



# TALL CITY TOMORROW

## *Appendix B*

### **CONTENTS**

» Implementation Strategy



JULY 2016



# Tall City Implementation

## IMPLEMENTATION STRATEGY

The following table presents a summary of the Tall City Tomorrow Plan initiatives and action items. Each of these is characterized according to several categories:

### Type

- » Policy: Continuing efforts over a long time period. In some cases, policies include specific regulatory or administrative actions.
- » Action: Specific efforts or accomplishments by the city or community.
- » Capital: Investments and public capital projects that will implement features of the Plan.

### Timing

- » On-going: Most of the recommendations fit into this category. These are matters related to general policy and operations, and have no completion date.
- » Short Term: Implementation within 5 years.
- » Medium Term: Implementation in 5-10 years.
- » Long term: Implementation in 10-20 years.

### Leadership and Partners

The primary audience of this plan is the City Council, City Staff, and the Planning and Zoning Commission. However, it is important for the city to partner with other entities who have an interest in implementing the recommendations of the plan. The Implementation Strategy Table identifies which group should take the lead in carrying out the recommendation and who the potential partners are.

This designation of "leadership" is not meant to be exhaustive, or to exclude any group who would like to take the lead on a project or policy. Any group or resident is invited to work with the city to support the implementation of this plan. However, this list can serve as a starting point and provide guidance on the expectations of the groups listed here.

### Funding Sources

In order to implement many of the objectives described in the plan, the city will need to consider a mixture of funding sources. The final column of the Implementation Schedule presents possible funding sources. This list is not exhaustive and should be reviewed and modified each fiscal year with new opportunities added and out-dated sources removed.

Abbreviations used in this section are listed below:

- CDBG – Community Development Block Grant
- TIF – Tax Increment Financing
- LIHTC – Low Income Housing Tax Credit
- Benefit Fees – similar to impact fees but should be viewed as a benefit to the development. This includes participation by developers in the construction of off-site facilities such as water, wastewater, roadways, trails, and parks.
- TxDOT – Texas Department of Transportation

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
<b>Tall City Tomorrow Housing</b>					
<b>1. Expand housing diversity by type and cost</b>					
Implement an intensity-based land use approach, as outlined in Chapter 3.	Policy	Short	Planning Staff	Planning Commission City Council	NA
Direct city investments and redevelopment dollars toward mixed-income projects.	Action	Medium	Planning & Community Development Staff	Planning Commission City Council	NA
Review land use regulations, such as the zoning code and subdivision ordinance, to ensure that there is adequate flexibility to allow a wide range of housing options.	Action	Short	Planning Staff	Development Community Plan- ning Commission City Council	NA
Action item: Work with a local development corporation to implement a senior housing project that is targeted to moderate- to low-income senior households.	Action	Medium	Community Development	Development Corporation	CDBG, TIF, LIHTC
<b>2. Revitalize and stabilize older neighborhoods.</b>					
Continue to identify neighborhood assets as focal points for successful neighborhood revitalization.	Policy	On-going	Community Development	Neighborhood Groups	NA
Expand rehabilitation and demolition programs.	Action	Medium	Planning, Code Compliance, Permits & Inspection Staff	City Council	CDBG, General Funds
Target public facility improvements to the highest risk neighborhoods.	Capital	Long	Engineering & Administra- tive Staff	Planning Staff City Council	General Funds, City Bonds
Fund additional code enforcement officers to allow for proactive code enforcement.	Capital	Short	City Council, Code Compli- ance, Permits & Inspection	Planning Staff	General Funds
<b>3. Encourage infill development.</b>					
Establish incentives for the development of vacant lots.	Policy Capital	On-going	Planning, Community Development Staff	City Council	CDBG, TIF, General Funds, Waiving Fees
Require any infill development receiving incentives to complement the character of the surrounding neighborhood and to provide diverse housing options for a variety of income levels.	Policy	On-going	Community Development Staff	Planning Staff Planning Commission	NA
Provide public facility improvements that create favorable environments for private investment on underutilized sites.	Policy Capital	On-gong	Planning Department	All City Departments	Varies depending on public facility
<b>4. Encourage Downtown's evolution as a neighborhood with housing</b>					
Use appropriate city incentives for the development of housing adjacent to jobs and activities.	Policy Capital	On-going	Community Development & Planning Staff	City Council	TIF, CDBG, Waving fees
Work with the Chamber and economic development groups to encourage services and businesses that support workers and residents in the downtown.	Action	On-going	City Administration	Chamber	NA
<b>5. Preserve and enhance special needs housing</b>					
To address homelessness in Midland, a coalition of agencies should implement a continuum of care model.	Action	Long	Homeless Providers	Community Development Staff; Social Service Providers, City Administration	NA
Require large scale projects to incorporate universal design standards into at least a portion of all units.	Action Policy	On-going	Planning Department	Planning Commission, Develop- ment Community, City Council	NA

Implementation						
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source	
<b>Tall City Tomorrow Transportation: Thoroughfare System</b>						
<b>1. Coordinate thoroughfare and land use plans</b>						
The city of Midland will ensure that street improvements and expansions to the network support the implementation of an intensity-based land use approach	Policy	On-going	Engineering Services	Planning Staff	NA	
A context sensitive approach will be applied to street design	Policy	On-going	Engineering Services	Planning Staff	NA	
Require a traffic impact analysis (TIA) for large scale projects	Action	On-going	Engineering Services	Planning Staff	NA	
<b>2. Establish street connectivity standards</b>						
The thoroughfare system will provide good street connections that offer a choice of routes and separate local traffic from major arterials	Policy	On-going	Engineering Services	Planning Staff, Planning Commission	NA	
The city will establish guidelines for greater street connectivity that includes pedestrian routes	Policy	Medium	Engineering Services	Planning Staff, Planning Commission	NA	
<b>3. Create multi-modal corridors</b>						
All appropriate forms of transportation will be incorporated into the city's transportation system	Policy	Long	Engineering Services	Planning Staff, Parks & Recreation, Planning Commission	Bonds; Trails grants; 4 B Tax	
The future transportation system will include a multi-modal parkway	Policy Capital	Long	Engineering Services	Planning Staff, Parks & Recreation, Planning Commission	Bonds; Trail grants; 4 B Tax	
<b>4. Establish new street standards</b>						
The city will implement design standards that maximize safety and efficiency of arterials through the development and implementation of an access management plan	Policy	Short	Engineering Services	Planning Staff, Planning Commission	NA	
Develop and implement new standards for street ROW widths and lane configurations to augment access management, mobility, and cost effectiveness	Action	Short	Engineering Services	Planning Staff, Planning Commission	NA	
<b>Tall City Tomorrow Transportation: Expressways</b>						
<b>1. Expand and improve the expressways system as needed</b>						
Evaluate the need and promote the development of strategic corridors	Action	Short	Engineering Services	Planning Staff, PBMP0	NA	
Continue to update the existing expressways	Capital	On-going	Engineering Services	Planning Staff, City Council, PBMP0	TxDOT; Bonds; 4 B Tax	
<b>Tall City Tomorrow Transportation: Arterials</b>						
<b>1. Acquire ROW for expansion of the arterial system into growth areas</b>						
Acquire right-of-way for proposed routes ahead of development	Action	Short	Engineering Services	Planning Staff, City Council	TxDOT; Bonds; General Funds; 4 B Tax	
<b>2. Prioritize construction spending</b>						
Develop and routinely evaluate and update an arterial roadway capital improvement plan	Action Policy	On-going	Engineering Services	Planning Staff, City Administration	NA	
<b>3. Identify and dedicate funding sources</b>						
Provide dedicated funding sources for arterial roadway development	Action Capital	On-going	Engineering Services	City Administration, City Council	4 B Tax and others identified as part of the process	

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
<b>4. Develop and update design criteria</b>					
Develop new design criteria for arterial streets to include options for medians and alternate pavement sections	Action	Short	Engineering Services	Planning Staff	NA
Implement a landscaping program for high profile corridors	Action Policy	Medium	Planning Staff	Engineering, Planning Commission, City Council	NA
<b>Tall City Tomorrow Transportation: Collectors</b>					
<b>1. Dedicate right-of-way ahead of development</b>					
Acquire right-of-way for primary collector streets ahead of development	Capital	Short	Engineering Services	City Administration, City Council	General Funds; Benefit Fees; Bonds
<b>2. Provide better distinction between primary and secondary collectors</b>					
Clarify the use and function of primary and secondary collectors in the Subdivision Ordinance as noted in this document	Action	Short	Planning Staff	Planning Commission, City Council	NA
<b>3. Develop and update design criteria</b>					
Develop new design criteria for collector streets based on roles as primary and secondary designation	Action	Short	Engineering Services	Planning Staff	NA
Require all new collector streets to be designed with complete street components	Policy	Short	Engineering Services	Planning Staff, Planning Commission	NA
<b>4. Designate a parkway route in developing areas</b>					
Develop a parkway that connects major destinations	Capital	Long	Planning Staff	Engineering Services	General Funds; Benefit Fees; Bonds; 4B Tax
<b>Tall City Tomorrow Transportation: Local Streets</b>					
<b>1. Review and update design criteria</b>					
Update design criteria to ensure that local streets are designed for their role in the transportation system	Action	Short	Engineering Services	Planning Staff	NA
Require sidewalks on at least one side of all streets in residential subdivisions with densities greater than one unit per acre	Action	Short	Planning Staff	Planning Commission	NA
<b>Tall City Tomorrow Transportation: Bike &amp; Pedestrian System</b>					
<b>1. Improve and expand the existing trail network</b>					
Implement the 2014 Hike and Bike Trails Master Plan	Action	Short	Parks & Recreation, Engineering Services	Planning Staff; Planning Commission; City Council	TxDOT; Bonds; Trails grants
Improve trail connections to streets and destinations	Action	Medium	Parks & Recreation, Engineering Services	Planning Staff; Planning Commission; City Council	TxDOT; Bonds; Trails grants
Identify a reliable funding source for trail development	Action	Short	Parks & Recreation	Engineering Services; City Administration, PBMPPO	Identified as part of the process

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
<b>2. Expand the existing bike system</b>					
Expand the existing bike system to key destinations beyond Loop 250	Capital	Long	Planning Staff, Engineering Services	Parks & Recreation Staff, PBMPPO	TxDOT; Bonds; Trails grants
Remove barriers to expanding the bike system	Action	Short	Planning Staff, Engineering Services	Parks & Recreation Staff; EZ Rider	NA
Improve the bicycle-friendliness of Midland	Action	On-going	Planning Staff, Engineering Staff	Parks & Recreation Staff	NA
<b>3. Develop a pedestrian system plan</b>					
Identify high priority sidewalk segments per an established sidewalk plan or safe routes to school plan	Action	Long	Engineering Services	Planning and Parks & Recreation Staff	General Funds; Safe Route to School Grants
Include sidewalks in all updated street design standards	Policy	On-going	Engineering Services		Street Bonds; General Funds
Establish a funding source to address gaps and maintenance of the sidewalk system	Action	On-going	Engineering Services	Planning Staff	Determined by the process
<b>Tall City Tomorrow Transportation: Transit System</b>					
<b>1. Ensure that future projects are transit friendly</b>					
Incorporate transit access into street design standards and projects on appropriate corridors	Action	Long	Planning Staff, Engineering Services	EZ Rider; Planning Commission	NA
Implement standards that provide good transit access between major projects and transit routes	Action	Long	Planning Staff, Engineering Services	EZ Rider; Planning Commission	NA
<b>2. Connect transit to other modes of travel</b>					
Connect the hike and bike system with the transit system	Capital	Long	Parks & Recreation, Engineering Services	EZ Rider; Planning Commission	TxDOT; Bonds; Trails grants
<b>Tall City Tomorrow Character</b>					
<b>1. Improve landscaping regulations</b>					
Support and encourage the use of native landscaping materials	Policy	On-going	Planning and Parks & Recreation Staff	Texas A&M AgriLife Extension	NA
Develop and implement an education program on the use and maintenance of native materials	Policy	Short	Parks & Recreation Staff, Texas A&M AgriLife Extension	Planning Staff; Keep Midland Beautiful	Extension Funding
Require additional landscaping for large projects	Policy	Short	Planning Staff	Planning Commission; Council	NA
Work with property owners and local civic organizations to plant trees and native landscaping along major corridors	Action	Short	Parks & Recreation; Engineering Services	Various Civic Organizations; Keep Midland Beautiful	General Funds; Various tree grants

<b>Implementation</b>					
<b>Initiatives &amp; Action Items</b>	<b>Type</b>	<b>Timing</b>	<b>Leadership</b>	<b>Partners</b>	<b>Potential Funding Source</b>
<b>2. Upgrade site design standards</b>					
Require pedestrian accommodations in all site designs	Policy	On-going	Planning Staff	Engineering Services; Planning Commission	NA
Expand design guidelines for all arterial streets	Action	Medium	Engineering Services	Planning Staff	NA
Develop design guidelines specifically for new neighborhood centers	Action	Medium	Planning Staff	Development community	NA
Offer incentives for on-site retention of stormwater and the use of that retention as a site amenity	Action	Medium	Planning Staff; Engineering Services	Commission on Environmental Quality	Stormwater Grants
<b>3. Enhance new residential development areas</b>					
Establish basic neighborhood design principles for new developments	Action	Short	Planning Staff	Development community	NA
Require features in low density developments that create a sense of community	Policy	Short	Planning Staff	Development Community	NA
<b>4. Improve community appearance</b>					
Review and update property maintenance codes and enforcement procedures	Action	Short	Code Administration	Planning Staff; Health and Senior Services; Social service providers; Keep Midland Beautiful	NA
Develop property maintenance material and education programs on how to be a good neighbor	Action	Short	Development Services	Keep Midland Beautiful	General funds; Keep Midland Beautiful funds
<b>Tall City Tomorrow Infrastructure: Stormwater</b>					
<b>1. Implement existing studies/improvements</b>					
Use the Master Drainage Plan to categorize, prioritize, and maintain a drainage Capital Improvement Plan.	Action	On-going	Engineering Services	Planning Staff	NA
Adopt a storm water fee to provide funding resources for capital improvements and management practices.	Action	Short	Engineering Services	City Council; Utilities; Customer service	NA
<b>2. Coordinate existing ordinances and documents with the land use plan and current regulations</b>					
Expand or update the Master Drainage Plan to incorporate areas within the Land Use Plan.	Action	Short	Engineering Services	Planning Staff	SW Utility Fee
Expand the Storm Drainage Design Manual to include appropriate storm water management practices, and opportunities for unique solutions.	Action	Short	Engineering Services	Commission on Environmental Quality	SW Utility Fee
<b>3. Improve the draw system</b>					
Use the draw system within the city to better manage storm water and to incorporate the city's trail system	Action	On-going	Engineering Services; Parks & Recreation	FEMA	Bonds; Trail grants; Stormwater grants; SW Utility Fee

Implementation						
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source	
<b>Tall City Tomorrow Infrastructure: Water &amp; Sewer</b>						
<b>1. Conduct master planning effort for water and sewer</b>						
Create a new sewer collection master plan based on the Land Use Plan intensities.	Action	Short	Utilities Department	Planning Staff; Engineering Services	Water/Sewer Fund	
Create a new water distribution master plan based on the Land Use Plan intensities	Action	Short	Utilities Department	Planning Staff; Engineering Services	Water/Sewer Fund	
Consider water and sewer treatment capacities and alternative solutions for expansions of the treatment plants	Action	Short	Utilities Department	City Administration	NA	
<b>2. Balance aesthetics and economic development with water consumption</b>						
Plan for water needs and the future of the region, considering potential drought scenarios	Action	Medium	Utilities Department	City Administration; All city departments	NA	
Educate the public on the pros and cons of xeriscaping, low water use, and native plant materials	Action	On-going	Keep Midland Beautiful	Utilities Department; Texas A&M AgriLife Extension	NA	
<b>3. Fund water and sewer infrastructure to leverage development and redevelopment</b>						
Build and finance water and sewer infrastructure in coordination with the Land Use Plan and market demands	Policy	Medium	Utilities Department	Planning Staff; Engineering Services	Bonds; Benefit Fees	
Study the suitability of benefit fees to fund water and sewer infrastructure extensions	Action	Short	Utilities Department	City Administration	NA	
<b>Tall City Tomorrow Infrastructure: Solid Waste</b>						
<b>1. Improve efficiencies in solid waste collection and disposal</b>						
Plan for long-term regional solid waste needs through the expansion of the landfill	Action	On-going	Solid Waste Management	Cities of Midland, Odessa, & other regional communities	NA	
Encourage diversion of waste away from landfills through recycling, mulching, and reduction of garbage	Action	On-going	Solid Waste Management	Keep Midland Beautiful	Collection fees	
Consider the feasibility of a transfer station and/or recycling center in growth areas	Action	Short	Solid Waste Management	City Administration; City Council	Collection fees; Benefit Fees	
<b>Tall City Tomorrow Infrastructure: Fire, Police, and Emergency Services</b>						
<b>1. Provide exceptional facilities and services</b>						
Use the Land Use Plan to study long-range services areas.	Policy	On-going	Police & Fire Departments; Planning Staff	City Administration	NA	
Balance the intensity of development and response times to locate facilities, including fire stations, and branch police stations.	Policy	On-going	Police & Fire Departments	Planning Staff; City Administration	Bonds	
<b>2. Encourage site and development design that creates safer environments</b>						
Clearly define public and private spaces.	Policy	On-going	Planning Staff; Development Community	Planning Commission	NA	
Design spaces with natural surveillance.	Policy	On-going	Planning Staff; Development Community	Planning Commission	NA	
Maintain public spaces and enforce existing codes to create environments that feel well kept and safe.	Action	On-going	Code Administration	Development Services; City Administration; City Council	NA	

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
<b>3. Maximize fire safety through site design</b>					
Prohibit developments with one access point	Policy	On-going	Planning Staff; Development Community	Planning Commission; City Council	NA
Enforce vegetation maintenance to protect against fire hazards, especially during droughts	Policy	On-going	Code Administration; Fire Department	City Administration	NA
<b>Tall City Tomorrow Infrastructure: Other Municipal Facilities</b>					
<b>1. Build/renovate facilities such that Midland citizens are proud of them</b>					
Accommodate growth and modernize services by creating high quality community facilities that match the pride of Midland citizenry feel for the city.	Action	On-going	Various departments	City Council	Bonds
Evaluate the need, location, and functional suitability for public building	Action	Short	Various departments	City Council	NA
<b>Tall City Tomorrow Central District Plan</b>					
<b>1. Complete the Centennial Plaza Core Site</b>					
Provide supporting public financing and public enhancements	Action Capital	Short	Development Services; City Administration	City Council	TIF; CDBG; Waving fees; Infrastructure Bonds
Finance site preparation and improvement costs caused by the extraordinary demands of major redevelopment	Action Capital	Short	Development Services; City Administration	City Council	TIF; Waving fees; Infrastructure Bonds
Enhance Centennial Plaza	Capital	On-going	Development Services; City Administration	City Council	Park Bonds; General Fund
Improve Midland Center as a conference and event venue	Capital	Medium	City Administration	City Council; Chamber of Commerce	TIF; Bonds; General Fund
<b>2. Increase the city center's resident population</b>					
Initiate a family-oriented, medium-density residential neighborhood in the northeast part of the Core district.	Action	Medium	Downtown Development	City Council; Midland Development Corporation	NA
Partner with Midland County to build a new employee parking structure adjacent to the County Administrative Building	Capital	Long	City and County Administration	City Council; County Board	Bonds
Assemble existing county parking lots and adjacent vacant or underutilized land, making these sites available for residential development.	Capital	Medium	Development Services	City Administration; City Council	CDBG funds
Encourage and expedite adaptive residential and mixed uses in key buildings and sites in the Core	Action	Short	Development Services	City Administration; City Council	TIF; Waiving Fees
Provide appropriate public incentives for adaptive reuse of historic or architecturally significant but underused core buildings.	Action	Short	Development Services; City Administration	City Council	TIF; Historic Tax Credits; Waiving Fees
Establish a predictable incentive structure for new construction residential projects in the Downtown core and frame	Action	Short	Development Services; City Administration	City Council	NA
Support rehabilitation and infill development in the Corridor and Medical Center/Village subdistricts.	Action	On-going	Development Services; City Administration	City Council	TIF; Waving Fees; Infrastructure Bonds
Establish a residential rehabilitation financing program for declining properties in the Corridor subdistrict.	Action	Medium	Development Services; City Administration	City Council	NA

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
<b>3. Develop destinations for innovative and creative retailing</b>					
Develop a mixed use city marketplace in but on the edge of the Downtown Core	Action	Short	Midland Development Corporation	City Administration; Development Services	CDBG; TIF; Private funding
Assemble an appropriate site that meets the criteria for this type of project	Action	Short	Development Services	City Administration; Midland Development Corporation	Redevelopment funds
Create a conceptual site design that guides the development process	Action	Short	Development Services	Neighborhood Stakeholders; Midland Development Corp	NA
Reinforce local retailers in the Medical Center/Village subdistrict by creating a positive, connected public environment, including traffic flow and street design	Policy	On-going	Engineering Services; Development Services	Neighborhood Stakeholders	NA
Execute the project with the appropriate financing and organizational structure	Action	Short	Engineering Services; Development Services	Neighborhood Stakeholders; City Council	Infrastructure Bonds; TxDOT; TIF; Private funds
<b>4. Establish a business innovation corridor that links the Core with the south side of the tracks</b>					
Develop a program with property owners and economic development organizations to define and market this corridor for innovative new and mature businesses	Action	Short	Hispanic Chamber, the MBDC, Midland College's Business and Economic Development Center	City Administration; Development Services	NA
Structure and develop a small business incubator that provides space for new businesses to start and grow, with the ability either to grow in place or move out into new, larger space	Action	Short	Chambers, the MBDC, Midland College's Business and Economic Development Center	City Administration; Development Services	Partner funding sources
Develop an attractive but not extravagant public environment that establishes the business theme of the corridor	Capital	Short	Development Services	Neighborhood Stakeholders; City Administration; Engineering Services	TIF; Private development funds; Donations
Create financing programs and incentives to encourage and sustain new business	Capital	Short	Chambers; MDC	City Council; Financial Institutions	Local private dollars
<b>5. Integrate parks into green midtown network</b>					
Develop rehabilitation and enhancement master plans for each of the central district parks	Action	Short	Parks & Recreation	City Administration; City Council; Neighborhoods Stakeholders	NA
Establish a priority-setting process and dedicate funding through the city's capital improvement program to implement the park master plans one park at a time	Action	Short	Parks & Recreation	City Administration; City Council	NA
Acquire and improve open or underused sites at the seams of Midland's two intersection grids as image features that both define to core and provide public use.	Capital	Short	Engineering Services; Parks & Recreation	City Administration; City Council	Donations; Park & Rec Bonds; 4B Tax
Develop an informal multiuse open space that meet informal recreation needs of downtown residents	Capital	Short	Parks & Recreation; City Administration	Development Services; City Council	TIF; Donations; 4B Tax
Design small neighborhood parks into new residential areas in and round the downtown core	Capital	Short	Parks & Recreation; Development Services	City Administration	TIF; CDBG; Donations; 4B Tax

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
<b>5. Integrate parks into green midtown network: Link parks, schools, museums, and historic sites into a connected network of “parkway streets”</b>					
Establish a network of connecting “parkway streets” that will be addressed through this program	Action	Short	Development Services; Engineering Services	City Administration; City Council	Bonds; TIF; 4B Tax
Define a menu of features to include in parkway streets, survey streets for the presence of these elements, and develop plans and cost estimates for each segment	Action	Short	Development Services; Engineering Services	Parks & Recreation; City Administration	NA
Include parkway street improvements into the capital improvement plan, preferably coordinated with rehabilitation of the parks that they connect	Action	Short	Development Services	Parks & Recreation; City Administration	NA
<b>6. Use alternative transportation to reinforce the corridor’s linkage to the Core and Village Subdistricts</b>					
Study the feasibility and character of an east-west transit loop linking the Core and Medical Center/Village with direct, frequent service and interchange with other routes in the Midland bus system	Action	Short	EZ Rider	Development Services; City Administration	NA
Implement and adapt recommendations of the 2014 Connect Midland Plan for the city center	Action	Short	Engineering Services; Park & Recreation	Development Services; City Council	Bonds; TxDOT; Trail grants
Begin a pilot bike share system in the central district	Action	Short	Permian Basin Bicycle Association; Economic Development Interests	City Administration; Engineering Services; Development Services	Donations
<b>7. Recast the Medical Center/Village Subdistrict as a walkable, mixed use activity and employment center</b>					
Implement a traffic and pedestrian redesign program to increase clarity, reduce traffic conflicts and congestion, increase safety, and provide better pedestrian connections	Action	Short	Engineering Services	Neighborhood Stakeholders; Development Services	Bonds; TIF
Improve business district features, including public parking and streetscape, focusing on multi-occupant small business blocks – notably the Dodson Street and Andrews Highway blocks	Action	Medium	Midland Development Corporation; Engineering Services; Development Services	Neighborhood Stakeholders	TIF; Bonds; Economic development funds
<b>Tall City Quality of Life</b>					
<b>1. Update the city’s existing Parks, Recreation, and Open Space Master Plan as required</b>					
Implement existing and future parks, recreation, and open space master plans	Action	On-going	Parks & Recreation	City Council	Bonds
<b>2. Add park land to the city’s system to ensure the same level of service as the city’s population grows</b>					
Expand the city’s neighborhood park system to growth areas outside of Loop 250	Capital	On-going	Parks & Recreation	City Council	Bonds; Benefit Fees; 4B Tax
Add to the city’s community park system through the preservation of large playas	Capital	On-going	Parks & Recreation; Planning Staff	City Council	Bonds; Benefit Fees; 4B Tax
<b>3. Plan for enhancements to existing parks</b>					
Budget adequately for the maintenance and improvement of existing parks on an annual basis	Action	On-going	Parks & Recreation	City Council	NA

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
<b>4. Use trails and the draws to connect the city's existing and future parks through a linear recreation system</b>					
Implement the 2014 Hike and Bike Trails Master Plan (see also Transportation initiatives)	Action	Short	Parks & Recreation; Engineering Services	Development Services; City Council	TxDOT; Bonds; Trails grants
Fund improvements to existing draws	Capital	On-going	Engineering Services	City Council	Stormwater management grants; Bonds; SW Utility Fee; 4B Tax
<b>5. Identify and implement new programs and policies for funding park expansion</b>					
Adopt a park land dedication ordinance	Action	Short	Development Services; Parks & Recreation	City Administration; City Council	NA
Team with local civic organizations and philanthropist to fund the expansion and improvement of the park system	Action	On-going	Parks & Recreation	Civic Organizations	NA
<b>6. Preserve or enhance natural habitat and open spaces</b>					
Maintain and improve the existing habitat areas	Action	On-going	Engineering Services; Local Civic Organizations	Texas A&M Agrilife Extension; Keep Midland Beautiful	Habitat Grants; Donations
Require preservation of existing playas as development occurs around them	Policy	On-going	Planning Staff	Planning Commission; City Council	NA
Connect the city's playas through greenways and draws and make them accessible to the public	Capital	Medium	Engineering Services; Parks & Recreation	Planning; City Council	Trail and Habitat Grants; Bonds
<b>7. Implement land use regulations that support the development of mixed-use developments</b>					
Implement land use guidelines outlined in Chapter 3	Policy	On-going	Planning Staff	Planning Commission; City Council	NA
Direct city investments and redevelopment dollars toward mixed-use projects.	Policy	On-going	Development Services	City Administration; City Council	NA
<b>8. Connect the city's museums and cultural destinations</b>					
Improve pedestrian and bicycle access between the city's museums and the destinations	Capital	Short	Engineering Services; Parks & Recreation	Development Services; City Council	TxDOT; Bonds; Trails grants; Benefit Fees
<b>9. Work with local organizations to develop a cultural heritage plan</b>					
Identify ways that the city can assist in implementation of cultural heritage plan	Action	Short	Local cultural organizations	City Administration; City Council	NA