



FORT WORTH



2008 COMPREHENSIVE PLAN



To the citizens of Fort Worth:

On behalf of the City Council and the City Plan Commission, we are pleased to release the 2008 Comprehensive Plan as adopted by the City Council on February 19, 2008.

The Comprehensive Plan is the City's official guide for making decisions about growth and development. It sets forth the City's vision for the future and describes the basic policies, programs, and projects by which we seek to realize that vision. The Comprehensive Plan thus helps the City in fulfilling its mission of focusing on the future and working together to build strong neighborhoods, develop a sound economy, and provide a clean, safe community.

This annual update of the plan is the product of a rigorous planning process involving many community meetings, extensive research by various City departments, and numerous work sessions by the City Council and the City Plan Commission. Throughout this process, our goal has been to produce a practical document that will be concise, readable, accessible, usable, and easy to update.

If you have any questions about the City's planning process, please call our Planning and Development Department at (817) 392-8000.

Sincerely,

Mike Moncrief
Mayor

Dennis Shingleton
Chair, City Plan Commission

ORDINANCE NO. 17990-02-2008

AN ORDINANCE ADOPTING THE CITY OF FORT WORTH 2008 COMPREHENSIVE PLAN; ANALYZING POPULATION, ECONOMIC AND FINANCIAL TRENDS; DESCRIBING MUNICIPAL SERVICES AND FACILITIES; DESCRIBING ECONOMIC AND TECHNOLOGICAL ISSUES AFFECTING DEVELOPMENT; DESCRIBING IMPLEMENTATION TOOLS; DIVIDING THE CITY INTO 16 PLANNING SECTORS; PROVIDING MAPS DESCRIBING PROPOSED FUTURE LAND USES AND RECOMMENDED LAND USE POLICIES FOR EACH SECTOR; ESTABLISHING GOALS AND RECOMMENDED POLICIES; PROVIDING THAT THIS ORDINANCE SHALL BE CUMULATIVE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE

WHEREAS the City Council approved Ordinance No. 17413 adopting the Fort Worth 2007 Comprehensive Plan on February 20, 2007; and

WHEREAS the 2007 Comprehensive Plan is the City of Fort Worth's general guide for making decisions about growth and development; and

WHEREAS the 2007 Comprehensive Plan includes, without limitation, provisions on land use, housing, parks and community services, libraries, human services, neighborhood capacity building, economic development, transportation, education, historic preservation, urban design, arts and culture, police services, fire and emergency services, environmental quality, public health and municipal facilities; and

WHEREAS it is the City Council's intent to update the Comprehensive Plan annually; and

WHEREAS after conducting work sessions with the Zoning Commission on August 8, 2007, and the City Plan Commission on August 22, 2007, and briefing the City Council on August 28, 2007, the Planning Department issued a public review draft of the 2008 Comprehensive Plan; and

WHEREAS the Planning Department conducted a series of 30 community meetings to receive comments on the 2008 Comprehensive Plan; and

WHEREAS on January 23, 2008, the City Plan Commission conducted a public hearing on the 2008 Comprehensive Plan and recommended that the City Council approve the plan; and

WHEREAS the City Council conducted a public hearing on the 2008 Comprehensive Plan on February 5, 2008, at which the public was given the opportunity to give testimony and present written evidence;

WHEREAS the 2008 Comprehensive Plan is attached hereto as Exhibit A; and

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FORT WORTH:

SECTION 1.

The 2008 Comprehensive Plan of the City of Fort Worth is adopted as set out in Exhibit A attached and incorporated as if contained herein, specifically including existing plans and studies described in Appendix A to the Plan which are incorporated by reference.

SECTION 2.

The City of Fort Worth 2008 Comprehensive Plan supersedes and replaces the 2007 Comprehensive Plan.

SECTION 3.

This ordinance shall be cumulative of all provisions of ordinances and of the Code of the City of Fort Worth, Texas (1986), as amended, except where the provisions of this ordinance are in direct conflict with the provisions of such ordinances and such Code, in which event conflicting provisions of such ordinances and such Code are hereby repealed.

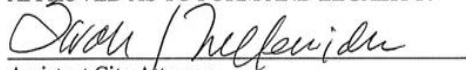
SECTION 4.

It is hereby declared to be the intention of the City Council that the sections, paragraphs, sentences, clauses and phrases of this ordinance are severable, and, if any phrase, clause, sentence, paragraph or section of this ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional phrase, clause, sentence, paragraph or section.

SECTION 5.

This ordinance shall take effect upon adoption.

APPROVED AS TO FORM AND LEGALITY:


Assistant City Attorney

ADOPTED AND EFFECTIVE: February 19, 2008

2008 Comprehensive Plan
for the
City of Fort Worth, Texas

Prepared for the
Fort Worth City Council
and the
Fort Worth City Plan Commission

By the
Planning and Development Department

February 19, 2008

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Cultural District Development Initiatives, Inc.
Dallas-Fort Worth International Airport
Downtown Fort Worth, Inc.
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Fort Worth Convention and Visitors Bureau
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GLOSSARY

SUMMARY

The Comprehensive Plan is the City of Fort Worth's official guide for making decisions about growth and development. The Plan is a summary of the recommended policies, strategies, programs, and projects that will enable the City to achieve its mission of *focusing on the future, working together to build strong neighborhoods, develop a sound economy, and provide a safe community.*

The Texas Local Government Code establishes the legal basis for the comprehensive plan. The Code states that a municipality may adopt a comprehensive plan for long-range development. If a city adopts a comprehensive plan, it must be used as the basis of subsequent zoning amendments. The comprehensive plan is described as a plan for the orderly growth and development of the city and its environs. The plan should "facilitate the movement of people and goods, and the health, safety, and general welfare for the citizens of the city."

According to the most recent U.S. Census Bureau data, Fort Worth has been the fastest growing large city of more than 500,000 population in the nation since April 1, 2000. Fort Worth's total population increased from 447,619 in 1990 to 534,694 in 2000, an annual average growth rate of approximately 2 percent. Since the 2000 Census, the population has increased at a faster rate than it did during the 1990s. The population of Fort Worth as of January 1, 2007, is estimated to be 686,850 persons. From 2000 to 2007, Fort Worth's total population increased by 89,373 persons. This represents an average annual increase of about 22,000 persons since the 2000 Census, a growth rate of approximately 4 percent per year. Population growth has been greatest in the Far North, Far Northwest, Eastside, Far South, and Far Southwest sectors. By 2030, Fort Worth's population is projected to approach one million.

Once dependent on agriculture, oil, and defense, Fort Worth is developing into a major center for industry, technology, distribution, and transportation. All sectors of the economy are expected to continue to add jobs, with services capturing over 30 percent of the jobs by 2030. Employment in Fort Worth grew at a rate of 3.4 percent per year between 1990 and 2006. This job growth is expected to continue at approximately 1.5 percent annually through 2030. Fort Worth will likely reach a total employment of approximately 680,000 by 2030.

CREATING A COMMON VISION

The vision statement for the Comprehensive Plan was shaped by citizens' comments and expressed values, and more sharply focused by the Mayor and City Council. The vision and values defined within the Comprehensive Plan represent the creative efforts of the community to lay a successful foundation for the future of Fort Worth. The vision of Fort Worth reads as follows:

"By the year 2020, Fort Worth will be commonly recognized as the most livable city in Texas. Residents will be able to enjoy Fort Worth's friendly atmosphere and the opportunities that are associated with a growing economy and diverse community. Fort Worth's public schools will produce well-rounded citizens and a skilled

workforce to fill high-paying jobs in local businesses. Fort Worth's environmental quality will also be superior, meeting the highest national standards."

During the 2000 Comprehensive Plan sector workshops held throughout Fort Worth in 1998, several values were identified that refine the City's vision. These values are preserved as part of the 2007 Plan: *Preservation of western heritage, a friendly small town atmosphere, quality and ethnic diversity of cultural life, the arts, neighborhood vitality, preservation of historic buildings and districts, efficiency and equity in delivery of quality public services, educational and economic opportunity, aviation history and technology, can-do attitude, promotion of free enterprise, protection of property rights, mobility, children and youth, conservation of natural resources, and inclusiveness and cooperation: "The Fort Worth Way."*

In developing the Plan to reflect these common values and to help the City realize its vision, five major themes emerged: promoting economic growth, meeting the needs of an expanding population, revitalizing the central city, developing multiple growth centers, and celebrating the Trinity River. These five themes, which influence various elements of the Plan, can guide the City in its decisions about the future.

PROMOTING ECONOMIC GROWTH

Economic growth and diversification are dependent on the overall economic health of the community. The City has developed several policies and strategies to assist in fostering economic growth. Examples include the following:

Policy

- Strengthen the effectiveness of economic development incentives by including appropriate capital improvement funding in an overall incentive package that encourages central city redevelopment (p. 89).

Strategies

- Establish potential incentives to promote development of vacant land and redevelopment or reuse of deteriorated properties within designated commercial districts (p. 90).
- Encourage the utilization of federal brownfields programs to assist in central city revitalization (p. 90).
- Continue the close partnership between the City and the local chambers of commerce in marketing Fort Worth to business prospects (p. 89).

Nearly \$6 billion in public and private funds have been invested in infrastructure and development in the 17,000-acre Alliance Airport and Alliance Corridor industrial area. Alliance is the first industrial airport in this region, and is a concept that has proven effective for economic development elsewhere. More than 24,000 jobs have been created within the Alliance Corridor.

The Evans & Rosedale Business and Cultural District, an urban village, is being

developed in Near Southeast Fort Worth as a heritage center that celebrates the area's African-American history. The conceptual plan includes a major commercial anchor, other businesses and a plaza to celebrate the heritage of the area within a pedestrian-friendly mixed-use setting. The City is working to stimulate investment by relocating the City's Public Health Center, constructing a new branch library, and rehabilitating a historic building. Current public funding for the entire project is estimated at \$19 million.

The City is working with the North Texas Tollway Authority and the Texas Department of Transportation on designs for SH-121T. The environmental impact statement was approved in June 2005. Also known as the Southwest Parkway, this 8.4-mile toll road will connect Downtown with the rapidly growing neighborhoods and commercial centers of southwest Fort Worth. Construction on the \$975 million roadway is scheduled to begin in 2008 and should be completed in 2011.

Business leaders in Fort Worth are working closely with the Independent School Districts (ISDs) that serve Fort Worth to create and promote programs that will provide internships, mentoring, and training, such as the Fort Worth Project C³ (Community, Corporations, and Classrooms) and Adopt-A-School programs.

MEETING THE NEEDS OF AN EXPANDING POPULATION

Nearly every element of the Plan addresses the additional demand placed on City services and facilities by an expanding population. As infill development occurs in the central city, greater demand is placed on the existing facilities. In the last 10 years, growth has been greatest in the Far North, Far Northwest, Far Southwest, Eastside, and Far South sectors, partially because of the availability of large tracts of developable land in these areas. The majority of growth in these sectors has been outside Loop 820.

Expanding population produces additional traffic and solid waste, and places a greater demand on natural resources (such as land and water supply), existing facilities, and fiscal resources. Because population increases affect most public service providers, encouraging cooperation among providers and developing opportunities for shared facilities and coordinated services is important. The City has developed a number of policies and strategies to provide services and facilities efficiently and effectively to Fort Worth's growing population. Examples include the following:

Policies

- Encourage development that reduces daily vehicle miles traveled for commuters through the creation of growth centers (p. 182).
- Encourage new development adjacent to developed or platted areas so as to utilize existing infrastructure and services (p. 37).

Strategy

- When possible, school and City facilities will be shared to provide efficient access to services (p. 122).

Other services, such as police, fire, library, health, recreation, environmental, code compliance, and human services, are to be expanded or improved to better serve all citizens. The 19 community centers owned by the City offer a mix of recreational, health, education, and youth services. Fort Worth's public health programs focus on education and prevention by working directly with neighborhood residents to identify important health issues and provide referrals to appropriate agencies. It is the City's goal to provide "one-stop" services at sites served by public transportation.

Over \$22 million has been budgeted for park improvements over the next five years, ranging from an addition to the zoo to the provision of additional recreational facilities. In order to maintain standards for meeting park and recreation needs, 5,834 acres of parkland will need to be acquired by 2025 to meet the 21.25 acres of parkland per 1,000 population standard, based on projected population.

During the next four years, over \$100 million will be spent on construction of the Northwest Water Treatment Plant and expansion of the North Holly, South Holly and Rolling Hills Water Treatment Plants, as well as the Village Creek Wastewater Treatment Plant, aiding in the City's goal to improve water quality and water supply.

REVITALIZING THE CENTRAL CITY

The City of Fort Worth is committed to revitalizing its central city — the area consisting of low and moderate income neighborhoods within Loop 820 — through a comprehensive and coordinated strategy that includes economic development, housing, historic preservation, infrastructure, parks, cultural programs, human services, and safety initiatives. The City's principal strategies for central city revitalization are to:

- Develop pedestrian-oriented mixed-use growth centers (p. 86).
- Revitalize distressed commercial corridors by developing mixed-use urban villages along those corridors (p. 86).
- Develop a rail transit system that connects the growth centers and urban villages (p. 86).

The City has developed other related policies and strategies to promote revitalization of the central city, including the following:

Policies

- Promote neighborhood stability through a comprehensive and coordinated strategy that addresses housing, neighborhood economic development, infrastructure, parks, cultural programs, safety improvements, and human services. (p. 49).
- Use the Neighborhood Empowerment Zone program to promote the development of designated urban villages, Model Blocks, and other targeted redevelopment areas (p. 89).

Strategies

- Require infill development to adhere to the design guidelines for new construction within historic districts (p. 130).

- Support redevelopment, community development, and nonprofit organizations' efforts to spur the revitalization of central city business districts where investment is not occurring but that have redevelopment potential (p. 90).

Projects such as the redesign of Lancaster Avenue, Berry Street, and North Main Street will act as catalysts for central city redevelopment. Lancaster Avenue from I-35W to Henderson Street is being redeveloped into an attractive, pedestrian-oriented street with residential, retail, and office uses. The I-30 and I-35W interchange was relocated to the south of the Union Pacific railroad lines, enabling the Lancaster improvements. The Lancaster Avenue construction began in 2005 and should be completed in the first quarter of 2008.

The Berry Street corridor has been redesigned from Evans Avenue west to University Drive to help revitalize the corridor, stimulate new economic development, and promote pedestrian activity. As part of its urban village program, the City has secured approximately \$4.2 million in federal and local funds for pedestrian and streetscape improvements on Berry street. Construction began in November 2005 and was completed in the spring of 2007.

The North Main corridor project will create an attractive, safe, and pedestrian-oriented environment that will improve tourism and stimulate economic activity along the corridor, from the Tarrant County Courthouse to the Historic Stockyards. Two districts have been selected for improvements: the Stockyards district, between 23rd and 28th Street; and the Historic Marine retail and restaurant district, between the railroad and 23rd Street. Pedestrian and streetscape improvements in the Historic Marine district were completed in September 2006.

In 2002 the City created conceptual redevelopment plans for urban villages along priority commercial corridors targeted for reinvestment. Since that time the City added new urban villages for a total of sixteen. The City has allocated \$4.5 million for planning in twelve of these villages, and for design and construction in five villages. In addition, the 2004 bond package designated \$2 million in local match funding to secure federal funding as it becomes available.

The City works to revitalize central city neighborhoods by preserving and improving the housing stock, increasing the supply of quality affordable housing, expanding homeownership opportunities, creating mixed-income communities, and providing public amenities. The Model Blocks program, a concentrated housing and infrastructure neighborhood revitalization program, is a good example of this effort. One neighborhood is selected each year and awarded \$1.2 million for the implementation of a plan created by the residents.

DEVELOPING MULTIPLE GROWTH CENTERS

A multiple growth center development pattern will accommodate citywide growth with fewer environmental impacts, less land consumption, less traffic generation, and less pollutant production than a dispersed development pattern. Providing a variety of transportation modes within and between growth centers will lessen residents'

current dependence on automobiles, thus helping to improve Fort Worth's air quality by reducing automobile emissions.

The Comprehensive Plan has designated 31 growth centers (23 mixed-use and 8 industrial) to serve as the primary development pattern for future public and private development. Mixed-use growth centers have a concentration of jobs, housing units, entertainment, public spaces, and public transportation hubs. They are characterized by mixed-use development and a pedestrian-oriented environment. Industrial growth centers consist of industrial and commercial uses, with a high concentration of jobs. Both will concentrate more intense land uses away from low-density residential areas. Examples of designated mixed-use growth centers include Downtown, Near Southside, Hulen/Cityview, Alliance Town Center, and CentrePort. Examples of industrial growth centers include the Alliance Corridor, Riverbend, Carter Industrial Park, and Lockheed-Martin.

The City has developed several policies and strategies related to promoting a multiple growth center development pattern, including the following:

Policies

- Locate large industrial uses along rail lines, highways, or airports within industrial growth centers and other appropriate locations (p. 37).
- Promote locating multifamily units within walking distance of public transportation, employment, and/or shopping to increase accessibility and decrease vehicular traffic generation (p. 37).
- Accommodate higher density residential and mixed uses in areas designated as commercial on the City's future land use maps (p. 37).
- Link growth centers with major thoroughfares, public transportation, trails and linear parks (p. 37).
- Ensure that projects that support the growth center concept are considered in future Capital Improvement Programs (p. 37).

Strategy

- Promote transit-oriented development, which encourages compact urban development adjacent to transit stops and interchanges. Mixed uses in a single building, minimal setbacks, and taller structures help achieve the higher densities necessary to support transit. Parking facilities, retail businesses, and services for commuters should be located close to transit stops (p. 38).

Completed in January 2002, the Intermodal Transportation Center (ITC), located downtown at Ninth and Jones Streets, links neighborhood residents and visitors to employment centers, as well as to locations of cultural and recreational interest. The ITC serves as the hub for several transportation modes including Amtrak, Greyhound, and the Fort Worth Transportation Authority's (The T) local buses and commuter rail service between Fort Worth and Dallas.

The Trinity Railway Express (TRE) provides for commuter rail service from Dallas to the ITC and the T&P Terminal on Lancaster Avenue. TRE offers an important transportation link to other areas in the region. It was completed in 2001 through a

partnership with Dallas Area Rapid Transit and is now operated by the T, with funding assistance from the Federal Transit Administration, TxDOT and Tarrant County.

Concentrated development will support more efficient delivery of public transportation, promote restoration and reuse of historic buildings within the growth centers, and present opportunities for shared facilities housing a variety of service providers. Residents living in mixed-use growth centers, as well as non-resident employees, will benefit from their proximity to a range of compatible businesses, health and human services, and information and educational resources.

CELEBRATING THE TRINITY RIVER

The Trinity River and its tributaries are important resources that provide a natural means of linking the City's recreation sites and open space, as well as providing trail linkages between neighborhoods and activity centers. Promoting compatible development along the riverfront is essential to preserving the Trinity River as Fort Worth's greatest natural asset. Preserving the floodplain as open space allows for natural filtration of surface runoff before it reaches waterways and also protects structures from flooding.

The river and its tributaries are also an important economic asset to Fort Worth, attracting high profile development projects that complement and benefit from these important water features. Examples include Pier 1 and RadioShack, which have completed construction of multi-million dollar headquarters along the Downtown segment of the river. The *Trinity Uptown Plan* envisions mixed-use development along an expanded waterfront near Downtown. The *Trinity Uptown Plan* is an outgrowth of the *Trinity River Vision Master Plan* and includes bold recommendations to ensure long-term flood protection and to transform Fort Worth's urban waterfront. Examples of current policies and strategies that protect the Trinity River as a natural and economic resource include the following:

Policies

- Preserve and enhance rivers, creeks, and floodplains as parks and public open space and as linkages to neighborhoods (p. 59).
- Pursue implementation of the Trinity River Vision Master Plan in cooperation with Streams and Valleys, Inc., the Tarrant Regional Water District, and the U.S. Army Corps of Engineers (p. 59).
- Encourage redevelopment and infill in order to reduce the amount of new impervious surfaces (p. 184).

Strategies

- When feasible, develop linear parks with walking and biking trails along drainage ways as an effective means of filtering out water pollutants and connecting neighborhoods (p. 184).
- Develop and implement an ecotourism plan that is focused on the natural attractions of Fort Worth (p. 184).

Summary

Watershed studies are being performed to identify developing areas and to develop flood mitigation strategies. The City is working with the Federal Emergency Management Agency, the Tarrant Regional Water District, the U. S. Army Corps of Engineers, and the North Central Texas Council of Governments on this project.

The trails that line the Trinity River corridor provide important opportunities for recreation and fitness in addition to stimulating the use of alternative transportation between neighborhoods, growth centers, and Downtown. While these trails are not yet linked throughout Fort Worth, there are more than 25 miles of existing trails along the Clear Fork, West Fork, and Marine Creek. Trails along Sycamore Creek and to the east of Downtown extend an additional 14 miles.

In 1999, Streams and Valleys, Inc. completed an update to the Trinity River Master Plan, called the Tilley Plan, that addressed the river corridor from Trinity Park to Gateway Park. A far-sighted update of this plan, the *Trinity River Vision Master Plan*, was completed in 2003. The master plan has an enlarged scope that encompasses approximately 88 miles of river and creek corridors. The plan identifies opportunities for conservation, linkages, and open space. The primary goals of the plan include ensuring flood protection, identifying and improving adjoining land uses, and enhancing environmental quality.

USING THE COMPREHENSIVE PLAN

The 2008 Comprehensive Plan is the seventh update of the 2000 Comprehensive Plan, a dynamic and evolving working document that will be updated each year to assure its usefulness and relevance to the community. Changes to the Plan reflect shifts in demographic and economic trends that occur over time, as well as changes in policies, strategies, programs, and project status. The Plan also serves to document the implementation of new projects. As City departments complete anticipated master plans and strategic plans, these plans are incorporated into the Comprehensive Plan in Appendix A. As always, citizen input is solicited as a major part of the planning process. This input serves to guide the City's vision, and will continue to shape the values expressed through the Comprehensive Plan in the years to come.

INTRODUCTION

has chosen to appoint a City Plan Commission. Among the duties of the Commission is maintaining a comprehensive plan for the City. Section 25-55(2) of the City Code directs the City Plan Commission to formulate a comprehensive plan and recommend it to the City Council. The Commission is also responsible for reviewing the plan and recommending changes. The comprehensive plan is described as a plan for the orderly growth and development of the city and its environs. The plan should “facilitate the movement of people and goods, and the health, safety and general welfare for the citizens of the city.” Section 25-55(7) requires that the City Plan Commission advise the Zoning Commission on the location of uses, height, bulk of buildings, and the division of the city into zones to carry out the goals of the comprehensive plan. A current and realistic comprehensive plan based on existing conditions and trends, as well as goals and objectives of the City, is essential to the effective growth and development of Fort Worth.

Planning Process

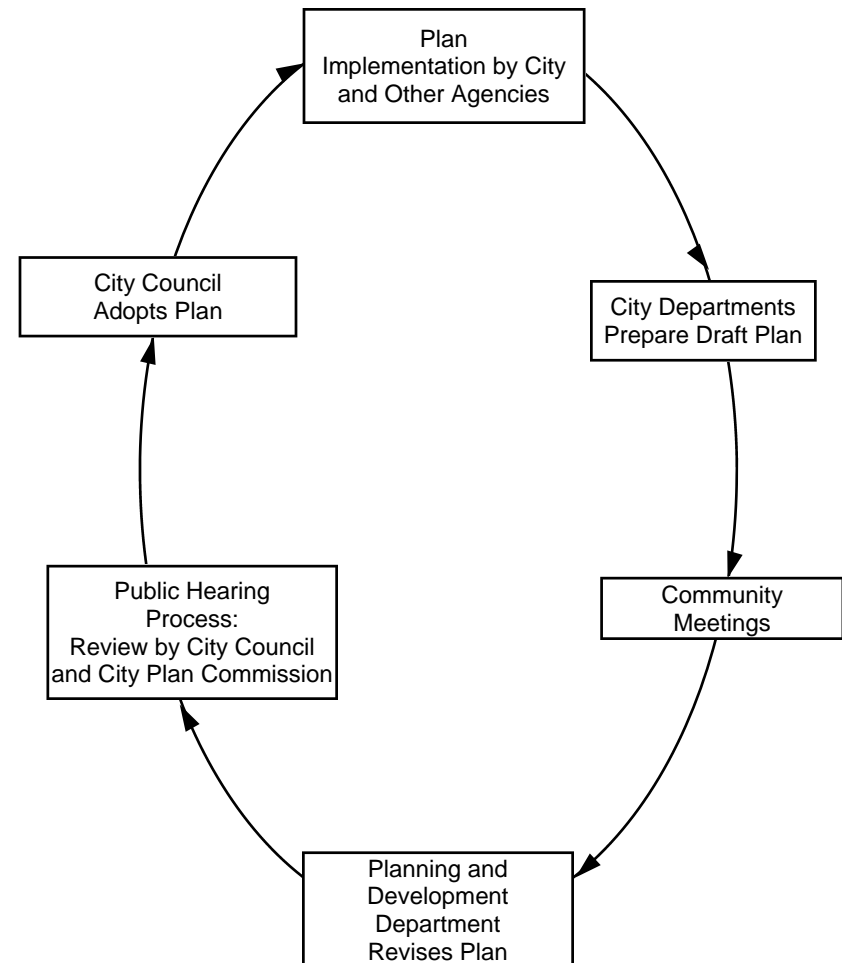
The first major update of Fort Worth’s Comprehensive Plan began October 15, 1998, with a citywide forum attended by over 200 interested citizens. Following the forum, approximately 700 citizens attended 16 sector meetings held over a four-week period. Additionally, nine focus group meetings drew 160 citizens to provide input on specific issues, and presentations were made to civic organizations throughout the planning process. City Council and City Plan Commission members were a significant part of this process, moderating public meetings and informing citizens. This intense effort resulted in the receipt of over 1,000 comment cards from citizens wishing to express their concerns and suggestions. City staff incorporated comments and released the plan to the public in libraries, community centers, and on the Internet. Sixteen sector workshops and several focus group meetings were held again. After incorporating public comments, the plan was revised for public hearings held by the City Plan Commission and the City Council in early 2000. The Plan was adopted by the City Council on August 1, 2000, as a guide for Fort Worth’s growth and development.

In October 2000, the City Council authorized staff to update the plan annually so that it continues to be a useful guide. The annual public review process starts in the fall when City staff conduct a series of community meetings to receive comments on the Plan. This process culminates with the adoption and release of a revised document the following spring.

The City’s annual planning and budgeting processes are interwoven. The two processes are coordinated so as to enable City departments, the City Manager’s Office, and the City Council to make budgeting decisions that are consistent with the Council’s priorities as reflected in the Comprehensive Plan. The Plan is also intended to help City officials in formulating capital improvement budgets and bond packages. At their July 2005 retreat, the Mayor and City Council thoroughly reviewed the goals found in the 2005 Comprehensive Plan and revised the seven strategic goals:

- Make Fort Worth the nation’s safest major city.
- Improve mobility and air quality.

Planning Process



The planning process is a continuous sequence of activities taking approximately one year to complete. There are opportunities for input into the process at all stages. (Source: Planning and Development Department, 2007.)

- Create and maintain a clean, attractive city.
- Strengthen the economic base, develop the future workforce, and create quality job opportunities.
- Revitalize and redevelop the central city and other older areas.
- Promote orderly development in growing areas.
- Promote efficient, user-friendly government.

These strategic goals, along with the vision statement in the Comprehensive Plan and financial policies, help guide the City Manager in formulating an annual Consolidated Business Plan, which in turn provides the framework for department business plans and individual performance plans. Each City department prepares an annual business plan describing their mission and vision, organization, budget, major initiatives, and performance measures. The business plan relates the department's activities to the City Council's strategic goals and to the City's organizational priorities: communication, customer service, and diversity. The business plan also relates the department's activities to the goals, objectives, policies, programs and projects contained in the Comprehensive Plan. This strategic alignment of the planning and budgeting processes, combined with continuous public input, helps to ensure that the City of Fort Worth provides the best possible service to its citizens.

Scope of Comprehensive Plan

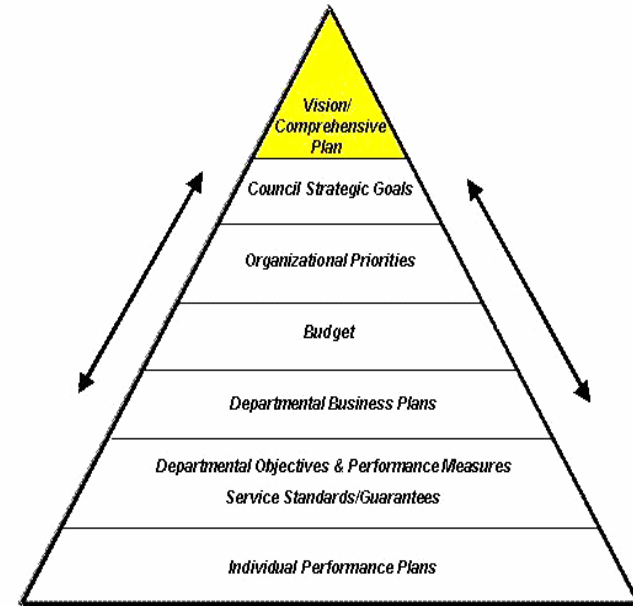
The 2008 Comprehensive Plan is organized according to elements of the City's mission statement: **“Fort Worth, Texas is a city focusing on its future. Together we are building strong neighborhoods, developing a sound economy, and providing a safe community.”** The mission statement's elements form four major sections in the plan:

- Focusing on the Future – A summary of major trends that serves as a basis for the Plan.
- Building Strong Neighborhoods – Initiatives to enhance quality of life by promoting compatible land uses and improving community services.
- Developing a Sound Economy – Components that enhance economic opportunity and keep our economy growing.
- Providing a Safe Community – Services that make Fort Worth a safe place in which to live, work, and recreate.

A statement of vision and values guides the elements of the plan, emphasizing the values that are important to the residents of Fort Worth throughout each subject area. The plan is also guided by future population, economic, and financial trends. Eighteen subject areas are addressed by identifying goals, objectives, policies, programs, and projects.

The final section of the Comprehensive Plan concentrates on tools for the implementation of the Plan. This section identifies sources of funding, rules and regulations, financial incentives, and cooperative efforts with other governmental bodies. The appendices include other plans incorporated by reference, sector land use maps and policies, and capital improvements for the 16 planning sectors, as well as supporting materials. A glossary is also included.

Strategic Planning Pyramid



The Comprehensive Plan guides the City's strategic business planning process. (Source: City Manager's Office, 2007.)

VISION AND VALUES

Fort Worth residents have expressed what they most value about Fort Worth, and have identified issues that should be addressed over the next 20 years. The vision statement for the Comprehensive Plan has been shaped by citizens' comments and the City's mission to create strong neighborhoods, a sound economy, and a safe community. The vision and values defined within the Comprehensive Plan represent the creative efforts of the community to lay a successful foundation for the future of Fort Worth.

OUR VISION

“By the year 2020, Fort Worth will be commonly recognized as the most livable city in Texas. Residents will be able to enjoy Fort Worth's friendly atmosphere and the opportunities that are associated with a growing economy and diverse community. Fort Worth's public schools will produce well-rounded citizens and a skilled workforce to fill high-paying jobs in local businesses. Fort Worth's environmental quality will also be superior, meeting the highest national standards.”

OUR VALUES

During Comprehensive Plan meetings held throughout Fort Worth, 13 values were identified to define and guide the city's future. Those values are: preservation of western heritage, a friendly small town atmosphere, quality and ethnic diversity of cultural life, the arts, neighborhood vitality, preservation of historic buildings and districts, efficiency and equity in delivery of quality public services, educational and economic opportunity, promotion of free enterprise, protection of property rights, mobility, children and youth, and conservation of natural resources. At their June 2003 retreat, the City Council enlarged the list by adding the values of aviation history and technology, and a can-do-attitude. At the June 2005 retreat, the City Council added the value of inclusiveness and cooperation: “The Fort Worth Way.”

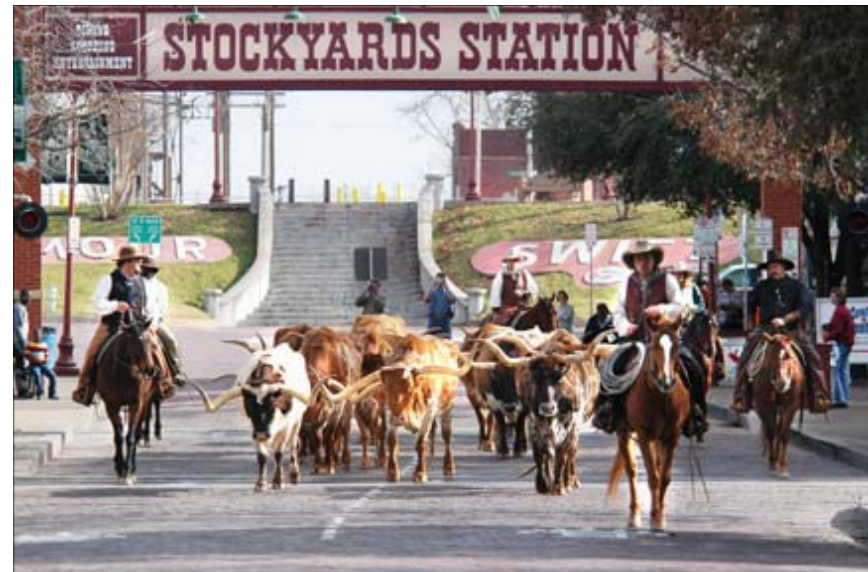
Preservation of Western Heritage

Fort Worth's western heritage is deeply rooted in the city's history as the gateway to the West and as a busy outpost along the famous Chisholm Trail. We value this heritage by preserving and celebrating it in our Historic Stockyards District, our brick paved streets, and the development of world class livestock and rodeo exhibit space. Our western heritage can also be experienced through the residents, friendly and unpretentious, as they speak with pride of their modern, easy paced city, still alive with legends of cowboys and cattle, larger than life wildcatters, ranching families, and business icons.

Friendly, Small Town Atmosphere

Although Fort Worth has reached a population of 686,850, the distinctive atmosphere remains one of friendly, helpful residents who are committed to the well-being of their city. Visitors to Fort Worth are welcomed by citizens who are eager to share the

Western Heritage



Fort Worth's strong western heritage is celebrated with a daily cattle drive in the Historic Fort Worth Stockyards north of Downtown. (Source: City of Fort Worth, 2007.)

unique character of their city. Residents take pride in their neighborhoods and are willing to spend countless volunteer hours to ensure a safe and viable place to live, work, and play.

Quality and Ethnic Diversity of Cultural Life

Fort Worth is blessed with a rich and diverse cultural life. We celebrate our western heritage while enjoying local and international artistic and scientific contributions. We are also blessed with a diverse population, representing many ethnic groups that offer unique means of expression, traditions, and skills that should be celebrated to ensure continued diversity in our cultural life.

The Arts

We value the fine arts, including performing arts and public art. We want all citizens of Fort Worth to be able to enjoy art, music, theater, and dance, both in our cultural centers and in our neighborhoods. We want our public buildings and facilities to incorporate art that reflects the values of the community.

Neighborhood Vitality

We believe a neighborhood has a chance at vitality when provided with quality community facilities and services, such as schools, parks, sidewalks, libraries, and fire and police protection. Neighborhoods should also be secure and should enjoy convenient access to shops, businesses, and other destinations throughout the city and region. Residents who have pride and a sense of ownership in their neighborhood actively work to preserve and improve Fort Worth. We want citizens to have a sense of community and belonging, to gain access to needed services, and to have the opportunity to connect with other people. We want our children to have safe and supportive communities in which to grow.

Preservation of Historic Buildings and Districts

We value and respect our historic buildings and neighborhoods as reminders and teachers of our history. We want to preserve our historic structures as a means of tying our western heritage to the future so that younger generations and visitors will have an authentic experience of our great history.

Efficiency and Equity in Delivery of Quality Public Services

The City of Fort Worth will provide public services in the most efficient manner so that citizens can enjoy the best possible services at the lowest cost. We want to have equal access to quality public services that meet the needs of our community. We want quality infrastructure and services throughout the city to support economic viability and a high quality of life. We want all of our neighborhoods to have safe homes, parks, and streets.

The Blackstone Hotel



The Blackstone Hotel was vacant for many years until it was restored as a Courtyard Marriott by Historic Restoration, Inc. and Marriott Hotels. The restored hotel is one of many historic structures in Fort Worth that have been preserved for future generations. (Source: Planning and Development Department, 1999.)

Educational and Economic Opportunity

We value equal access to educational and economic opportunity. We want high quality education and training offered to citizens of all ages in all parts of Fort Worth. We want schools and training programs that produce a talented workforce capable of filling high paying jobs in our diversified economy.

Aviation History and Technology

We value our rich aviation history and contributions to aviation technology, from the first air show organized by Amon G. Carter in 1911, to the manufacture of Joint Strike Fighters at Lockheed Martin Aeronautics Company. We value our aviation role in national defense, as home to the U.S. Army's aviation training camp at Camp Bowie during World War I, to Carswell Air Force Base during the Cold War, to today's Naval Air Station/Joint Reserve Base. We want our municipal airports to continue to contribute to the region's economy. As the headquarters location for American Airlines and Bell Helicopter Textron, the world's largest manufacturer of helicopters, we value our partnership with the aviation industry.

Can-Do Attitude

Fort Worth's western heritage and pioneer spirit are reflected in our can-do attitude. Whether recovering from a tornado or an economic recession, we value our ability to create opportunities from challenges. We want to continue to foster collaboration among all facets of our community and to build on our diverse strengths. We are proud of our remarkable accomplishments and dedicated to realizing our vision for the future.

Promotion of Free Enterprise

Fort Worth was founded by pioneering individuals who were willing to take risks and act on new ideas. That same entrepreneurial spirit still exists in Fort Worth today. Our environment has fostered innovation and development for over a century. We want to continue promoting new ideas and business, and to encourage new developments that will enhance Fort Worth's role as the diverse economic center of the region. We want the benefit of a healthy economy so that all residents have an opportunity to improve their quality of life.

Protection of Property Rights

The plentiful supply of land and the independence it symbolized attracted pioneers to settle Fort Worth. Our economy thrived, first on agriculture and then on oil. Land and its ownership were seen as wealth or a means to wealth. A strong connection was perceived between economic independence and the ownership of land. Though our economy has diversified, the traditions and attitudes shaped by our history are strong. We want to choose how we use our land, as long as it does not negatively impact a neighbor's use of property.

Lockheed Martin Aeronautics Company



Lockheed Martin Aeronautics Company's headquarters (home of the F-16 Fighting Falcon and Joint Strike Fighter) is located seven miles west of Downtown Fort Worth. The production facility was established in 1942 in response to the U.S. War Department's need to produce additional B-24 Liberator bombers for World War II. (Source: *Planning and Development Department, 2003.*)

Tornado Recovery



On the evening of March 28, 2000, two tornadoes struck Fort Worth, Arlington and Grand Prairie, Texas. The Fort Worth tornado touched down on the city's west side and moved right through the Downtown area. Within hours, City crews, public utility workers and volunteer crews were working together on the recovery efforts. (Source: www.fortwortharchitecture.com, 2000).

Mobility

We value being able to safely move about the city with ease and convenience. We want streets and public transportation systems that allow us to travel conveniently throughout the city and region. We want sidewalks that allow safe movement within our neighborhoods and commercial districts, and greenways that connect our parks and provide access to Fort Worth's natural resources.

Children and Youth

We value the youth of Fort Worth as important contributors to the city's success. Youth demonstrate their interest in community life by taking advantage of opportunities to be involved in civic activities. We are committed to offering a nurturing and safe environment for Fort Worth's children by providing strong neighborhoods in which to live and play, quality child care, quality education, and diverse job opportunities.

Conservation of Natural Resources

We value our natural features — the Trinity River, lakes, rolling prairie lands, trees, vegetation, and wildlife — as resources. We want to protect, preserve, and enhance these resources for future generations. Where our stewardship has lapsed, we want to renew resources by planting trees, cleaning up and replenishing degraded areas, and setting aside reserves for native vegetation and wildlife that once roamed the prairies. We want to reduce air and water pollutants so that we may have clean air and water for future generations.

Inclusiveness and Cooperation: "The Fort Worth Way"

Before our community makes important decisions, we seek to involve all citizens who might be affected by those decisions. We strive to communicate effectively with all our citizens, and to include them early and meaningfully in our decision-making process through town hall meetings, citizen surveys, workshops and informal discussions. When conflicts arise, we bring interested parties together to work out practical solutions. We use inclusiveness and cooperation to make Fort Worth a livable city for all—it's the Fort Worth way.

Working from the city's existing conditions, the chapters that follow make recommendations for the future that will preserve and enhance the values identified by the citizens of Fort Worth.

The Intermodal Transportation Center



The Intermodal Transportation Center, at the intersection of 9th Street and Jones Street in Downtown Fort Worth, exemplifies the value that Fort Worth assigns to mobility. This facility, which opened in January 2002, serves as a terminal for several transportation modes, including commuter rail service between Fort Worth and Dallas. (Source: *Planning and Development Department, 2002.*)