

A1 | IMPLEMENTATION

Short-term Implementation Action Item

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

#	Implementation Strategy	Primary Plan Strategy	Supportive of Additional Plan Strategies	Implementation Category	Timing	City Council Strategic Focus Areas	Intervention Level	Public Sector Cost
Capital Investments								
2.01	Acquire right-of-way for roadway connections identified in the updated Master Thoroughfare Plan.	T	LU, I	C	4	SI		\$\$\$
2.12	Prioritize resources to meet the transportation needs of a diverse and growing population.	T		C	2	FS,QD,SI		\$
3.04	Create TIF & PID districts to fund infrastructure in designated special growth areas, including the Medical District, Campus District and Town Center.	I	LU, ED	C	2	FS,QD,SI		\$\$
3.10	Include public art in funding of all infrastructure programs.	I	CCD	C	2	QD,SI		\$\$\$
3.11	Prepare a new Capital Improvements Program for capital projects in the next five years that implement this plan and catalyzes desired growth.	I	LU, T, PF	C	1	FS,SI		\$\$\$\$
4.07	Create a quality working environment through the beautification of major transportation corridors and the provision of trails, open lands, and alternative transportation choices to all business areas.	ED		C	2	HS,QD,SI		\$\$\$\$
5.01	Acquire and improve properties needed to complete networks of trails and open space within a short distance of all neighborhoods.	OS&R	LU, I, T	C	4	H,SQD,SI		\$\$\$
5.04	Designate and implement bike and walking trails; communicate these trails with maps, markers, etc	OS&R	I, T	C	2	HS,SI		\$\$\$\$
5.05	Develop a gateway park proposal to create a sense of arrival into the city.	OS&R		C	2	QD		\$\$\$\$
5.09	In partnership with property owners, enhance open spaces and activities in and near the Town Square.	OS&R		C	2	CE		\$\$\$
5.10	Include priority lands for acquisition as part of the City's Capital Improvements Program.	OS&R	LU	C	2	SI		\$\$\$
5.13	Seek partnerships with non-profit organizations to identify and preserve a community-wide network of conservation lands.	OS&R	LU	C	2	CE,HS,SI		\$\$\$

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6.03	Consider a design competition to design public art for gateways and landmarks.	CCD	HP	C	2	CE,QD		\$\$
6.04	Create notable gateways into Lancaster at I-35 and Pleasant Run.	CCD	I	C	3	QD,SI		\$\$
6.05	Develop distinctive landmark(s) to showcase UNT-D and CVC along I-20.	CCD		C	3	QD		\$\$
6.11	Use public investments to strengthen the image and appeal of the Town Center.	CCD	All	C	4	FS,QD		\$\$\$\$
7.09	In partnership with property owners, enhance open spaces and activities in and near the Town Square.	HP	OS&R, LU, CCD	C	2	QD		\$\$\$
8.08	Use City investments, such as a new City Hall, to draw more people to the Town Square.	PF	HP, I, CCD	C	3	FS,QD		\$\$\$\$
Education and Engagement								
1.01	Communicate with the development community, property owners and other stakeholders about the new opportunities resulting from this Comprehensive Plan's development policies.	LU	ED	E	1	QD		\$
1.12	Working with neighborhood leaders, develop programs, infrastructure priorities, regulatory changes and code compliance strategies to keep existing neighborhoods desirable.	LU	I, PF	E	2	CE,SI		\$
3.03	Continue to educate and provide educational resources to the public on conservation strategies and the importance of water conservation.	I		E	4	CE		\$
4.02	Carry out a public education program to inform the community about the differences in truck-related, logistics, distribution and other uses.	ED		E	4	QD		\$
4.06	Create a partnership with LISD, CVC & UNT-D to provide training and skills programs in Lancaster that train Lancaster residents for jobs needed by Lancaster businesses.	ED		E	2	HS		\$
4.17	Provide internships at Lancaster's logistics companies for students in the STEM programs at local high schools, colleges and universities.	ED		E	2	HS		\$
5.03	Create a more user friendly interactive map of all facilities and trails within the city.	OS&R		E	2	HS		\$
6.09	Provide information and education that make realtors and lenders aware of Lancaster's character, strengths and amenities.	CCD	HP	E	1	HS		\$
7.05	Develop educational and marketing initiatives so more Lancaster residents are aware of Lancaster's historic, cultural and natural assets.	HP		E	4	CE		\$
7.08	Expand marketing of Lancaster's historic, cultural and natural assets.	HP	ED	E	2	HS		\$
7.10	Use a 'common-sense' approach to implementation by providing information and assistance to the property and business owners in the historic district.	HP		E	1	QD		\$
9.04	Educate staff about the policy direction and use of the Comprehensive Plan, particularly those on the 'front line' working with customers.	All		E	1	CW,QD		\$
Financial Incentives								
2.04	Consider becoming a member of DART to provide direct connections between Lancaster and DART bus and rail routes, enhancing connectivity to the rest of the Dallas/Fort Worth region.	T		F	2	SI		\$

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4.05	Continue to partner with the Chamber to hold meetings with employers in targeted industries, to understand what they need to locate, remain or expand in Lancaster.	ED		F	4	QD		\$
4.08	Depending on results of market analysis, establish marketing and incentives programs for hotels.	ED		F	3	QD		\$\$
4.09	Develop a targeted marketing and recruitment strategy for aviation-related businesses.	ED		F	2	QD		\$
4.11	Develop collaborations to fill gaps in the capital market that fund business start-ups, retention and expansions.	ED		F	2	QD		\$\$
4.14	Evaluate the City's Economic Development Strategy and update it to effectively implement this plan. Include particular focus on medical, logistics, entertainment, aviation and information technology sectors.	ED		F	1	FS,QD		\$
4.15	Partner with the Chamber to develop or enhance initiatives to support entrepreneurs and small businesses in Lancaster.	ED		F	4	QD		\$
6.01	Adopt design incentives for key districts identified in the Comprehensive Plan.	CCD	LU	F	1	QD		\$\$
7.03	Create incentives for restoration and rehabilitation of historic structures.	HP	CCD	F	1	QD		\$\$
7.04	Create special outreach and incentives to encourage development of vacant lots where previous structures were destroyed by tornadoes.	HP	LU	F	2	QD		\$\$
Guidelines								
3.07	Encourage new development to occur within areas that are already served by necessary infrastructure, or where utility extensions can be realistically provided.	I		G	4	FS,QD,SI		\$
3.08	Encourage private/franchise utilities (e.g., telephone, gas, electricity, cable TV, etc.) to provide service to newly developing areas as quickly and efficiently as possible, and to place utility lines underground and within shared conduits, wherever possible.	I		G	4	QD,SI		\$
4.16	Promote higher-density, mixed use development in order to create vibrant live-work-play activity centers in targeted areas as depicted on the Future Land Use Plan.	ED		G	2	HS,QD		\$
6.06	Establish design guidelines or regulations for development and adaptive reuse along I-35.	CCD	LU	G	2	QD		\$\$
6.07	Establish design guidelines or regulations for development in Community Research Center, Logistics/Distribution and Aviation Place Types.	CCD	ED, LU	G	2	QD		\$\$
6.08	Establish design standards or guidelines for public infrastructure and private development so development will be consistent within areas planned for Rural Living.	CCD	LU, I	G	2	FS,QD,SI		\$\$
Programs and Partnerships								
1.08	Increase staffing levels to support plan implementation projects.	LU	All	P	1	FS,CW		\$
3.02	Continue coordinating with TRA to communicate projected increases in the City's wastewater production.	I		P	4	SI		\$
4.10	Develop and strengthen the relationship between the Lancaster Economic Development Corporation and the Chamber of Commerce	ED		P	4	QD		\$

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4.12	Encourage a full-service array of retail and service opportunities, thus limiting the necessity by residents and employees to leave the community to purchase goods and services.	ED		P	3	HS,QD		\$
5.11	Reevaluate potential funding sources and partnerships to help implement the new master plans.	OS&R		P	2	FS		\$
7.02	Create a downtown business owners' association, BID or other similar organization to take the lead on Town Square events, activities, marketing and other enhancements.	HP	ED, OS&R	P	1	CE		\$
7.06	Establish a partnership including the City, the Chamber, the downtown business owners' association and others to implement technology improvements to the Town Center area.	HP	ED	P	2	CE		\$
8.01	Evaluate and fill gaps in the services and amenities desired by seniors, from active seniors to those in care facilities.	PF	OS&R	P	2	HS		\$\$
8.02	Evaluate current synergies and partnerships between various departments and facilities and identify othe areas where partnerships could be developed, such as a joint performance center shared between the city and the Lancaster Independent School District.	PF		P	2	FS		\$
8.05	Partner with LISD, neighborhood organizations and others to develop or expand healthy living programs and identify specific initiatives for Medical District leadership.	PF	OS&R	P	2	CE,HS		\$
Regulations								
1.03	Consider proactive, City-initiated rezonings for areas where such rezoning will remove an important barrier to development or revitalization.	LU	ED	R	2	QD		\$\$
1.04	Consider these specific areas for potential rezoning to support plan implementation. Areas identified to date include: Waters & Criswell and areas within Campus / Logistics that are zoned residential.	LU		R	2	QD		\$\$
1.05	Establish buffer requirements to minimize safety, visual and noise impacts of potential High Speed Rail.	LU	T, CCD	R	3	QD,SI		\$\$
1.06	Evaluate the City's Comprehensive Zoning Ordinance districts, procedures and application. Update these to effectively implement this plan -- specifically focusing on regulations that permit the place types as described in this chapter to be created.	LU	All	R	1	QD		\$\$
1.07	Evaluate the City's Subdivision Ordinance and update the ordinance to effectively implement this plan as current standards and regulations may not be geared towards a dense, urban mixed use pattern as identified in several place type scenarios.	LU	All	R	1	QD,SI		\$\$
1.09	Review regulations and procedures and revise as necessary to streamline mixed use area development.	LU	CCD, HP	R	1	QD,SI		\$\$
1.10	Review zoning and other development regulations to streamline development of the full range of housing for seniors.	LU		R	2	QD		\$\$
1.11	Update the City's annexation plan to encourage annexation in areas expecting near-term development.	LU	I	R	2	FS,QD,SI		\$\$
2.05	Consider revising codes and ordinances to reflect the five types of street contexts that were developed in the comprehensive plan to provide more uniform standards for road construction and expansion in Lancaster.	T	I, CCD	R	1	QD,SI		\$\$

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2.06	Consider revising codes and ordinances to require a greater number of road connections both within new subdivisions and between new subdivisions and surrounding areas to enhance connectivity, reduce congestion, and provide greater trip route flexibility.	T		R	2	HS,QD,SI		\$\$
2.11	"Prepare for the development of a downtown commuter rail stop by rezoning the area around the station to promote greater residential density within ¼ mile of the station and providing transit related development and services.	T		R	3	QD,SI		\$\$
2.15	Update the Master Thoroughfare plan to reflect changes in the Comprehensive Plan.	T	CCD, I	R	1	SI		\$
3.01	Address future water and sewer demands within areas not already served, and revise utility plans and construction priorities to support the preferred growth scenario and avoid investment in areas not planned for urban uses.	I	LU	R	1	FS,SI		\$\$
3.12	Review construction standards and update to take advantage of modern 'green infrastructure' designs, such as rain gardens, bioswales, and native plantings.	I	T, CCD	R	2	FS,HS,QD,SI		\$\$
5.07	Develop a set of design standards and branding to be applied to site furniture, signage, amenities and streetscaping throughout the city.	OS&R		R	2	QD,SI		\$\$
5.15	Update the City's Parks and Trails plans so they effectively implement this comprehensive plan.	OS&R		R	1	HS,SI		\$\$
7.01	Adopt Historic Area guidelines as regulations.	HP	LU, CCD	R	1	QD		\$\$
7.07	Evaluate the policies and procedures governing the existing Historic Preservation Overlay (HPO) sub-areas and the Downtown District and sub-district design guidelines. Consider changes to these policies, regulations and guidelines consistent with the Plan's Place Types, so the process for investment in these areas is clearer and streamlined.	HP	LU, CCD	R	1	QD		\$\$
Studies								
1.02	Conduct a detailed land use and design study for the areas along the potential Loop 9 right-of-way and implement this study through rezoning and other changes to the City's development regulations.	LU	T, CCD, OS&R	S	2	QD,SI		\$\$
2.02	Complete roadway design studies to support funding and construction of transportation facilities identified in this plan.	T	I	S	2	SI		\$\$
2.03	Conduct a study to determine preferred freight traffic routes within Lancaster and use capital projects, incentives or regulations to shift traffic to those routes.	T	ED	S	3	SI		\$\$
2.07	Considering developing a plan to connect East/West arterials in the city that are not currently continuous through the city. Areas identified to date include Wintergreen/Telephone Road and Bear Creek Road.	T		S	2	SI		\$
2.09	Evaluate potential locations for commuter rail routes and station locations that benefit Lancaster residents and businesses.	T	LU	S	2	SI		\$
2.10	Participate in the North Central Texas region's processes for evaluating and designing commuter rail and high-speed rail service so these plans can provide the greatest benefit for Lancaster residents and businesses.	T	ED, I	S	1	SI		\$
2.13	Study the feasibility of a shuttle, bus or other public transportation service within Lancaster, particularly for destinations in key locations (Town Center, Medical District, Campus District).	T	ED, I	S	3	SI		\$

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2.14	Update the 2006 Streetscape Plan and 2006 Trails Plan to reflect recommendations in the Comprehensive Plan, including an emphasis on bike and pedestrian infrastructure expansion in the city.	T		S	1	SI		\$\$
3.05	Develop a comprehensive drainage plan and consider funding strategies, such as a stormwater utility or stormwater fees, to provide sufficient resources to implement the plan.	I	ED	S	2	FS,QD,SI		\$\$
3.09	Identify flooding problem areas and propose methods for mitigating these problems.	I		S	2	HS,QD,SI		\$\$
4.03	Conduct a market analysis and feasibility study for hotels in Lancaster -- along I-35 or I-20, in Campus District, and in/near Town Center.	ED		S	1	QD		\$
4.04	Conduct a study of Lancaster's existing housing supply (type and size of units and lots, price range, etc.) and use this to track efforts to expand and diversify Lancaster's housing stock to provide a broad range of housing alternatives to employees, employers and residents transitioning to various lifestyle stages.	ED	LU	S	4	HS,QD		\$
5.02	Create a more realistic implementation schedule for the new Parks, Recreation and Open Space Master Plan and Trails Masterplan Plans so they effectively implement this comprehensive plan.	OS&R		S	1	FS,SI		\$
5.06	Develop a phasing strategy for park expansion and constructions.	OS&R		S	2	FS		\$
5.08	Explore the potential for Lancaster as a biking destination.	OS&R		S	2	HS		\$
5.12	Revise the recommended locations of various neighborhood parks and schools.	OS&R		S	2	QD		\$
5.14	Update demographic projections and community preferences.	OS&R		S	2	QD		\$
6.02	Conduct a branding study for Lancaster and implement its results.	CCD	HP	S	2	HS		\$
6.10	Update the Streetscape Master Plan of 2006.	CCD		S	1	SI		\$\$
8.03	Evaluate the types of service the city currently provides and the services the city would like to provide, identifying gaps between current services and preferred services, and create strategies to bring them into alignment.	PF		S	1	FS,HS,CW		\$
8.04	Look at service-area type facilities and review service efficiencies and coverage areas to identify what facility improvements will be needed as Lancaster grows. Areas of concern that have been identified include fire coverage in the LanPort area as development continues on the eastern side of the city.	PF		S	1	FS,HS,SI		\$\$
8.06	Undertake a comprehensive facilities analysis to assess the city's current facilities and the facilities alignment with the goals of the comprehensive plan.	PF		S	2	FS,SI		\$\$
8.07	Undertake a staffing analysis in conjunction with the facilities analysis to ensure staffing levels are adequate and appropriate to support a high level of service to residents and businesses.	PF		S	2	FS,CW		\$
Tracking								
2.08	Determine the annual costs to maintain streets at desired standards, and consider creation of a life-cycle cost fund to provide resources for repair and restoration.	T	I, CCD	T	2	FS,SI		\$



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3.06	Develop a set of capital recovery tables/schedules that will ensure the above listed utility services are fiscally maintained for all customers.	I		T	2	FS,SI		\$
4.01	Benchmark Lancaster's economic success on a periodic basis (e.g., annually) using a range of market and economic variables that could be compared to other cities of similar size (either locally or regionally).	ED		T	2	QD		\$
4.13	Establish a fiscal impact analysis process for new development and redevelopment, so decision-makers can consider the costs and benefits to the City and the community when they make decisions on proposed projects.	ED	LU	T	1	FS		\$\$
9.01	Communicate to Lancaster residents, business and property owners, and other stakeholders about Lancaster's progress in plan implementation.	All		T	1	CE		\$
9.02	Conduct an annual review of progress in implementing the Comprehensive Plan, reporting on progress and comparing results to targets and to other similar communities.	All		T	1	CE		\$
9.03	Develop a Comprehensive Plan checklist for use in evaluating development proposals, zoning applications and infrastructure projects for consistency with the Plan's principles and direction.	All		T	1	QD		\$
9.05	Engage the community in periodic (quarterly or annual) review of action on top Comprehensive Plan implementation priorities.	All		T	2	CE		\$

Chart Abbreviation Key (see Ch. 11 for greater detail)

Plan Strategies	Implementation Category	Strategic Focus Areas
LU - Land Use T - Transportation I - Infrastructure ED - Economic Development OS&R - Open Space, & Recreation CCD - Community Character and Design HP - Historic preservation PF - Public Facilities	C - Capital Investment E - Education and Investment F - Financial Incentives G - Guidelines P - Programs and Partnerships R - Regulations S - Studies T - Tracking	FS - Financially Sound CE - Civic Engagement HV - Healthy, Safe & Vibrant Communities CW - Professional & Committee City Workforce QD - Quality Development SI - Sound Infrastructure

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