



TALL CITY TOMORROW

Executive Summary



JULY 2016



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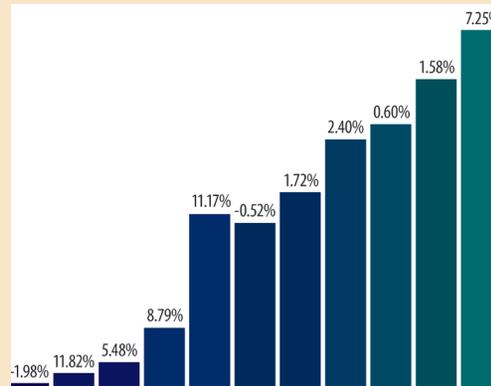
A Shared Vision

WHY PLAN NOW?

Midland has changed drastically over the past 100 years. From a community of less than 5,000 residents to a regional metropolis of nearly 130,000 residents, this change continues to impact all aspects of the community, its neighborhoods, and its ever evolving role in the region. This reality necessitates consideration of what the future of Midland should look like, a process that begins by looking at the trends and conditions that challenge the city today (see Tall City Today).

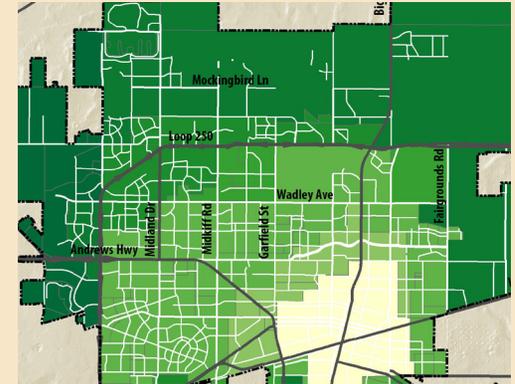
In times of growth it is easy to move forward in a rush, but the Tall City Tomorrow Plan affords community members the opportunity to step back and look at the direction in which their community is going. Development and growth can be viewed in a broader picture of what the city should look like and how it should function in the future. Having a solid vision for the city provides community leaders with the tools necessary to make sound decisions based on the aspirations of residents.

CHALLENGES AND OPPORTUNITIES



Historic Growth

The make-up of Midland's population has changed over the years. Today the city has more young professionals and a growing number of adults living longer lives. These changes affect the types of programs and services the city supports, the type of businesses that are started, and the type of housing that is built.



Fiscal Sustainability

As the city's physical structures grow and expand into new areas, basic services must also expand. Historic population trends show that the city will continue to grow – the challenge is to make sure that growth is efficient and allows for the quality services residents expect at a cost they can afford.

CHALLENGES AND OPPORTUNITIES



Living with Resources

The city's draws and pump jacks are both assets and challenges. The draws can be great natural environments that protect residents from flooding, but they can also collect litter and attract illegal dumping. The pump jacks are the driving force of the economy, but can also limit the physical growth of the city. Living with these resources is a fact of life for Midland, and finding ways to integrate these assets into a quality living environment will be an essential part of Tall City Tomorrow.



Housing Choice

Living in a community with inherent support systems is a fundamental purpose of cities. Residents living longer and changes in generational desires create different housing priorities than those of the past. Housing options at all stages of life have not always been provided, but this idea must be addressed.



Economic Sustainability

Stable economies need diversity in order to weather business cycles and retain talent of all types. Midland's business community will need to build on the emerging economic sectors such as aerospace, education, and healthcare.

CHALLENGES AND OPPORTUNITIES



Quality of Place

Leading cities have great places where people meet, interact, share ideas, and enjoy their city. Midland lacks these types of gathering spaces.

The city's streets, parks, and other public spaces speak to the character of the community, as well as the pride that residents have in Midland and in what they expect from a great city.



Transportation For All

Midland's traffic system is dominated by the car, and likely will be for the life of this plan. This dominance can limit and isolate some residents. For others, the congestion can take away from time at home or work. Local surveys and national trends show increasing demand for walking, biking, and transit options. A well-planned system that ensures the development of arterial and collector streets in tandem with sidewalks, trails, and bike routes will improve the quality of life in Midland.



Multi-Purposing Infrastructure

The city has a long and generally successful history of addressing stormwater in streets and parks. This has been a highly efficient approach, but development upstream has often stressed these systems. Good development practices in the future will need to ensure that the existing stormwater systems are not overwhelmed and that draws can be used for both stormwater management and recreation corridors.

COMMUNITY THEMES

Months of public engagements, hundreds of conversations, and countless internet posts helped define a number of community themes, or “big ideas”, helping to define the overall direction of the Tall City Tomorrow Plan. These are ideas from the people of Midland and for the future of Midland.

Diversify the Economy

- » Create a resilient, diverse, and multi-dimensional economy

While residents recognize the strength of the local economy, the creation of jobs and businesses that are not reliant on the oil and gas market would create a more diverse economy that is less susceptible to fluctuations in the national and international energy markets. Areas of expressed interest were the potential of attracting business around the spaceport/international airport and attracting technology businesses to Midland.

The desire to live in an attractive and clean community is universal, and in many ways is requisite to creating community pride. While many areas of Midland are attractive and well-maintained, the mature neighborhoods, commercial districts, and street rights-of-way can suffer from litter, dilapidation, and a less-appealing public realm. The vast majority of comments on this topic were clearly rooted in a genuine desire to build a greater sense of community in Midland.

Input around this theme was broad and practical with the following highlights:

- Address derelict buildings and nuisance issues
- Reduce littering
- Promote drought-resistant plantings
- Plant more trees

Streamline Traffic Flows and Reduce Congestion

- » Develop a transportation network that enables safe and efficient movement for everyone

Residents recognize the impact of rapid growth on the capacity and function of the transportation network. While frustration is common around the topic of transportation and traffic congestion, the general tone of comments was constructive and hopeful that improvements will be made to accommodate current and continued growth.

Input around this theme included the following suggestions:

- Sync traffic lights to manage peak traffic loads
- Create more street connections to alleviate congestion
- Improve on- and off-ramps along the 250 Loop
- Provide more efficient transportation alternatives

An additional idea that transcends the theme was the desire to better connect neighborhoods to parks and schools in order to create a stronger sense of community and a more convenient way of life.

Beautify Midland

- » Create a welcoming, clean and beautiful community

Build Community / Quality of Place

- » *Develop high-quality places for residents to experience and integrate into the community*

Midland is home to longtime residents, as well as transplants drawn by the economy. While these groups are unique in their tenure in Midland, their community objectives are often similar – a place where they can integrate, socialize, and enjoy. Input around this theme focuses on creating high-quality places where residents can build social networks and integrate into the community as their home. Input included the following highlights: more neighborhood parks, more walking/bicycling trails, and more and better places for events.

Connect Civic and Recreational Amenities with Trails and Sidewalks

- » *Maximize the benefit of community amenities by connecting assets*

The value of community amenities increases as these assets become connected. Individually, a park or library serves only the guests that seek out the experience of that particular facility, while a connected network of amenities increases the use of the overall system including each of its individual parts. Input around this theme focused on providing trail and sidewalk connections between parks, recreation fields, libraries, and schools.

Improve Opportunities for Youth

- » *Create a physically and socially connected network of youth support facilities to develop the next generation of Midlanders*

While the school district is managed independently and is outside the scope of the Tall City Tomorrow Plan, the future of the youth is not. This theme area is based on the idea of creating an integrated environment which supports the development of youth into a productive and positive force. This means creating a physically and socially connected network of schools, parks, sport fields, libraries, and entertainment destinations to make Midland a welcoming and supportive environment.

Improve the Downtown

- » *Create Downtown Midland as a place to work, live, and entertain*

Downtowns are typically symbolic to the community as a whole. In Midland, downtown serves as a corporate office environment during the workday but offers little nightlife or weekend activity. The input around this topic was practical: additional parking structures; traffic calming on major roads to make the district more walkable; more social and entertainment events; address dilapidated and derelict structures; better connect nearby neighborhoods to the district; and promote what is available and happening in downtown Midland.

An Integrated Land Use Vision

LAND USE AND DEVELOPMENT PRINCIPLES

The research and community engagement summarized in Chapter Two of Tall City Tomorrow Plan drives the following nine land use and development principles. These principles are the criteria for land use decisions, and should be applied to all development projects.

1. Development should be contiguous and fiscally responsible

Contiguous and compact development, similar to the city's historic patterns, helps preserve the character of Midland as it grows. This type of development reduces costly infrastructure extensions such as water, sewer, and roads by developing on under-utilized infill properties or in strategic areas adjacent to existing development. Contiguous development minimizes travel distances and encourages development that is more accessible to both pedestrians and cars.

2. Policies and decisions should support appropriate infill development

Infill development supports the economic value of Midland's existing neighborhoods by promoting investment in established areas with existing capital assets, rather than solely at the fringe. Infill development helps make full use of existing infrastructure, thus limiting unnecessary expansions and their associated expense. Such developments are appropriate when they respect the character of the surrounding neighborhoods.

3. Development will preserve draws and flood zones

Preserving these natural features can protect property values for adjacent and downstream developments, enhance and connect the park system, and reduce flash-flooding by providing more natural areas for water to be absorbed. A network of natural preserve areas would enhance community character and allow Midland residents to have better access to nature.





4. Land use policies and regulations should support diverse housing choices

Residents have expressed a clear desire for more diverse housing options, at prices that more people can afford. At the same time, housing needs and preferences are diversifying. The Baby Boomer and Millennial generations are demonstrating a growing preference for smaller lot homes and multi-family housing, in addition to a continued interest in traditional single family homes. A mix of entry level housing options will be important to recruiting young Midlanders back to the city.



5. Plan for community amenities such as parks and schools

Parks, open space, schools, and other public places can serve as neighborhood focal points that promote community activity, personal interaction, a sense of place, and ultimately a sense of ownership in the community.



6. Development and redevelopment should be built around a continuous transportation system that incorporates all types of transportation

A network of streets, trails, and pedestrian paths should provide safe, efficient connectivity and accommodate a diverse set of mobility needs and preferences. Although not every street can or will accommodate all modes of transportation, Midland residents want to see more bike and pedestrian options.

7. Land use decisions should not detract from public safety and should minimize hazards

Land use decisions have a wide variety of effects on public safety and hazard mitigation. Preserving natural drainage-ways to manage stormwater minimizes the risk of injury and property damage due to flooding. A well-connected transportation network promotes better emergency service provision and evacuation routes in case of large-scale hazards. A mixture of land uses within neighborhoods enhances security by creating activity and “eyes on the street” throughout the day.



8. Land use policies and regulations should create and support balanced neighborhoods

Residents often spoke of the need for a greater sense of “neighborhood.” Balanced neighborhoods provide residents with easy access to a variety of places to live, shop, work, play, and engage in community life. Mixing compatible uses, such as a corner store or school in a residential neighborhood, creates a sense of community and promotes efficiencies in infrastructure and travel times. Balanced neighborhoods offer a variety of housing options, access to open space, and contain activity centers such as parks, schools, civic centers, or commercial areas that are well connected to surrounding neighborhoods. Appropriate transitions should be made between higher intensity uses, such as industry, and lower intensity uses, such as homes.



9. Make decisions in a transparent and collaborative manner

Land use and environmental decisions should be made through a transparent process, with opportunity for input from all citizens and affected entities, such as the county, neighboring towns, or school districts. Creation and implementation of land use decisions should be shared responsibilities that promote quality living environments and efficient use of fiscal resources.



Figure 3.1 – Future Land Needs: 2015-2035

Land Use Type	Projected Need (Acres)	Acres Designated for Planning Purposes
Residential	2,700	5,400
Commercial	425-450	640-675
Industrial	270-285	810-855

FUTURE LAND USE

The Tall City Tomorrow Plan identified three major themes for the city's future land use:

- » The need to connect new growth areas with the services, businesses, and residents inside the 250 Loop
- » The need for continued reinvestment in the city's existing assets
- » The need to balance the desire for high quality development with the desire to protect private property rights and personal preference

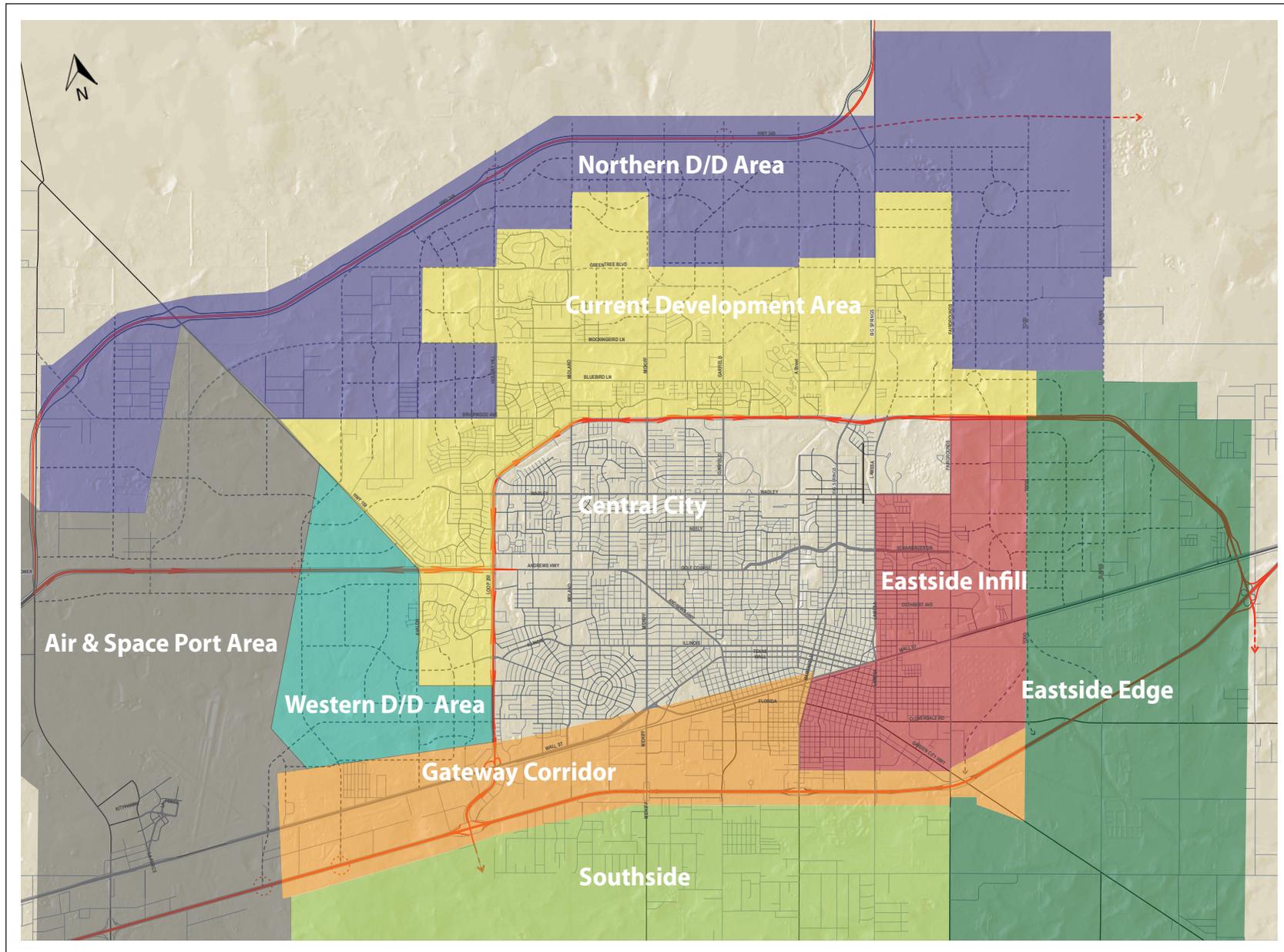
While reinvestment in the city's existing infrastructure and housing stock is important, it will not be enough to support the varying desires of a growing population. The projected land needs for Midland, shown in Figure 3.1, are based on a projected population of 158,848 for 2035 (see Figure 1.3, Page 10 Tall City Tomorrow Plan).

The amount of land designated for planning purposes is greater than the projected need, in order to allow market flexibility and guide longer-term planning. This demand will be accommodated within existing developments that have not built out, through infill sites, and in future developments. Chapter 3 of the Tall City Tomorrow Plan and this section in summary, outline how this growth is accommodated, first identifying broad development areas and policies, and then designating specific land uses.

DEVELOPMENT POLICY AREAS

This section draws on the analysis of "Tall City Today" and the guiding principles identified above to formulate policies that are tailored to the city's unique development areas. For planning purposes, the city is divided into nine areas that share common issues, challenges, and opportunities. The development of these areas over time may be fluid, as new opportunities arise or growth rates fluctuate. Detailed development policies for each of these areas are identified on pages 62-76 of the Tall City Tomorrow Plan. These policies should be viewed from a big-picture perspective, with the goal of balancing neighborhoods and providing quality living environments across the city.

Map 3.1: Development Area



A LAND USE FRAMEWORK

Land Use Philosophy: A Flexible Approach

Contemporary growth in American cities has tended to separate different land uses through zoning. The concept of single-use zoning grew out of a need to separate people's homes from major industries, in order to protect their health. Still today, some uses can produce so much traffic, noise, smells, or other effects that separation remains the most appropriate policy. However, increasingly, mixing compatible, different uses is shown to create interesting and attractive communities. The Tall City Tomorrow plan recommends a flexible land use approach that allows mixing of uses.

A development pattern that encourages a mix of land uses and activities has a variety of benefits:

- » By promoting activity at various times of day, among various types of uses, it increases security, vitality, and the number of people using public spaces.
- » Reduces the number of miles that people must travel daily by car, since homes are in close proximity to jobs and services.
- » Opens opportunities to build a variety of housing types. The development of housing above office and commercial establishments adds vitality to business areas and increases the economic yield on property.
- » Nationally, more communities are finding that by mixing land uses, neighborhoods are more attractive and appealing to residents.
- » Plans and land development policies that provide appropriate use mixing also provide greater flexibility for developers, and avoid unnecessary regulation.

Midland can achieve all these benefits by using a flexible land use framework that allows for appropriate mixing of compatible uses. The land use framework recognizes existing land use patterns while establishing an intensity based approach for developing areas. While this approach may allow for land uses with similar intensity to be integrated, each land use category has unique requirements for the following attributes:

- Types of Allowable Uses
- Intensity, or density
- Compatibility (transitions between uses)
- Form and design

In this section of the plan, each land use category is described in terms of its purpose, form, uses, intensity, and compatibility requirements.

WHAT IS LAND USE INTENSITY?

Land use intensity is the relative level of activity of a land use and the associated traffic flow, paving (impervious coverage) or other external effects (noise, lighting, etc.).

Use: Integration and mixing of uses

One advantage of an intensity based framework is its ability to integrate different land uses. Uses may be integrated in two ways: horizontally and/or vertically. Horizontal integration keeps individual building purposes separate but relates buildings harmoniously to each other. Vertical integration puts more than one use in the same building. In the Tall City Tomorrow framework, most of the city's land is in multiple-use categories, but certain areas, such as industrial, are still kept as single-use areas.

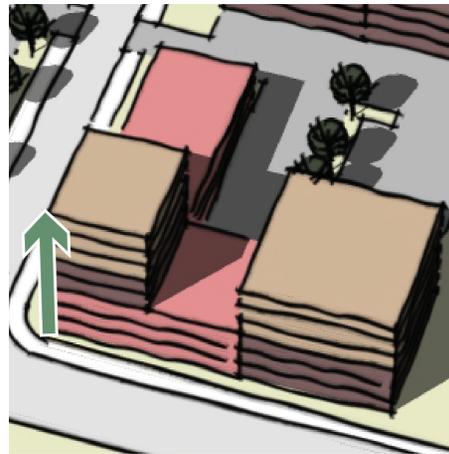
Understanding Mixing of Uses and Transitions

Horizontal Integration



Horizontal integration of uses means that different uses are housed in different buildings but are related to each other.

Vertical Integration



Vertical integration of uses means that different uses are located in the same buildings.

Intensity

The Tall City Tomorrow framework designates how much development occurs in an area and how that development affects its neighbors. This is measured by intensity and/or density of development. In residential areas, intensity is measured by dwelling units per acre. For other uses, like the amount of traffic a project generates or how it affects its neighbors determines intensity. Intensity for non-residential uses can also be measured by a factor called floor area ratio or FAR, calculated by dividing building area by site area.



Defining Dwelling Units Per Acre: If six single-family houses are included on an acre of land the density of the site is 6 units per acre (du/A). The higher the number of units on an acre the more intense the land use.

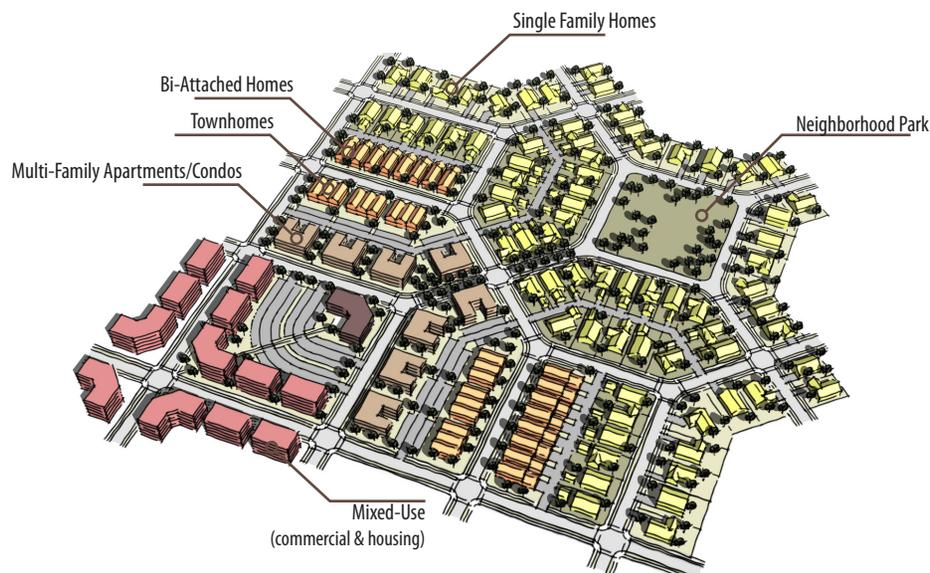
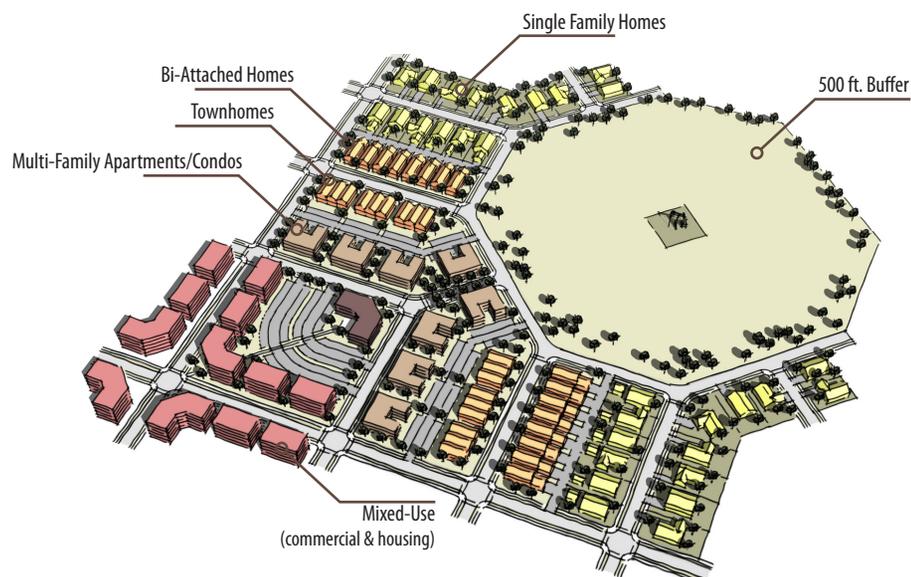
COMPATIBILITY

One of the most important concerns in land use planning is the relationship between different uses and their relative compatibility with each other. In areas where densities are low, compatibility is usually achieved using spacing between buildings and by congregating similar uses together. This simple method is easy to administer and understand; however it can lead to some undesirable conditions such as increased commute times and un-walkable neighborhoods.

Compatibility in multiple-use districts can be attained in a more nuanced way by focusing more on the performance (effects) of various uses and designing land use regulations that allow for more integration of uses. If carefully done, the integration of uses can be achieved so that commute times become shorter, and neighborhoods become more walkable and interesting, all while preserving privacy, security and aesthetics.

The land use categories described in this plan exist on a continuum of intensity, and therefore have a continuum of compatibility methods. As land uses become more intense and uses become more integrated, compatibility methods focus less on spacing and congregating of similar uses, and more on performance-based methods that directly address issues such as noise, traffic, privacy, and aesthetics.

It is important to remember that while the intensity-based concept proposes mixing uses, it does not mean that every land use is appropriate everywhere. Location standards and compatibility requirements for higher impact uses are an important part of the land use system proposed in this plan.



FORM

Form relates to how the developments in the land use categories are laid out, including the street pattern, the type of infrastructure required, how buildings relate to each other (e.g. - are buildings close together or separated?) and the relation of buildings to the street. Form also includes the scale of the buildings - the length, width and number of stories. The degree to which the buildings in an area are similar to each other in terms of these “form” characteristics impacts the perceptions of compatibility, and therefore market value.

CAVEATS TO THE FUTURE LAND USE MAP

The development concept and future land use map are based on population projections, economic trends, environmental analysis, and public input. As explained on page 60, the amount of land that is planned for is much more than the projected need, in order to provide market flexibility, avoid creating a false land shortage, and provide long-term planning. This means that many areas shown in the maps are unlikely to develop in the 20-year time frame.

Three important points about the Development Concept and Future Land Use Map

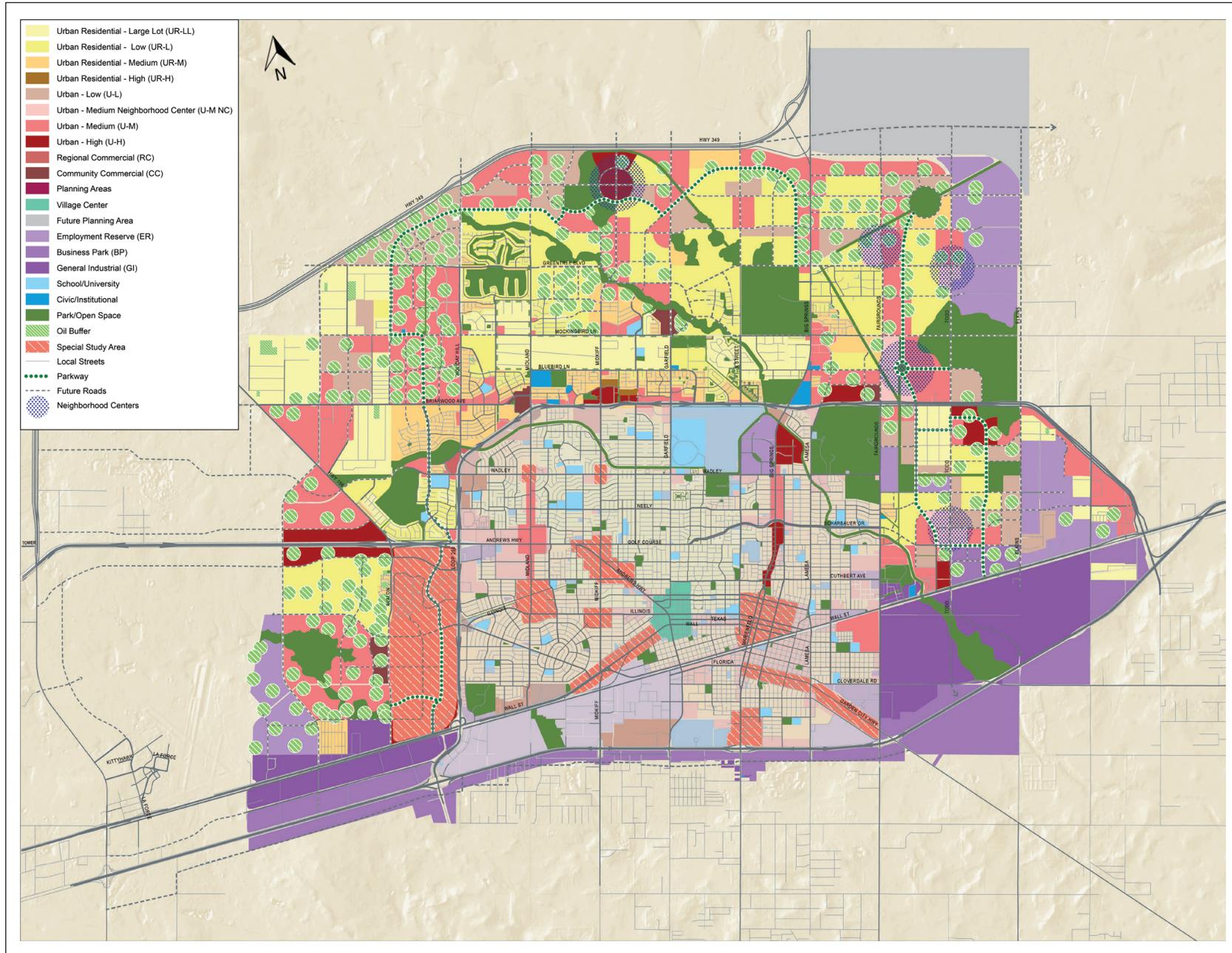
1. PROPERTY OWNERS DECIDE The Future Land Use Map depicts new land uses for privately owned properties. The transition of these properties from their current use to the depicted use is expected to occur slowly over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land.

2. GENERALIZED MAP The Future Land Use Map should be interpreted generally and is not intended to provide the specificity or the rigidity of a zoning map or engineering document. The map should provide guidance for the zoning map and is meant to show:

- » Generalized land use locations and transitions: The boundaries between land uses on the map are “fuzzy” lines and are meant to show approximate areas for transition, rather than rigid boundaries. The exception to this are those areas that preserve playas for stormwater management and recreation.
- » Collector and Arterial Street connections: Critical arterial and collector street connections are specified on this map, though the exact routes will depend on detailed engineering studies. Local streets will be determined as development occurs.

3. BASIS FOR LAND USE DECISIONS The Future Land Use map should provide the basis for decisions of the Planning Commission, the City Council, and private developers. The map is a critical part of the approval process for development proposals and zoning decisions.

Map 3.2: Future Land Use*



*A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.



Tall City Transportation

INTRODUCTION

Transportation is critical to Midland's ability to serve the present and future needs of the city. Mobility and access help form the city, advance public safety, expand the economy, and enhance the quality of life that Midland offers its citizens, businesses, and visitors. For that reason, a comprehensive plan for growth must be built around a transportation framework that accommodates private motor vehicles (cars and heavy transport vehicles), bicycles, pedestrians, and transit. The Tall City Tomorrow Transportation element presents a plan for a future system that supports growth and meets the needs of a wide variety of users.

TRANSPORTATION ISSUES AND OPPORTUNITIES

Growth creates both opportunities and challenges for a community. For Midland, the transportation system has experienced its share of challenges in the last five years. Increasing traffic volumes have created congestion issues at key bottlenecks and additional wear and tear on the streets. At the same time, federal and state dollars to expand the system have not always kept pace with growth. Many communities and states have resigned themselves to the fact that these dollars cannot be relied upon to address future needs.

Since World War II, transportation has focused on the car and truck, but in recent years transportation preferences are undergoing change both locally and nationally. Nationally, the share of trips made on foot or bicycle and by transit is increasing. Communities are finding that their transportation systems must respond to meet these changes in the market, especially since more options benefit the street system as well as residents' physical wellbeing. Midland's transportation opportunities and challenges cross all modes of transportation and must be planned for to ensure stable economic growth and a high quality of life.

Streets & Thoroughfares

Midland's street system is its largest public capital investment and its maintenance and ability to move people and goods is fundamental to the city's quality of life. In the coming years key issues will be:

- » Maintaining and improving connectivity in growing areas of the city. The city's system of arterial, collector, and local streets provide a good network of connected streets within Loop 250. This pattern should be maintained and continued in growth areas and these should connect to those within Loop 250.
- » System maintenance is a challenge for the city, especially a growing city, where dollars for expansion often compete with maintenance dollars. Street maintenance is important throughout the city, but especially in

targeted neighborhoods where reinvestment is being encouraged. A good, quality street tells residents, visitors, and investors that community quality is important to Midland.

- » Multi-modal streets are not a new concept to Midland. Bike routes have already been identified within Loop 250 and should be expanded to new developing areas. High speed arterial streets, like Andrews Highway, may not be appropriate for this system, but the city has a very good system of local and collector streets that are appropriate for bicyclists and pedestrians. The system should also be expanded in developing areas along a parkway system that connects neighborhoods, parks, and schools.
- » Managing access points along collector and arterial corridors improves not only capacity and traffic flow, but also safety while offering more opportunities for landscaping.
- » Connecting land use and street capacity to avoid over, or under, building streets. Understanding the land uses and the traffic volumes that those uses will generate is important to understanding the street design, but it is also important to understanding the pedestrian environment that must be created. Widening streets is an expensive proposition and overbuilding streets can create speed and safety issues. The neighborhood centers identified in the land use plan must connect to a street system that is moving people in vehicles, on two wheels, and on foot.

Bicycle Facilities

Bicycle transportation is not for everyone, but riding a bicycle for short trips can be an efficient option for most people and an important source of freedom for youth and those without cars. Challenges to any bicycle infrastructure include:

- » Continuity; connecting major destinations without interruption
- » Diversity; having facilities appropriate to land use and/or street context
- » Comfort; because most routes depend on streets, having good street connectivity will allow users to pick the level of street they feel most comfortable using

Sidewalks

Sidewalks are the foundation of the city's pedestrian system and serve different roles. These include routes for recreational walking or running, safe route to schools, or trips to destinations from parking or bus stops. There are several issues with the sidewalk system:

- » Coverage can be sporadic and not consistent across the city. Sidewalks are now required in all new developments, and more thought is being given to placement by both the city and developers. However, before this requirement sidewalks were often an afterthought, especially in some commercial developments, where pedestrians are placed in environments that are uncomfortable.





- » Condition, especially in older neighborhoods, can be an issue. Tripping hazards and ADA accessibility are challenges for most communities. Just getting a handle on the location of problem areas can make it difficult to understand the scope and cost of repairs.
- » Funding for maintenance or gap filling is often a challenge. Sidewalks in new developments are often factored into the cost of the development and ultimately the purchase price of a home. In older areas, the cost of maintenance or construction of connecting sections falls either to the homeowners, city, or a combination of the two.
- » Comfort level can be a major factor in how or if a sidewalk is used. Not all sidewalks are equal, and those that place pedestrians close to high speed traffic can leave the pedestrian feeling uncomfortable, and can place children in danger. Separation between traffic and the sidewalk offers a buffer and an opportunity to create a more pleasing environment for both the driver and pedestrian.

Trails

Midland's existing trails and multi-use paths are highly popular and an important resource for both pedestrians and bicyclists. The recently completed Hike and Bike Trails Master Plan has put an additional spotlight on the importance and enjoyment residents find in the trail system. The city's trails can serve basic transportation and recreation needs, but they also present challenges:

- » Continuity is just as important in trails as it is with sidewalks or bicycle facilities. Trails should connect to places, rather than leaving users in dead ends or in areas without comfortable accommodations.
- » Funding for construction and maintenance of trails often competes with scarce parks resources. This is due to the perception that trails are seen as recreational, similar to other park and recreation facilities, rather than a component of the transportation system. In recent years the public health and transportation connections have broadened resources to a small degree.
- » User conflicts can often arise from the variety of users, including walkers (with and without their dog(s)), bicyclists, in-line skaters, and skateboarders. These users all operate at different speeds and can lack consideration of other users. On more heavily-used trails in Midland, signage explaining the "rules of the road" or even separation may be necessary.



Transit

Unlike many cities, Midland does not have a long history of public transportation. The city grew after the heyday of streetcars, and instead grew up in the post-World War II era of the solo car. This has created a culture not familiar with public transportation and a development pattern that is difficult to serve. This creates specific challenges:

- » Coverage is the challenge in every system. All users would like the transit system to stop on their block (or in front of their house) and take them directly to their destination. However, no system can afford to function in this way. Many parts of the city lack the concentration of population necessary to support transit. However, some areas have potential and new neighborhood centers should be connected to the downtown, schools, and other important destinations.
- » The first and last mile is often how transit planners refer to the pedestrian and/or bicycle connections between the final origin/destination and the location of bus stops. As outlined above, the challenge is to make these connections comfortable and safe.
- » Pedestrian safety builds on the need to make sure sidewalks and bicycle systems are safe and comfortable. In addition to good, connected sidewalks, pedestrians need to feel safe crossing the street to reach their transit stop and their destinations. The crossing of multiple lanes of traffic can be difficult for seniors and the handicapped, making transit more difficult to use.
- » Service hours can be difficult to extend in a community with limited funding, a small fleet, and low rider density. Limited hours can limit the use of the system by those in most need of it – the service workers employed in a wide variety of business across the community.

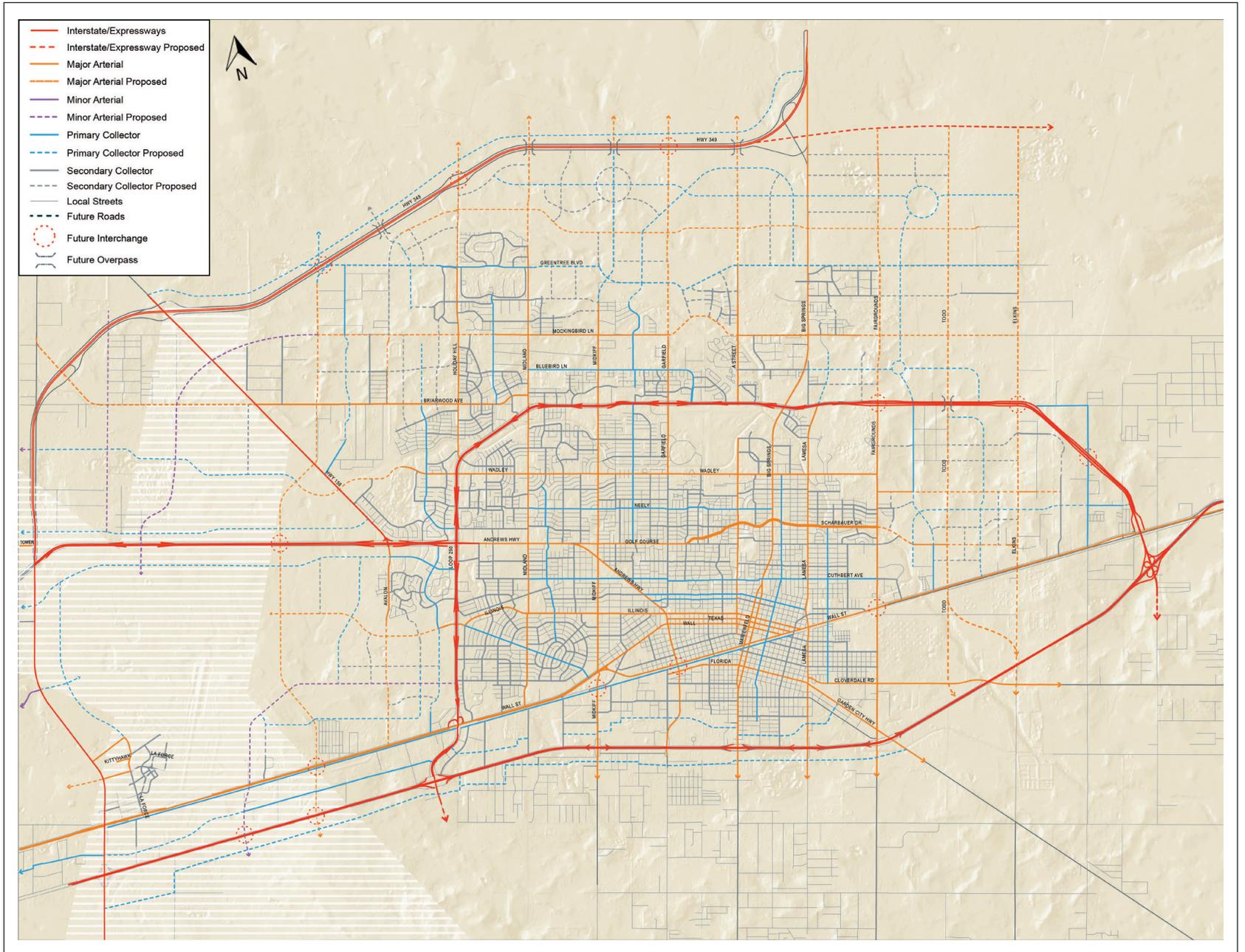
Air Service

The Midland International Air & Space Port is located half way between Midland and Odessa. It is the closest airport to Big Bend National Park and many counties in West Texas, making it a regional destination. Originally a World War II air school location, thousands of bombardier pilots were trained in the area. Currently, the runways are home to one of only two commercial spaceports in Texas. With the presence of XCOR and Orbital Outfitters, the new Spaceport Business Park will create a location for additional space related business on the property.

The Midland International Air & Space Port is a significant asset for the city, and has experienced tremendous growth over the past several years in the surrounding land. Much of that has been oil and gas development, but also industrial, commercial and some retail uses have located near the airport. The airport will continue to be an important transportation and economic resource. Maintaining and, if necessary, expanding transportation access to the airport, along with implementation of land use regulations related to the airport, will be essential to supporting this resource. Additional information related to the Airport Master Plan, the Spaceport Business Park, and the other uses near the airport are found in those site specific documents.



Map 5.1: Transportation



Tall City Implementation

INTRODUCTION

Any plan is only as good as the follow-through and implementation of its policies and initiatives. To implement the land use and community vision the Tall City Tomorrow Plan identifies detailed goals, initiatives, policies and action items for a series of plan elements. These elements include:

- Tall City Tomorrow Housing & Neighborhoods
- Tall City Tomorrow Transportation
- Tall City Tomorrow Character
- Tall City Central District
- Tall City Tomorrow Infrastructure
- Tall City Tomorrow Quality of Life

The following section summarizes the recommendations outlined in each of these plan elements with additional information about making these visions a reality.

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 outdated 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
Tall City Tomorrow Housing					
1. Expand housing diversity by type and cost					
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
2. Revitalize and stabilize older neighborhoods.					
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
3. Encourage infill development.					
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
4. Encourage Downtown's evolution as a neighborhood with housing					
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
5. Preserve and enhance special needs housing					
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
Tall City Tomorrow Transportation: Thoroughfare System					
1. Coordinate thoroughfare and land use plans					
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
2. Establish street connectivity standards					
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
3. Create multi-modal corridors					
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
4. Establish new street standards					
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
Tall City Tomorrow Transportation: Expressways					
1. Expand and improve the expressways system as needed					
Evaluate the need and promote the development of strategic corridors	Action	Short	Engineering Services	Planning Staff, PBMPPO	NA
Continue to update the existing expressways	Capital	On-going	Engineering Services	Planning Staff, City Council, PBMPPO	TxDOT; Bonds; 4 B Tax
Tall City Tomorrow Transportation: Arterials					
1. Acquire ROW for expansion of the arterial system into growth areas					
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
2. Prioritize construction spending					
Develop and routinely evaluate and update an arterial roadway capital improvement plan	Action Policy	On-going	Engineering Services	Planning Staff, City Administration	NA
3. Identify and dedicate funding sources					
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
4. Develop and update design criteria					
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
Tall City Tomorrow Transportation: Collectors					
1. Dedicate right-of-way ahead of development					
Acquire right-of-way for primary collector streets ahead of development	Capital	Short	Engineering Services	City Administration, City Council	General Funds; Benefit Fees; Bonds
2. Provide better distinction between primary and secondary collectors					
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
3. Develop and update design criteria					
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
4. Designate a parkway route in developing areas					
Develop a parkway that connects major destinations	Capital	Long	Planning Staff	Engineering Services	General Funds; Benefit Fees; Bonds; 4B Tax
Tall City Tomorrow Transportation: Local Streets					
1. Review and update design criteria					
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
Tall City Tomorrow Transportation: Bike & Pedestrian System					
1. Improve and expand the existing trail network					
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
2. Expand the existing bike system					
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
3. Develop a pedestrian system plan					
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
Tall City Tomorrow Transportation: Transit System					
1. Ensure that future projects are transit friendly					
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
2. Connect transit to other modes of travel					
Connect the hike and bike system with the transit system	Capital	Long	Parks & Recreation, Engineering Services	EZ Rider; Planning Commission	TxDOT; Bonds; Trails grants
Tall City Tomorrow Character					
1. Improve landscaping regulations					
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

Implementation					
Initiatives & Action Items	Type	Timing	Leadership	Partners	Potential Funding Source
2. Upgrade site design standards					
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
3. Enhance new residential development areas					
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
4. Improve community appearance					
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
Tall City Tomorrow Infrastructure: Stormwater					
1. Implement existing studies/improvements					
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
2. Coordinate existing ordinances and documents with the land use plan and current regulations					
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
3. Improve the draw system					
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	
Tall City Tomorrow Infrastructure: Water & Sewer						
1. Conduct master planning effort for water and sewer						
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	
2. Balance aesthetics and economic development with water consumption						
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	
3. Fund water and sewer infrastructure to leverage development and redevelopment						
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	
Tall City Tomorrow Infrastructure: Solid Waste						
1. Improve efficiencies in solid waste collection and disposal						
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	
Tall City Tomorrow Infrastructure: Fire, Police, and Emergency Services						
1. Provide exceptional facilities and services						
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	
2. Encourage site and development design that creates safer environments						
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	
3. Maximize fire safety through site design						
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	
Tall City Tomorrow Infrastructure: Other Municipal Facilities						
1. Build/renovate facilities such that Midland citizens are proud of them						
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	
Tall City Tomorrow Central District Plan						
1. Complete the Centennial Plaza Core Site						
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	
2. Increase the city center's resident population						
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	CBDG 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
3. Develop destinations for innovative and creative retailing					
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
4. Establish a business innovation corridor that links the Core with the south side of the tracks					
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
5. Integrate parks into green midtown network					
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
5. Integrate parks into green midtown network: Link parks, schools, museums, and historic sites into a connected network of “parkway streets”					
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
6. Use alternative transportation to reinforce the corridor’s linkage to the Core and Village Subdistricts					
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
7. Recast the Medical Center/Village Subdistrict as a walkable, mixed use activity and employment center					
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
Tall City Quality of Life					
1. Update the city’s existing Parks, Recreation, and Open Space Master Plan as required					
Implement existing and future parks, recreation, and open space master plans	Action	On-going	Parks & Recreation	City Council	Bonds
2. Add park land to the city’s system to ensure the same level of service as the city’s population grows					
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
3. Plan for enhancements to existing parks					
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
4. Use trails and the draws to connect the city's existing and future parks through a linear recreation system					
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
5. Identify and implement new programs and policies for funding park expansion					
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
6. Preserve or enhance natural habitat and open spaces					
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
7. Implement land use regulations that support the development of mixed-use developments					
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
8. Connect the city's museums and cultural destinations					
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
9. Work with local organizations to develop a cultural heritage plan					
Identify ways that the city can assist in implementation of cultural heritage plan	Action	Short	Local cultural organizations	City Administration; City Council	NA