 10, how engaged are your community's citizens? SCORE OF 1: Few people vote. Even fewer attend public meetings. Few attempts are made to promote dialogue between community leaders and citizens. Most letters to the editor and social media posts on local issues have a tone of disillusionment, pessimism, and anger. In the past when people have given their input, they haven't seen results so they've given up trying. SCORE OF 10: Voter turnout is high.

Public meetings and events attract a large and diverse crowd. Civic leaders communicate with citizens often and through various avenues. While not everyone agrees on the issues, there's plenty of spirited debate. There's a sense of optimism in the air, volunteerism is high, and neighbors reach out and help neighbors.



1 / 25

Brady Comprehensive Plan

ANSWER CHOICES

ANSWER CHOICES	RESPONSES	
1	18.75%	45
2	17.08%	41
3	23.75%	57
4	12.50%	30
5	15.42%	37
6	5.83%	14
7	2.08%	5
8	2.08%	5
9	0.00%	0
10	2.50%	6
TOTAL		240

BASIC STATISTICS

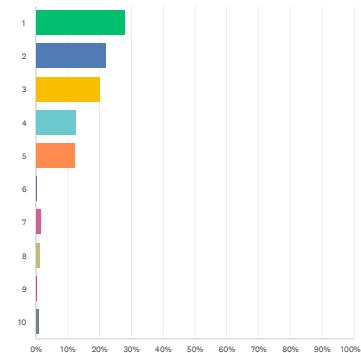
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	3.00	3.43	2.02

Appendix
Appendix B: Survey Results

Brady Comprehensive Plan

Q2 ABILITY TO KEEP TALENT AT HOME On a scale of 1 to 10, how likely is it that young people will live and work in the community after graduating from high school or college? SCORE OF 1: Young people are very likely to leave home after graduation. There are few good jobs and little in the way of nightlife and entertainment. Many young people have already left, so there are few opportunities for a social life. SCORE OF 10: Young people often stay after they graduate high school, or move back home after college. There is no reason not to. Good jobs are plentiful. Downtown is thriving, with an abundance of cool restaurants, bars, and coffee shops. And young people have lots of opportunities to socialize—a healthy population of Millennials and Generation Z already lives here.

Answered: 236 Skipped: 4



3 / 25

Brady Comprehensive Plan

ANSWER CHOICES

ANSWER CHOICES	RESPONSES	
1	27.97%	66
2	22.03%	52
3	20.34%	48
4	12.71%	30
5	12.29%	29
6	0.42%	1
7	1.69%	4
8	1.27%	3
9	0.42%	1
10	0.85%	2
TOTAL		236

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	2.50	2.82	1.77

4 / 25

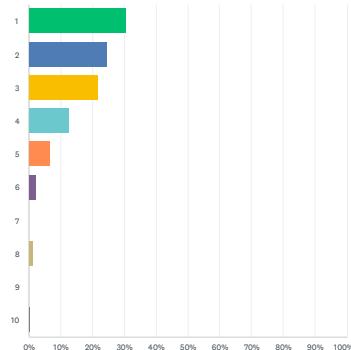
Appendix B: Survey Results

Appendix Appendix B: Survey Results

Brady Comprehensive Plan

Q3 ABILITY TO ATTRACT NEW BUSINESSES/TALENT On a scale of 1 to 10, how attractive is your town to new businesses and/or talent? SCORE OF 1: We struggle to attract business investment. We don't have the strong economy, education system, vibrant quality of life, or thriving population of young people that companies look for. As a result, we rely heavily on incentive deals, which don't always yield the desired results. SCORE OF 10: Companies compete to relocate here, and talent gravitates to us. We have strong schools, a great healthcare system, and great neighborhoods. We know our strengths and communicate them well to attract the kinds of businesses we want. In fact, we don't typically have to court investors. Growth here happens organically.

Answered: 230 Skipped: 10



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	30.43%	70
2	24.78%	57
3	21.74%	50
4	12.61%	29
5	6.52%	15
6	2.17%	5
7	0.00%	0
8	1.30%	3
9	0.00%	0
10	0.43%	1
TOTAL		230

BASIC STATISTICS

Minimum	1.00	Maximum	10.00	Median	2.00	Mean	2.56	Standard Deviation	1.55
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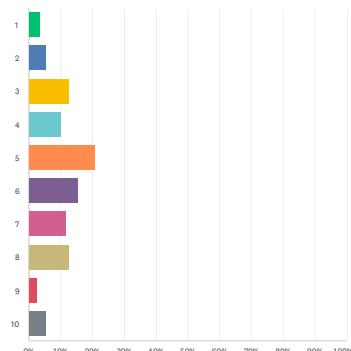
5 / 25

6 / 25

Brady Comprehensive Plan

Q4 QUALITY OF EDUCATION On a scale of 1 to 10, how strong is your education system? SCORE OF 1: We have high poverty rates and the low kindergarten readiness rates that go along with them. Not surprisingly, our high school graduation rates are low as well. Our schools do little to prepare graduates for the workforce, so it's tough to attract business investment. SCORE OF 10: Education is thriving. There's a strong focus on early childhood development and, as a result, kids enter kindergarten ready to learn. Twelve years down the road, our high school graduation rates reflect this. Our schools are on top of what it takes to prepare young people for the future, making our community attractive to all types of businesses that want to set up shop here.

Answered: 229 Skipped: 11



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	3.49%	8
2	5.24%	12
3	12.66%	29
4	10.04%	23
5	20.96%	48
6	15.28%	35
7	11.79%	27
8	12.66%	29
9	2.62%	6
10	5.24%	12
TOTAL		229

BASIC STATISTICS

Minimum	1.00	Maximum	10.00	Median	5.00	Mean	5.46	Standard Deviation	2.21
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7 / 25

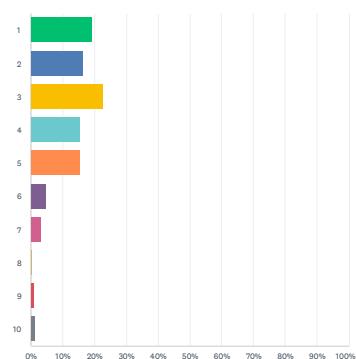
8 / 25

Appendix B: Survey Results

Brady Comprehensive Plan

Q5 VIBRANCY OF DOWNTOWN On a scale of 1 to 10, how vibrant is your downtown? SCORE OF 1: It's practically a ghost town. There are lots of boarded-up buildings, few restaurants and shops, and very little foot traffic. No one wants to live or work downtown. Weekends are dead, as people drive out of town en masse to dine and shop in other cities nearby. SCORE OF 10: There's always something going on downtown: a festival, a concert, a farmer's market. There are tons of places to eat, drink, and shop. Lots of (non-retail) small businesses are moving in too, and the housing market has exploded (it's especially popular with young people and empty-nesters). There's always new construction happening, and tax values are soaring.

Answered: 226 Skipped: 14



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	19.47%	44
2	16.37%	37
3	22.57%	51
4	15.49%	35
5	15.49%	35
6	4.87%	11
7	3.10%	7
8	0.44%	1
9	0.88%	2
10	1.33%	3
TOTAL	226	

BASIC STATISTICS					
	Minimum	Maximum	Median	Mean	Standard Deviation
	1.00	10.00	3.00	3.35	1.90

Appendix
Appendix B: Survey Results

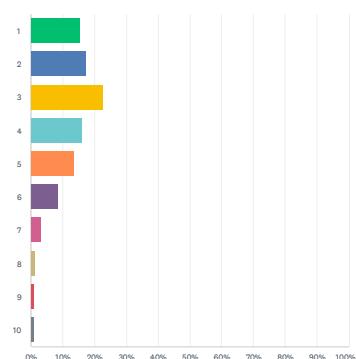
9 / 25

10 / 25

Brady Comprehensive Plan

Q6 ABILITY TO ACTIVATE UNUSED FINANCIAL RESOURCES FOR COMMUNITY INVESTMENT On a scale of 1 to 10, how effective are you at mobilizing wealth and motivating people to invest in the community? SCORE OF 1: Community philanthropy is almost nonexistent. There are citizens with the resources to invest, but no one helps them envision what they could help the community become. SCORE OF 10: Community philanthropy is thriving. Leaders are good at seeking out local sources of benevolent wealth and helping them see the value of investing locally. The satisfaction of helping make life better for everyone is the best ROI there is.

Answered: 224 Skipped: 16



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	15.63%	35
2	17.41%	39
3	22.77%	51
4	16.07%	36
5	13.39%	30
6	8.48%	19
7	3.13%	7
8	1.34%	3
9	0.89%	2
10	0.89%	2
TOTAL	224	

BASIC STATISTICS					
	Minimum	Maximum	Median	Mean	Standard Deviation
	1.00	10.00	3.00	3.50	1.90

11 / 25

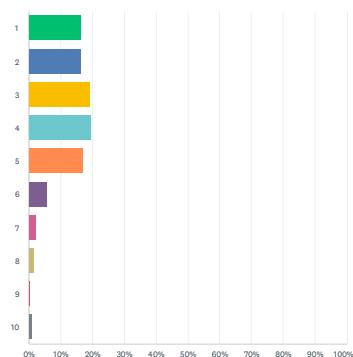
12 / 25

Appendix B: Survey Results

Brady Comprehensive Plan

Q7 EASE OF DOING BUSINESS On a scale of 1 to 10, how easy is it to create and run a small business in your community? SCORE OF 1: It's not easy at all. Request for Proposal (RFP) processes are murky and changeable. Government officials are inaccessible to entrepreneurs. Zoning rules are vague, and codes are inconsistently applied and enforced. Incompatible businesses are placed next to each other, and vacant buildings abound. SCORE OF 10: Local government does a great job of establishing clear RFP criteria and processes, smart zoning laws, and unambiguous codes. Everyone knows what to expect. Rules and guidelines are consistently enforced. Officials are accessible and easy to work with. For all of these reasons, we're experiencing brisk economic growth.

Answered: 224 Skipped: 16



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	16.52%	37
2	16.52%	37
3	19.20%	43
4	19.4%	44
5	16.96%	38
6	5.80%	13
7	2.23%	5
8	1.79%	4
9	0.45%	1
10	0.89%	2
TOTAL		224

BASIC STATISTICS					
	Minimum	Maximum	Median	Mean	Standard Deviation
	1.00	10.00	3.00	3.48	1.84

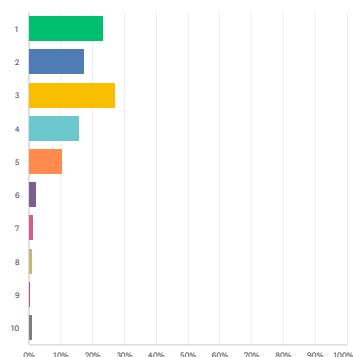
13 / 25

14 / 25

Brady Comprehensive Plan

Q8 TRAINING AND DEVELOPMENT OF SMALL BUSINESS Rate the likelihood, from 1 to 10, of small business owners getting the essential training and development support they need to prosper in the long run. SCORE OF 1: There are few, if any, mentors or skill-building resources available to entrepreneurs. As a result, many new businesses fail within a few years. SCORE OF 10: Few entrepreneurs start out with strong business and leadership skills. That's why we make it a priority to provide the support and the resources they need. We have mentorship programs and regular training and development events in place. Local business leaders are galvanized and on fire to help each other and move the community toward vibrancy.

Answered: 222 Skipped: 18



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	23.42%	52
2	17.57%	39
3	27.03%	60
4	15.77%	35
5	10.36%	23
6	2.25%	5
7	1.35%	3
8	0.90%	2
9	0.45%	1
10	0.90%	2
TOTAL		222

BASIC STATISTICS					
	Minimum	Maximum	Median	Mean	Standard Deviation
	1.00	10.00	3.00	2.96	1.71

15 / 25

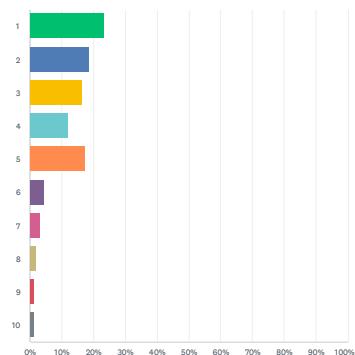
16 / 25

Appendix B: Survey Results

Brady Comprehensive Plan

Q9 OBJECTIVE MEASUREMENT & TRACKING OF OUTCOMES On a scale of 1 to 10, how proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them? SCORE OF 1: We don't have a good system in place to gather data and track the metrics that gauge the state of our community. As a result, we make decisions haphazardly, based on opinions or personal preferences rather than pressing problems we face. SCORE OF 10: We religiously measure and track our community's key indicators (graduation rates, per capita income, crime, etc.). We keep critical data updated and on a dashboard so we can see it at a glance. This allows us to share the facts with decision makers and citizens alike.

Answered: 219 Skipped: 21



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	23.29%	51
2	18.72%	41
3	16.44%	36
4	11.87%	26
5	17.35%	38
6	4.57%	10
7	3.20%	7
8	1.83%	4
9	1.37%	3
10	1.37%	3
TOTAL	219	

BASIC STATISTICS					
	Minimum	Maximum	Median	Mean	Standard Deviation
	1.00	10.00	3.00	3.35	2.09

Appendix
Appendix B: Survey Results

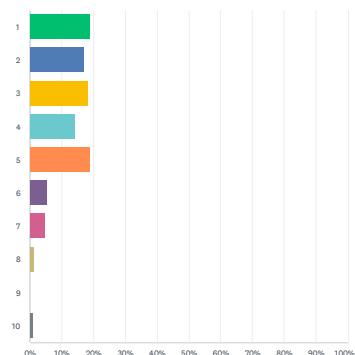
17 / 25

18 / 25

Brady Comprehensive Plan

Q10 ALIGNMENT OF LOCAL GOVERNMENT ENTITIES On a scale of 1 to 10, to what extent are local government entities aligned and successful at working together to create a better quality of life for your community? SCORE OF 1: They are not aligned at all. Various departments are siloed in their goal-setting and decision-making. For example, the EDC ignores crucial quality of life factors such as the state of education or healthcare in the community. Therefore little progress is made. SCORE OF 10: Government leaders do a great job of bringing together various departments to work toward common goals. Leaders share data and regularly communicate and collaborate with each other. There is a strong sense among citizens that government officials are working hard to create a better quality of life inside the community.

Answered: 217 Skipped: 23



Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	18.89%	41
2	17.05%	37
3	18.43%	40
4	14.29%	31
5	18.89%	41
6	5.53%	12
7	4.61%	10
8	1.38%	3
9	0.00%	0
10	0.92%	2
TOTAL	217	

BASIC STATISTICS					
	Minimum	Maximum	Median	Mean	Standard Deviation
	1.00	10.00	3.00	3.46	1.91

19 / 25

20 / 25

Appendix B: Survey Results

Brady Comprehensive Plan

Q11 In a short phrase, please describe what you feel the city's biggest opportunity to improve is. (Limit 100 characters)

Answered: 197 Skipped: 43

Most common: Recruitment and retention of businesses (including revitalization of downtown), beautification/code enforcement, capitalize on roadways to bring new residents and visitors in, community engagement and involvement, and activities/entertainment for people of all ages.

Appendix

Appendix B: Survey Results

Brady Comprehensive Plan

Q12 In a short phrase, please describe what you feel the city's biggest challenge is. (Limit 100 characters)

Answered: 193 Skipped: 47

Most common: reinvestment in the community (physically and amongst residents), concise and collective vision, overcoming resident apathy, creation of attractions, stimulation of job opportunities.

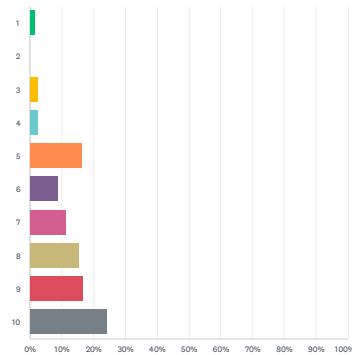
21 / 25

22 / 25

Brady Comprehensive Plan

Q13 On a scale of 1 to 10, with 10 being the most committed, how committed are you to making your community the best it can be?

Answered: 190 Skipped: 50



This number is important because it indicated a higher-than-average expression of commitment by community residents. This signals a healthy spirit of commitment in Brady, which can be capitalized for implementing the plan.

Brady Comprehensive Plan

ANSWER CHOICES	RESPONSES	
1	1.58%	3
2	0.00%	0
3	2.63%	5
4	2.63%	5
5	16.32%	31
6	8.95%	17
7	11.59%	22
8	15.26%	29
9	16.84%	32
10	24.21%	46
TOTAL		190
BASIC STATISTICS		
Minimum	1.00	Maximum 10.00
		Median 8.00
		Mean 7.52
		Standard Deviation 2.17

23 / 25

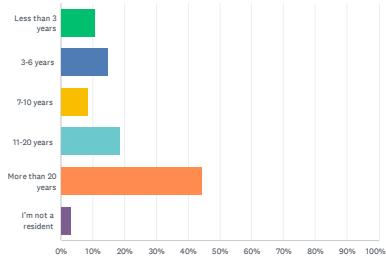
24 / 25

Appendix B: Survey Results

Brady Comprehensive Plan

Q14 How long have you lived in the community?

Answered: 189 Skipped: 51



ANSWER CHOICES	RESPONSES
Less than 3 years (1)	10.58% 20
3-6 years (2)	14.81% 28
7-10 years (3)	8.47% 16
11-20 years (4)	18.52% 35
More than 20 years (5)	44.49% 84
I'm not a resident (6)	3.17% 6
TOTAL	189

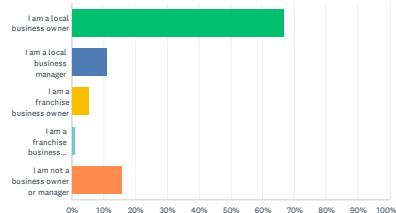
BASIC STATISTICS				
Minimum 1.00	Maximum 6.00	Median 4.00	Mean 3.81	Standard Deviation 1.47

25 / 25

Brady Business Owner Survey

Q1 How would you describe your role in Brady?

Answered: 108 Skipped: 0

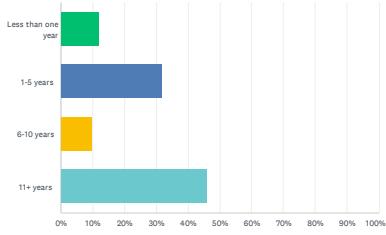


Appendix
Appendix B: Survey Results

Brady Business Owner Survey

Q2 How long have you been operating or managing your business in Brady?

Answered: 91 Skipped: 17



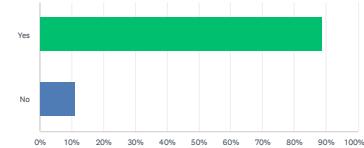
ANSWER CHOICES	RESPONSES
Less than one year	12.09% 11
1-5 years	31.87% 29
6-10 years	9.89% 9
11+ years	46.15% 42
TOTAL	91

2 / 15

Brady Business Owner Survey

Q3 Do you live in Brady?

Answered: 90 Skipped: 18



Of those who answered "No," and chose to answer the follow up question of where they currently live, the responses varied between McCulloch County, Voca, Oak Hills, Dallas, and Melvin.

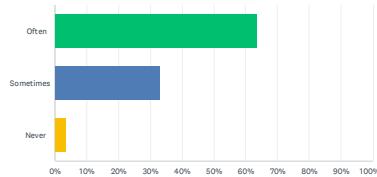
3 / 15

Appendix B: Survey Results

Brady Business Owner Survey

Q4 How often do you source products or services from other local businesses?

Answered: 88 Skipped: 20

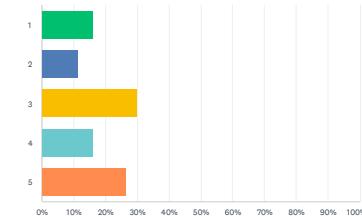


Appendix
Appendix B: Survey Results

Brady Business Owner Survey

Q5 On a scale of 1 to 5, how involved is your business in community events or initiatives? (1 being not involved at all, 5 being very involved)

Answered: 87 Skipped: 21



Of those who answered 'Never,' and chose to answer the follow-up question of why they do not source products or services locally, the responses varied relating to prices, Brady being a service-based economy, and products that their businesses needs not being produced locally in Brady.

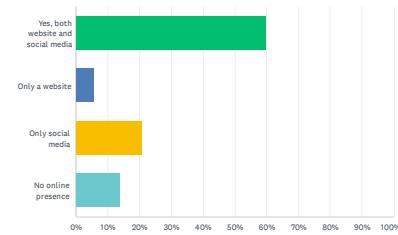
4 / 15

5 / 15

Brady Business Owner Survey

Q6 Do you have an online presence for your business (e.g., website, social media)?

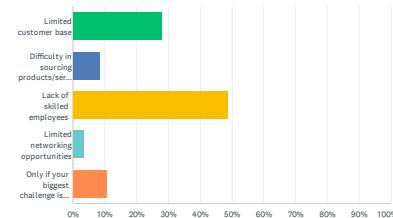
Answered: 87 Skipped: 21



Brady Business Owner Survey

Q7 What is the biggest challenge you face operating in Brady?

Answered: 82 Skipped: 26



Of those who wrote in responses, the answers varied between utility prices, cost of materials, advertisement, and training and retention of employees.

6 / 15

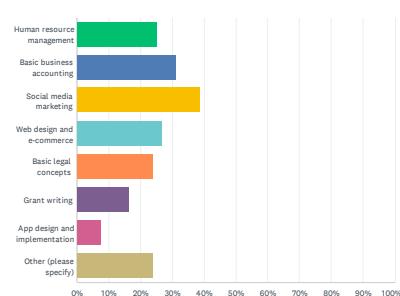
7 / 15

Appendix B: Survey Results

Brady Business Owner Survey

Q8 What types of business training or workshops would you find useful as a local business owner? Please check the box next to all that apply.

Answered: 67 Skipped: 41



ANSWER CHOICES	RESPONSES
Human resource management	25.37%
Basic business accounting	31.34%
Social media marketing	38.81%
Web design and e-commerce	26.87%
Basic legal concepts	23.88%
Grant writing	16.42%
App design and implementation	7.46%
Other (please specify)	23.88%

Total Respondents: 67

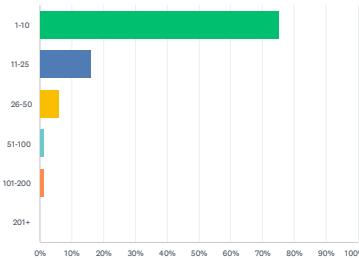
Answers for "Other (please specify)" ranged from education relating to local policies, code, regulations, advertising, Google Workspace, and career training for young adults.

8 / 15

Brady Business Owner Survey

Q9 How many employees do you currently have?

Answered: 81 Skipped: 27



Appendix
Appendix B: Survey Results

ANSWER CHOICES

RESPONSES

1-10

75.31%

61

11-25

16.05%

13

26-50

6.17%

5

51-100

1.23%

1

101-200

1.23%

1

201+

0.00%

0

TOTAL

81

ANSWER CHOICES

RESPONSES

1-10

75.31%

61

11-25

16.05%

13

26-50

6.17%

5

51-100

1.23%

1

101-200

1.23%

1

201+

0.00%

0

TOTAL

81

ANSWER CHOICES

RESPONSES

1-10

75.31%

61

11-25

16.05%

13

26-50

6.17%

5

51-100

1.23%

1

101-200

1.23%

1

201+

0.00%

0

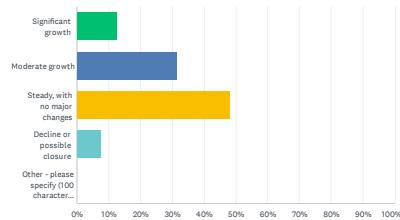
TOTAL

81

Brady Business Owner Survey

Q10 How do you foresee the growth of your business in the next 5 years?

Answered: 79 Skipped: 29



ANSWER CHOICES	RESPONSES
Significant growth	12.66%
Moderate growth	31.65%
Steady, with no major changes	48.10%
Decline or possible closure	7.59%
Other - please specify (100 character...)	0.00%

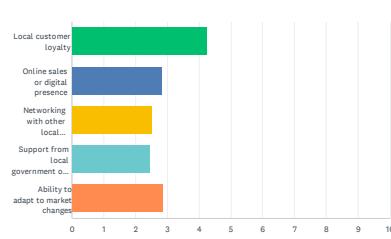
TOTAL

10 / 15

Brady Business Owner Survey

Q11 By clicking and dragging the given options, please rank the following factors in order of their importance to the success of your business: (1 being most important, 5 being least important)

Answered: 70 Skipped: 38



	1	2	3	4	5	TOTAL	SCORE
Local customer loyalty	61.43%	15.71%	14.29%	5.71%	2.86%	70	4.27
Online sales or digital presence	14.29%	18.57%	24.29%	22.86%	20.00%	70	2.84
Networking with other local businesses	2.86%	20.00%	22.86%	37.14%	17.14%	70	2.54
Support from local government or institutions	11.43%	15.71%	18.57%	17.14%	37.14%	70	2.47
Ability to adapt to market changes	10.00%	30.00%	20.00%	17.14%	22.86%	70	2.87

11 / 15

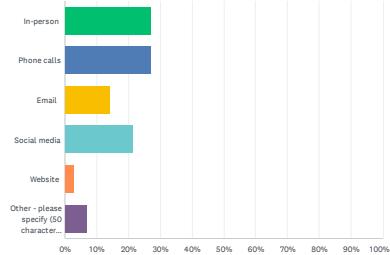
Appendix B: Survey Results

Appendix Appendix B: Survey Results

Brady Business Owner Survey

Q12 How do you primarily communicate with your customers?

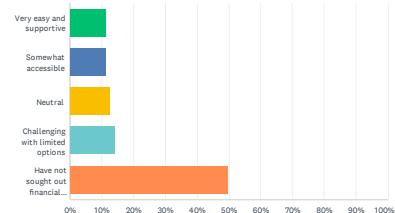
Answered: 70 Skipped: 38



Brady Business Owner Survey

Q13 How would you describe any experiences you have had in attempting to access financial assistance through loans, grants, and/or investors in Brady?

Answered: 70 Skipped: 38



Of those who answered "Other - please specify," the answers ranged from all of the above, newspaper, and text message.

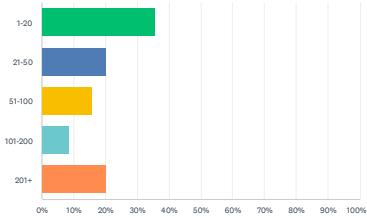
12 / 15

13 / 15

Brady Business Owner Survey

Q14 On average, how many customers does your business serve in a week?

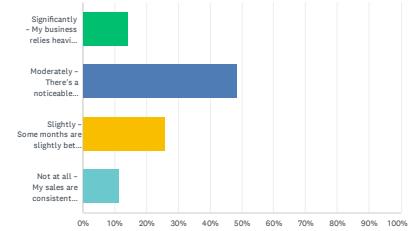
Answered: 70 Skipped: 38



Brady Business Owner Survey

Q15 To what extent does your business experience seasonal fluctuations in sales?

Answered: 70 Skipped: 38



14 / 15

15 / 15

Appendix B: Survey Results

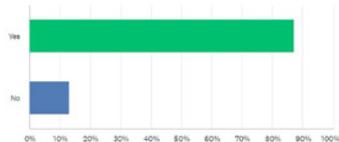
Brady Existing Parks Survey

The Existing Park Conditions Survey collected feedback on the park conditions, recreational facilities, and accessibility and safety. Additionally, the frequency of visits and primary usage of city parks and facilities were collected. This survey was conducted to obtain a baseline on the perception of the current state of Brady's park and recreational facilities network. A total of 552 responses were collected.

- Key Takeaways:**
1. Per the results received, users of the parks utilize them frequently as a mechanism to socialize, relax and connect to nature.
 2. There is a general sentiment that the quality of the parks could be improved through several different approaches, such as maintenance, upgrading of equipment, landscape improvements, and so on.
 3. Additional park and recreation features were proposed that would enhance the existing network.

Q1 Do you live in Brady?

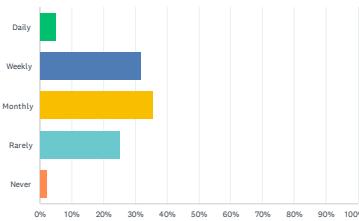
Answered: 550 Skipped: 3



Brady Existing Parks Survey

Q2 How often do you visit a City park or recreation facility (i.e., pool complex, baseball fields, soccer fields etc.)?

Answered: 537 Skipped: 16



Appendix
Appendix B: Survey Results

1 / 14

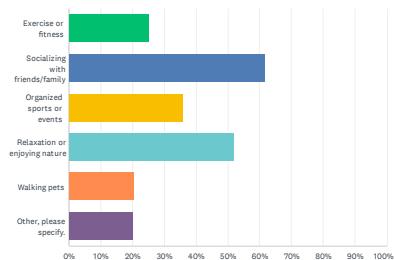
2 / 14

Brady Existing Parks Survey

Brady Existing Parks Survey

Q3 What is your primary purpose for visiting Brady's parks including Brady Lake and/or recreation facilities? (Select all that apply)

Answered: 523 Skipped: 30



Q4 Which park(s) or facility do you frequent most often?

Answered: 481 Skipped: 72

Most common answers were the following:
Richards Park, Brady Lake Park, Willie Washington Park, baseball and soccer fields, and Brady Trail Creek.

Mexican colony baseball Soccer fields
 one pool creek Trail park lake stanburn Brady Park
 playground Brady Lake Pool Richards park pool Baseball
 Walking trail Richard Willie Washington Soccer fields
 Richard s **Richards Park** Brady area
 new Golf course
 one Lake park Richard s park City park park pool
 old Willy Washington Richardson Baseball fields Memorial
 baseball complex Lake Park Brady Lake Park swimming pool

3 / 14

4 / 14

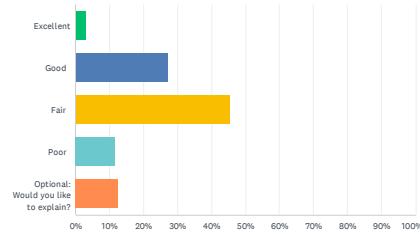
Appendix B: Survey Results

Brady Existing Parks Survey

Brady Existing Parks Survey

Q5 How would you rate the overall condition of the parks or facilities you visit?

Answered: 475 Skipped: 78



Appendix
Appendix B: Survey Results

ANSWER CHOICES	RESPONSES
Excellent	2.95% 14
Good	27.16% 129
Fair	45.47% 216
Poor	11.79% 56
Optional: Would you like to explain?	12.63% 60
TOTAL	475

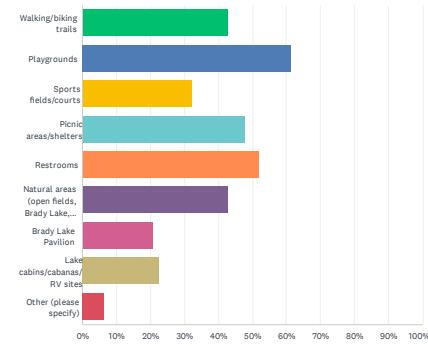
For the optional answers, most often listed were additional maintenance at parks, improved lighting, and general cleanliness and upkeep at the parks.

pool Richards park taken care
go equipment people updated
things better needs park play
kept new kids nice
painted clean shade areas well
trees water great bathrooms

5 / 14

Q6 What specific amenities do you use most often? Select all that apply.

Answered: 473 Skipped: 80



ANSWER CHOICES	RESPONSES	
Walking/biking trails	42.71% 202	
Playgrounds	61.31% 290	
Sports fields/courts	32.14% 152	
Picnic areas/shelters	47.78% 226	
Restrooms	51.80% 245	
Natural areas (open fields, Brady Lake, etc.)	42.71% 202	
Brady Lake Pavilion	20.72% 98	
Lake cabins/cabanas/RV sites	22.62% 107	
Other (please specify)	6.34% 30	
Total Respondents: 473		

Golf course
park Golf Pool

6 / 14

Brady Existing Parks Survey

Brady Existing Parks Survey

Q7 Are there any amenities or features you feel are lacking or insufficient?

Answered: 431 Skipped: 122

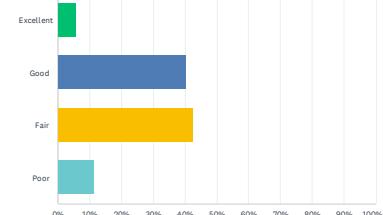
The written-in answers primarily related to restrooms, additional recreational features (pickleball courts, tennis courts, etc), updated lighting, general maintenance and updating, and playground equipment throughout the parks.

pickle ball courts anymore Maybe optionstoddlers larger boat ramps
play ground equipment fencing lot Maintenance tennis courts brush
fields sports Splash padtrails needs cleaned Cleanliness summer access
looks kept better water Richard's park Brady Lake Lack Pavilion
volleyball nice Clean playground equipment Richard adults
safe Cover trees swings area lake park need kids creek handicap None
enough sites hot walking trail shade Yes old benches
great park pool Bathrooms restrooms use play pavilion things
much trash Richards park rv Brady updated lighting poolsoccer field toys
fishing Dog parkaround play areas Pickleball court children NAlake pavilion
wishesneed better etc play equipment swimming pool need updating facilities
taken Restroom lake walk always swimming area Picnic tables Clean bathrooms

7 / 14

Q8 How would you rate the cleanliness and maintenance of the parks?

Answered: 427 Skipped: 126



ANSWER CHOICES	RESPONSES	
Excellent	5.85% 25	
Good	40.28% 172	
Fair	42.62% 182	
Poor	11.24% 48	
TOTAL	427	

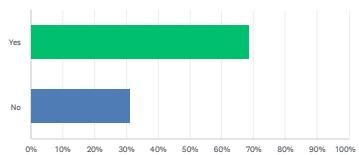
8 / 14

Appendix B: Survey Results

Brady Existing Parks Survey

Q9 Do you use any of the City's recreational facilities (i.e. pool complex, baseball fields, soccer fields, etc.)?

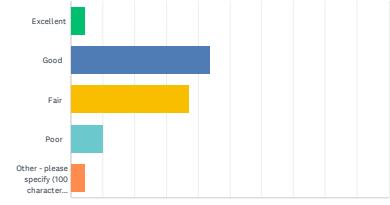
Answered: 425 Skipped: 128



Brady Existing Parks Survey

Q10 If yes, how would you rate the condition of these facilities?

Answered: 291 Skipped: 262



Appendix
Appendix B: Survey Results

9 / 14

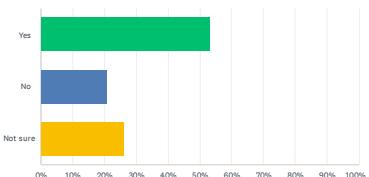
10 / 14

Brady Existing Parks Survey

Brady Existing Parks Survey

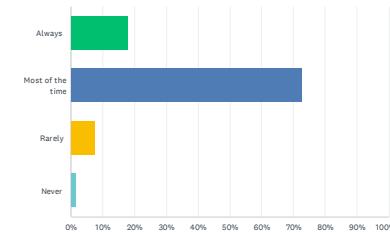
Q11 Do you feel that City parks and facilities are accessible to everyone, regardless of ability or mobility?

Answered: 424 Skipped: 129



Q12 Do you feel safe when visiting City parks and recreation facilities?

Answered: 424 Skipped: 129



11 / 14

12 / 14

Appendix B: Survey Results

Brady Existing Parks Survey

Q13 If you answered "Rarely" or "Never", what are your primarily safety concerns?

Answered: 123 Skipped: 430

Write-in answers included the following: Presence of a population that is unhoused and/or with a substance use disorder, minimal to no law enforcement or security presence, and need for updated lighting in some parks.

Brady Existing Parks Survey

Q14 Optional: Do you have any other feedback that you would like to provide?

Answered: 192 Skipped: 361

Write-in answers included the following: Creek cleaning/maintenance, landscaping maintenance, splash pad addition, gated pet area, and construction of additional walking trails.

Appendix

Appendix B: Survey Results

13 / 14

14 / 14

Brady Parks Vision Survey

The Park Vision Survey collected feedback on the most valued features of Brady parks, how important parks are to the quality of life and identity of Brady, and what priorities should be considered for the future. This survey was conducted to obtain resident opinions on the future of Brady parks and trails. A total of 323 responses were collected.

Key Takeaways:

1. Residents consider parks and recreation to be vital to the identity and quality of life in Brady.
2. All ages or family friendly amenities or activities are priorities for the future. Splash pads or water features and new playground equipment are mentioned several times.
3. Maintenance and continued upkeep of existing facilities are important to residents.

Q1 In a few words, describe what you enjoy most about Brady parks & trails.

Answered: 323 Skipped: 0

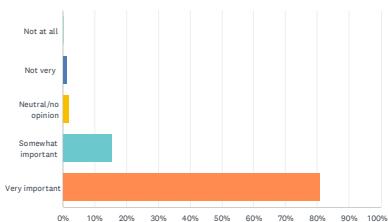
playground equipment Willie Washington park walking path open space
beautiful peaceful opportunity activities love walking trail
enoughLocation big different old outdoors sidewalk always
shady place playground scenery pool nature kids play lot shade trees taken care
along really Nothing kids walking trails need use around Brady
take outside great trails park shade good take kids
time kept fun Love enjoy clean trees play relax fresh air
able walk run children go equipment N family's nice area space place go
Richard's Park go equipment N creek walk much Nice place
evening also Cleanliness able Richards Park well golf course Brady Creek
picnic tables outdoor play area one baseball fields Something big trees



Brady Parks Vision Survey

Q2 How important are city parks, trails, and recreation facilities to the overall quality of life in Brady?

Answered: 322 Skipped: 1



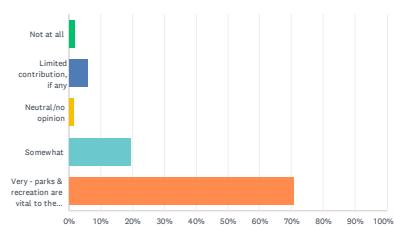
ANSWER CHOICES	RESPONSES
Not at all	0.31%
Not very	1.24%
Neutral/no opinion	1.86%
Somewhat important	15.53%
Very important	81.06%
TOTAL	322

Appendix B: Survey Results

Brady Parks Vision Survey

Q3 How much do you think parks and recreation contribute to the character or identity of Brady?

Answered: 321 Skipped: 2

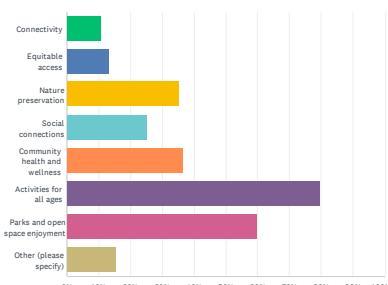


ANSWER CHOICES	RESPONSES
Not at all	1.87% 6
Limited contribution, if any	6.23% 20
Neutral/no opinion	1.56% 5
Somewhat	19.63% 63
Very - parks & recreation are vital to the identity of Brady	70.72% 227
TOTAL	321

Brady Parks Vision Survey

Q4 What themes should Brady consider for the future of parks, trails, and recreation facilities? Choose three (3) that are most important to you.

Answered: 316 Skipped: 7

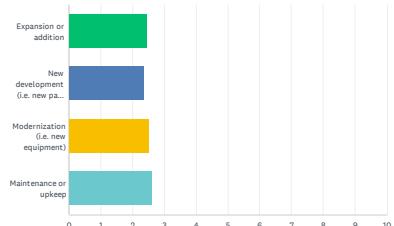


Appendix
Appendix B: Survey Results

Brady Parks Vision Survey

Q5 What are the most important priorities for the City's parks in the future?
Rank the following in order of preference.

Answered: 313 Skipped: 10

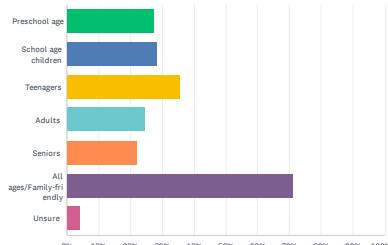


	1	2	3	4	TOTAL	SCORE
Expansion or addition	20.45%	25.89%	33.23%	20.45%	64	313 2.46
New development (i.e. new parks or recreation facilities)	22.69%	22.68%	23.32%	31.31%	71	313 2.37
Modernization (i.e. new equipment)	19.17%	34.50%	27.80%	18.53%	60	313 2.54
Maintenance or upkeep	37.70%	16.93%	15.65%	29.71%	118	313 2.63

Brady Parks Vision Survey

Q6 Are there any age groups in need of more priority or age specific amenities and/or activities? Select all that apply.

Answered: 311 Skipped: 12



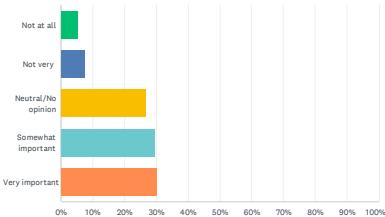
ANSWER CHOICES	RESPONSES
Preschool age	27.33% 85
School age children	28.30% 88
Teenagers	35.69% 111
Adults	24.44% 76
Seniors	22.19% 69
All ages/Family-friendly	71.06% 221
Unsure	4.18% 13
Total Respondents: 311	

Appendix B: Survey Results

Brady Parks Vision Survey

Q7 How important is it to you to have a park within a 10 to 15-minute walk of your home?

Answered: 310 Skipped: 13



Appendix
Appendix B: Survey Results

Brady Parks Vision Survey

Q8 Is there anything else the City should consider for the future of parks, trails, and recreation facilities in Brady?

Answered: 307 Skipped: 16

Add splash pad
Upgrade well hot fish landscaping plan golf course along Brady Creek
removed come lots also city lighting facilities Adding Consider older
summer Texas restrooms trees pool trails shade safe community run playgrounds
appealing teens really Maybe kids need equipment town time
don't smaller play enjoy area park better great dog park beach
trimmed use around keep Clean lake Splash pad⁵ upkeep new streets
adults look Water makeskate park N maintenance love update Please
little open thinksomethingcreek peopleactivities updated equipment
grass spend shaded areas swimming area Pickleball courts walk children Cleanliness
bring swimming pool play area new equipment spaces



Appendix C: Community Resources Listing



Brady, Texas Local Resources Inventory

This Local Resources Inventory brings together insights gathered by the consulting team from initial community conversations and supplementary research.

Appendix
Appendix C: Community Resources Listing

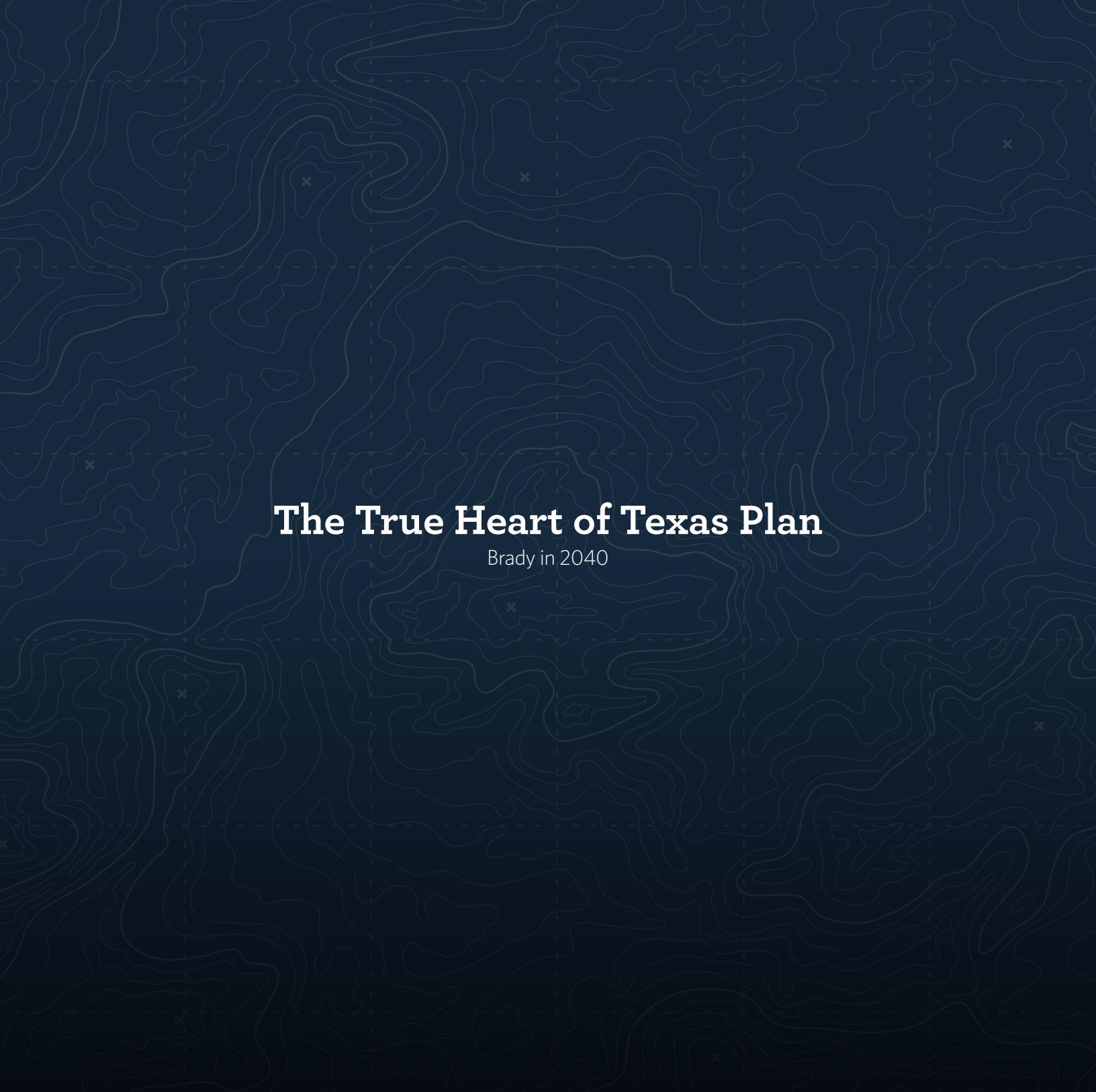
Local Resources

- Brady Housing Authority
- Brady ISD
- Brady Rotary Club
- Brady Standard Herald
- Brady Youth Sports Foundation (BYSF)
- Brady/McCulloch County Chamber of Commerce
- Concho Valley Council of Governments (CVCOG)
- Concho Valley Transit (CVT)
- Heart of Texas Country Music Association
- Heart of Texas Flyers
- Heart of Texas Healthcare System
- Heart of Texas Historical Museum
- Hope from the Heart (*cancer organization*)
- HOA & Community Groups
- KNEL 94.3 FM
- Local business/entrepreneurial resources/groups
- Local banking institutions
- Local churches/religious groups
- Local developers
- Local Facebook Groups (Brady Today, What's New -Brady TX, BRADY'S COMMUNITY PAGE: What's New in Our Area, etc.)
- Local realtors
- Lower Colorado River Authority (LCRA)
- McCulloch County
- McCulloch County Hunger Coalition
- McCulloch County Library
- McCulloch County Resource Center
- McCulloch County Crime Stoppers
- The Mission at Brady
- Texas A&M Rural Initiatives
- Visit Brady
- 4H programs

Colophon

This document principally employs the typeface Archer in running text *though notably, not here*. Archer was designed by Johnathon Hoefler. We have set headlines most often in various weights of Whitney, or it's Condensed or Narrow iterations – it was designed by Tobias Frere-Jones.

The document was laid out and typeset, and graphic elements were designed by Marshall Hines in Adobe InDesign, Illustrator, and Photoshop on Macintosh Computers. Layouts generally conform to a two column setup which provides the capacity for both three and six column variations within the textblock. Across the document a 14 point baseline grid is utilized, though exceptions are found where needed. Maps were generated by Maddie Capshaw and Antonela Stoica in ArcGIS on Windows computers. Some maps were prepared for publication in Adobe Illustrator.



The True Heart of Texas Plan

Brady in 2040