



12. IMPLEMENTATION PRIORITIES

CHAPTER 12: IMPLEMENTATION PRIORITIES

INTRODUCTION

A crucial part of any General Plan is its implementation. Without a clear and realistic approach to action, the vision expressed by a community through its plan may never be realized. While a plan cannot mandate all the specific actions that will be taken during the many years (and decades) of its implementation, an implementation program should give a community's leaders and stakeholders a set of priorities for immediate action, a menu of possible actions and partners for implementation, and a structure that relates the various action items to one another.

This chapter provides the framework of key action steps to achieve the City of Weatherford's vision of its preferred future. It begins by explaining the process used to identify action items. Then it describes the role of various partners in plan implementation. Next, it provides a framework for organizing the many potential action items that help Weatherford achieve its vision. This framework includes a recommended process for modifying and refining the action agenda over time. Finally, the Implementation Matrix lists the action items that are most important for immediate, short-term action.

The communities that are most successful at achieving their long-term vision are the ones that establish a tradition and reputation for collaboration, partnership and accountability. In Weatherford, supportive, long-term relationships begin with the elected and appointed leaders at City Hall. They involve Weatherford residents, businesses, non-profits, property owners and other local, regional, state and federal government agencies. Strong relationships lead to productive collaboration. This collaboration, in turn, brings additional resources of funding and expertise to the table. Additional resources and community support for the plan's implementation continues political support and encourages continuing investment and implementation. Since the ultimate goal of a general plan is a community that remains desirable and thriving over time, actions by all partners must contribute to this success.

IMPLEMENTATION STRATEGY DEVELOPMENT PROCESS

Potential action items for this Plan were identified throughout the planning process and suggestions were received from a wide variety of stakeholders. During the initial phases of the planning process – when the focus was on understanding current conditions, examining future opportunities and creating a shared vision for the future – suggested implementation measures were simply noted. These suggestions were received through methods including:

- Input and brainstorming with the public via community events and individual discussions;
- Planning team technical analysis and review of best practices from other communities;
- Coordination with concurrent planning efforts involving the City and other agencies;
- Discussion and direction from staff; and
- Discussion with the General Plan Advisory Committee (GPAC), the City of Weatherford Planning and Zoning Commission, and the City of Weatherford City Council.

As the plan's direction was determined – through agreement on Guiding Principles and the policies found in the individual Plan elements – those suggested implementation measures were evaluated in terms of their importance to the vision and policy direction established for this community. The consultant team's assessment of the value of particular action steps led to a list of potential implementation items, discussed with the Advisory Committee as part of the review of Plan Elements. The recommendations presented below reflects the Advisory Committee's input as well as the professional judgment of the consultant and City staff.

IMPLEMENTATION PARTNERS

A desirable and long-lasting community is the result of many individual choices made over time by many people and organizations. The local government's actions play an important part, of course. But many other choices also contribute to the community's long-term success. Each time an individual or a family decides between renovating a home in an existing neighborhood and moving to a new neighborhood (or another community), the vitality of that existing neighborhood is strengthened or challenged. When a business or industry decides to locate in a particular community, that business decision affects the community's ability to attract

related businesses and employees. A community group's annual celebrations may be the foundation for a distinctive community identity as well as economic benefits from tourism.

The support and commitment of the partners listed below play an important role in the implementation process.

CITY OF WEATHERFORD

The City of Weatherford is the key implementer of this plan so it plays a role in all action items. In many cases, the City of Weatherford has the primary role. In other cases, a different partner has the primary role. If an action item is important to the plan's goals, but is not an area of City responsibility, the City plays a support role, assisting the primary entity with accomplishing that task. For example, the City does not control primary and secondary education, so it would play a support role to the Independent School Districts on action items that relate to schools.

Within the City of Weatherford organization, these leaders and agencies are expected to have significant involvement in the plan implementation.

- Mayor and City Council
- City Manager
- City Attorney
- City Secretary
- Planning and Development Department
- Capital Transportation Projects
- Water, Wastewater and Engineering Department
- Transportation and Public Works Department
- Parks, Recreation and Special Events Department
- Weatherford Fire Department
- Communications and Marketing
- Economic Development Corporation
- Electric Utilities
- Finance Department
- Human Resources Department
- Library Services Department
- Municipal and Community Services Department

OTHER LOCAL AND REGIONAL GOVERNMENT ENTITIES

Coordination with other local governmental entities helps provide the quality services and facilities necessary for the prosperity of the community. Such local governments include:

- Parker County
- Weatherford Independent School District and the other Independent School Districts
- Weatherford College
- Fort Worth and other adjacent municipalities
- North Central Texas Council of Governments

STATE AND FEDERAL AGENCIES

State and Federal agencies provide funding for plan implementation, particularly for capital improvements such as roads or parks. Their programs and regulations may also help achieve the community's vision. These agencies include, but are not limited to:

- State of Texas
 - Commission on Environmental Quality
 - Department of Housing and Community Affairs
 - Department of Transportation
 - Governor's Office of Economic Development
 - Historical Commission
 - Parks and Wildlife Department
- Federal Agencies
 - Commerce Department
 - Environmental Protection Agency
 - Housing and Urban Development Department
 - Transportation Department

BUSINESSES AND PRIVATE SECTOR PARTNERS

A community cannot achieve a successful future without investment by businesses and non-residential property owners and developers. These individual decision-makers and the investments they make create job opportunities, grow the tax base and provide the goods and services needed by local residents. Major employers can play an important role in defining economic development priorities and opportunities for additional business attraction. Small businesses and local entrepreneurs provide

insight into the community's ability to attract and retain the individuals who are creating tomorrow's companies. Developers and builders shape the future of the community's new development and revitalization. Real estate agents, brokers and bankers affect the community's ability to make change and to attract new owners and investors.

Many of these private sector interests are represented by organizations. The Weatherford Chamber of Commerce is one of the private sector organizations that should be among the partners in implementing this plan for City of Weatherford.

COMMUNITY AND NON-PROFIT ORGANIZATIONS

Community and non-profit organizations have a particular issue or area of focus that make them valuable partners for plan implementation. Their leadership and members may contribute time, energy, expertise and other resources to programs and initiatives that make a community special. Arts and cultural organizations often play an important role in this way. Homeowners Associations and other neighborhood groups can bring attention to issues in their area and can mobilize members to take action in support of the plan's implementation. Lastly, groups of people who enjoy a common activity can help implement the plan. For example, cycling groups can provide insight into the locations for most effective new investment in bike lanes or facilities.

INDIVIDUALS, HOUSEHOLDS AND FAMILIES

This plan describes a vision for Weatherford's future that reflects the wishes and desires of the many Weatherford residents who participated in its creation. Those individuals, and their friends and families, must continue to be partners in carrying out the plan. Individuals can play a role through their own investments and buying decisions. They can participate on committees and volunteer for events that complete plan projects. In addition, they should remain involved as active champions and should provide feedback on progress through regular communications (in person, in print and online) with the City of Weatherford.

IMPLEMENTATION MEASURE FRAMEWORK

The individual Action Items are grouped into six categories, so similar actions can be coordinated. These categories are explained below.

CAPITAL INVESTMENTS (C)

The public sector itself makes significant investments that help implement this plan. Facility master plans that determine major capital improvements, such as water or sewer system expansions, should locate and size facilities in accordance with the Land Use Element of this plan. Individual capital projects should support the plan in both their location and their design. By following this plan in making capital investments, the community can be sure that its limited funds are being used in a fiscally responsible manner to achieve the community's established goals. Efficient and effective capital investment gives the community essential infrastructure for its future, and if this infrastructure is designed and sized according to the plan, it will also achieve the community's desired character. Land acquisition for capital projects is included in this category.

EDUCATION AND ENGAGEMENT (E)

Education is an important part of plan implementation because the vision this plan describes requires a change from 'business as usual'. Making that change means that residents, property owners, businesses, non-profit organizations and local governments will all need to think and act in ways that differ from past practice. Educational programs provide the information all these decision-makers need so they can choose to act in ways that achieve the plan. Community engagement will continue to be important as the plan is implemented. It builds awareness, benefits from the best ideas and energy of people throughout the community and broadens participation and action.

FINANCIAL INCENTIVES (F)

The public sector can use incentives so private property owners and developers can more economically build projects that achieve the community's desired character. These incentives range from reductions in development fees or processing times, to tax abatements, to investment in a project's infrastructure or other features. Economic development incentive programs should be evaluated and refined so they support and encourage the development envisioned by this plan, and so they discourage development that is contrary to this vision.

GUIDELINES (G)

Guidelines provide decision-makers and investors with direction and information about the community's desired development pattern and design, community character or priorities. They are recommendations, not requirements. For this reason, City Council, Planning and Zoning Commission and City staff will consider them but must use judgment to determine whether a particular proposal is consistent with the community's desires reflected in the guidelines.

PROGRAMS & PARTNERSHIPS (P)

The programs and operations provided by local government or the private sector also play a role in implementing the community's plan. Activities and programs create the attractions and excitement that bring people to events in a revitalized gathering place. Maintenance of streets and parks demonstrates the city's commitment to ensure that its residents enjoy the quality of life envisioned by the plan. Annual budgets are usually the means to fund these programs, so decisions must be made each year about the appropriate level of investment in this aspect of plan implementation.

Many plan implementation programs require a partnership with organizations in addition to the City of Weatherford. These partnerships are included here.

REGULATIONS (R)

Unlike guidelines, regulations are adopted by City ordinance and do establish requirements to be followed in the design and construction of public or private developments. The City's zoning and subdivision ordinances are important tools for implementing the general plan, so refinements or amendments to these or other regulations may be needed to encourage the development envisioned by the plan.

STUDIES (S)

For some of the capital investments, new incentives or programs, the first step is to conduct a more detailed study of the issues to determine the most effective actions to take. These studies are included as individual implementation measures. Until they are completed, the specific actions that will have the greatest benefit investment or program design cannot be determined.

TRACKING (T)

No matter how thoroughly considered a plan has been, its implementation will be affected by changes that occur after its adoption. These may be national or global events, such as an economic boom or bust; they may be changes in the funding sources for specific action items. As implementation occurs, the actual experience may demonstrate that projects can move more quickly or need to take more time. For all these reasons, a general plan should have a mechanism to track progress and to review and revise its implementation approach over time. The action items listed below relate to tracking of progress across all Plan Elements.

IMPLEMENTATION ACTION ITEMS

- Action 1. Staff Support.** Identify staffing and other resources to support top priority plan implementation projects.
- Action 2. Staff Training.** Educate staff about the policy direction and use of the General Plan, particularly those on the 'front line' working with customers.

- Action 3. Review Checklist.** Develop a General Plan checklist for use in evaluating development proposals, zoning applications and infrastructure projects for consistency with the Plan's principles and direction.
- Action 4. Communicate about Progress.** Communicate to Weatherford residents, business and property owners, and other stakeholders about Weatherford's progress in plan implementation. Use all tools, from traditional print to evolving social media platforms.
- Action 5. Annual Progress Report.** Conduct an annual review of progress in implementing the General Plan, reporting on progress and comparing results to targets and to other similar communities.
- Action 6. General Plan Review.** Engage the community in periodic (quarterly or annual) review of action on top Comprehensive Plan implementation priorities. Convene the Advisory Committee so members can play an active role in this review.

TOP PRIORITY IMPLEMENTATION ACTION ITEMS

Throughout this General Plan, recommendations for action follow the discussion of issues and the statement of policy direction. The City of Weatherford does not have the resources to carry out all these recommended actions at the same time. So, priorities must be established. Exhibit # below shows the items that are recommended for immediate action. These twenty-five (25) short-term action items should begin immediately after plan adoption. There should be notable accomplishment on these items within the first two fiscal years after the plan is adopted. The complete list of longer-term implementation measures – all the Action Items identified in the General Plan Elements – is provided in the appendix. The measures for action listed below need attention in the next two years and need funding in City (or other budgets) soon.

The implementation matrix lists each of these top priority action items identified for implementation of this plan. These action items are organized according to the Implementation Framework described above. The matrix also indicates the Primary Plan Element that benefits from each action item; chapter numbers are also included for reference.

WEATHERFORD GENERAL PLAN – IMPLEMENTATION PRIORITIES

<u>Action Item #</u>	<u>Implementation Strategy</u>	<u>Plan Element</u>
<p>Primary Plan Elements are: CW: Citywide Issues; LU: Land Use & Development; ED: Economic Development; M: Mobility; P: Parks & Recreation; I: Infrastructure; PS: Public Safety; QOL: Quality of Life; A: Implementation (Action Items). Implementation Categories are: C: Capital investments; E: Education and engagement; F: Financial Incentives; G: Guidelines; P: Programs and partnerships; R: Regulations; S: Studies; T: Tracking</p>		
<u>Capital Investments</u>		
<u>3.17</u>	<u>City Gateways.</u> Identify gateways and corridors into Weatherford that should be recognized with special design treatments and supportive land use development.	<u>CW (3)</u>
<u>6.05</u>	<u>Right-of-Way.</u> Acquire right-of-way for complete streets and roadways identified in the Thoroughfare Plan.	<u>M (6)</u>
<u>7.03</u>	<u>Neighborhood Trails.</u> Acquire and improve properties needed to complete networks of trails and open space within a short distance of all neighborhoods.	<u>P (7)</u>
<u>8.02</u>	<u>New Reclaimed Water Project.</u> This project will provide an additional reliable water supply by transferring treated effluent from the wastewater treatment plant to a tributary of Lake Weatherford, and at a lower life-cycle cost than the Lake Benbrook alternative.	<u>I (8)</u>
<u>8.03</u>	<u>New 16" and 12" Water Line along Ric Williamson Memorial Highway – West Loop.</u> This project will provide expanded water service to new customers along the western loop of Ric Williamson Memorial Highway.	<u>I (8)</u>
<u>8.04</u>	<u>New Elevated Water Storage Tank – Miller Pressure Plane.</u> This project includes a new elevated water storage tank and 12" pipeline to provide additional storage capacity in the Miller Pressure Plane. Due to growth within the Miller Pressure Plane, and changing of the pressure plane boundaries to provide better water pressure, the existing water storage capacity in the Miller Pressure Plane is reaching its allowable limit.	<u>I (8)</u>

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<u>8.06</u>	<p>Expansion of Major Transmission Mains. This project includes several transmission main projects to increase conveyance capacity from the water treatment plant into the distribution system and multiple pressure planes to meet increased water demands. Alternatively, consider a new transmission main along the proposed Eastern Loop of Ric Williamson Memorial Highway. This action item represents several different projects identified in the Water Master Plan.</p>	I(8)
<u>8.11</u>	<p>New 15" and 12" Town Creek Wastewater Extension to Ric Williamson Memorial Highway. This project will provide expanded wastewater service to new customers along the western loop of Ric Williamson Memorial Highway in the northwest portion of the city.</p>	I(8)
<u>8.18</u>	<p>Holland Lake Dam Spillway and Creek Stabilization. The Storm Water Utility will design and construct a new dam spillway for Holland Lake. This need was identified under inspection of TCEQ and it critical to ensure appropriate outfall from Holland Lake during large storm events and stabilize the erosion and migration of town creek upstream.</p>	I(8)
<u>8.19</u>	<p>Black Warrior Creek Stabilization. The Storm Water Utility will design and construct stabilization efforts for a portion of Black Warrior Creek that routes through Heritage Park. The project will consist of block wall construction, pedestrian bridge, and utility relocations.</p>	I(8)
<p><u>Education and Engagement</u></p>		
<u>12.02</u>	<p>Staff Training. Educate staff about the policy direction and use of the General Plan, particularly those on the 'front line' working with customers.</p>	A(12)

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<u>Financial Incentives</u>		
<u>5.08</u>	<u>Special Districts.</u> Use available tools (TIRZ, PID, P3, MMD, etc.) or identify other sources of external capital needed to fund infrastructure in designated special growth areas or create incentives for development.	<u>ED (5)</u>
<u>5.12</u>	<u>Aviation-related Economic Development.</u> Develop a business plan for creation of an aviation-related business park and a targeted marketing and recruitment strategy for aviation-related businesses.	<u>ED (5)</u>
<u>Guidelines</u>		
<u>3.14</u>	<u>Establish Design Guidance for Downtown.</u> Establish design guidelines or standards for the areas in and around the Weatherford Downtown Historic District that address preservation, adaptive reuse and new construction while retaining and enhancing the design characteristics of this district. Evaluate the use of incentives to support improvements meetings these design standards.	<u>CW (3)</u>

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<u>3.15</u>	<p><u>Develop a Consistent Approach to Design Guidance in Key Locations.</u> Create a standard approach to the use of design guidelines in locations that play a prominent role in Weatherford’s character and vitality. This approach should include a clear process for creation and consideration of guidelines, with adequate public engagement, and a standard method of combining this design guidance with existing zoning and regulation. Key locations include those places identified as Citywide or Planning Area Gateways in this General Plan; other locations may be identified in the future.</p>	<u>CW (3)</u>
<u>3.19</u>	<p><u>Designate Gateways and Establish Related Design/Use Guidelines.</u> Gateways should be designated and specific design guidelines established for adjacent public and private development to create and communicate the unique image and character of the City or the specific area being entered through the Gateway.</p>	<u>CW (3)</u>
<p><u>Programs and Partnerships</u></p>		
<u>12.01</u>	<p><u>Staff Support.</u> Identify staffing and other resources to support top priority plan implementation projects.</p>	<u>A (12)</u>

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<u>Regulations</u>		
<u>3.12</u>	<p><u>Refine Codes and Regulations.</u> Review and revise the City’s Zoning Ordinance, Subdivision Regulations and other related codes as necessary to: a) ensure consistency with the General Plan; b) remove provisions or restrictions that create barriers to the development patterns and character envisioned by this General Plan, particularly in terms of mixed use development; and c) provide tools and techniques (such as the current R-3 template) to give developers and staff flexibility in designing and reviewing projects that meet the intent of this General Plan. The effect of fees on infill projects with small homes is a particular concern.</p>	<u>CW (3)</u>
<u>6.04</u>	<p><u>TXDOT Turnback.</u> Work with TXDOT to reduce truck traffic and transform mobility in the Weatherford Downtown Area by removing State Highways from the State system.</p>	<u>M (6)</u>
<u>Studies</u>		
<u>3-35</u>	<p><u>Services.</u> Review the City’s current provision of services outside the incorporated City, and its plans for new infrastructure construction and service expansion beyond the current City limits. Revise current and future service and infrastructure plans to ensure they provide fiscally responsible services and infrastructure to current and future City residents and businesses.</p>	<u>CW (3)</u>
<u>6.06</u>	<p><u>Gateway Design Guidelines.</u> Develop design guidelines for improvements at identified Gateway locations that express Weatherford's identity and vision.</p>	<u>M (6)</u>

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<u>6.11</u>	<p>Airport Siting and Development. Work with TXDOT Aviation, NCTCOG and private sector entities to evaluate potential airport sites and runway configurations, identify preferred locations and prepare an airport development plan.</p>	<u>M (6)</u>
<u>6.12</u>	<p>Business Plan. Work with public and private entities to develop a business plan for an airport and aviation-related business park.</p>	<u>M (6)</u>
Tracking		
<u>12.03</u>	<p>Review Checklist. Develop a General Plan checklist for use in evaluating development proposals, zoning applications and infrastructure projects for consistency with the Plan's principles and direction.</p>	<u>A (12)</u>
<u>12.04</u>	<p>Communicate about Progress. Communicate to Weatherford residents, business and property owners, and other stakeholders about Weatherford's progress in plan implementation. Use all tools, from traditional print to evolving social media platforms.</p>	<u>A (12)</u>

Appendix 1 provides a list of all identified implementation action items. The top priority, short term action items (timing #1) listed in this chapter are also included in the Appendix. Mid-term action items (timing #2) should see accomplishment in years three through ten after General Plan adoption. These items may have a lower priority or may require additional funding from a bond program or other means that cannot be secured in the short-term. Long-term action items (timing #3) should be accomplished in years eleven through twenty of plan implementation. On-going action items (timing #4) are items that require continuing attention and investment, year after year.

STAFF TRACKING INFORMATION

An implementation tracking matrix, designed to manage additional information about these action items, will be provided to City staff for use in organizing people and resources to complete the priority action items. This additional information includes:

- **Lead Entity.** The partner with primary responsibility for achieving that action item.
- **Support Entity/Entities.** The partners that provide assistance to the lead entity as it carries out the action item.
- **Intervention Level.** The intervention level reflects the extent to which the City must proactively invest resources (dollars, staff time, political will, policy or regulatory change, etc.). It ranges from 1 to 5, with 5 being the most aggressive.
- **Public Sector Cost.** The cost to the public is presented symbolically to represent an order of magnitude investment to achieve the community's vision. The symbols indicate:
 - \$ reflects a City action, but a minor cost up to approximately \$50,000.
 - \$\$ represents projects like planning or urban design studies with a cost up to approximately \$250,000.
 - \$\$\$ represents projects like land acquisition or construction with approximate costs between \$250,000 and \$1 million.
 - \$\$\$\$ represents major projects with approximate costs over \$1 million.

- **Potential Funding Sources.** If a specific funding sources have been identified, they are listed here. If no specific funding source is identified, the City of Weatherford’s general fund is expected to provide resources and funding is expected to occur through the City of Weatherford’s annual budget process.

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