DRAFT

2020 FORT WORTH 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 2019 Comprehensive Plan to be adopted by the City Council on March 5, 2019.

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 limited annual update of the plan incorporates the most current population, economic, and financial trends affecting the City. The update also incorporates new plans adopted by the City, amends the future land use maps that guide development decisions, identifies funded and unfunded capital improvement projects, and describes changes to the City’s annexation program. 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,

Betsy Price
Mayor

Donald Boren
Chair, City Plan Commission
CITY OFFICIALS

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Streams & Valleys, Inc.
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Texas Department of Health, Bureau of Vital Statistics
Texas Health and Human Services Commission
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Texas Workforce Commission
Trinity Metro
University of North Texas Health Science Center
United Way of Metropolitan Tarrant County
Workforce Solutions of Tarrant County

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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 and 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 U.S. Census Bureau estimates, Fort Worth’s population is 874,168 and the City is ranked 15th in the nation. Fort Worth’s ranking had remained consistent at 16th since 2010, with one anomalous estimate year in 2013 when Fort Worth ranked 17th. Fort Worth is estimated to have added 18,664 people between July of 2016 and 2017, equating to 51 people per day. Since April 1, 2010, Fort Worth’s growth rate has slowed compared with the rapid growth of the 2000s and is more in line with growth experienced in the 1990s. Between July 1, 2013 and July 1, 2017, Fort Worth added an additional 81,441 people, representing an annual average growth rate of 1.96 percent.

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 40 percent of the jobs by 2030. According to the North Central Texas Council of Governments’ employment forecast, employment in the City of Fort Worth will continue to rise at a rate of 1.5 percent annually to approximately 701,524 jobs within the city limits in 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:

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 2019 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.

“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.”
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. 10-12).

**Strategies**
- Use appropriate incentives to promote development of vacant land and redevelopment or reuse of deteriorated properties within designated commercial districts (p. 10-12).
- Encourage the use of federal brownfields programs to assist in central city revitalization (p. 10-13).

Nearly $7.2 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 28,000 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 Ella Mae Shamblee Branch Library opened in the urban village in June 2008. Additionally, the Hazel Harvey Peace Center for Neighborhoods opened in 2009.

The City worked 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 Chisholm Trail Parkway, this 8.4-mile toll road connects Downtown with the rapidly growing neighborhoods and commercial centers of southwest Fort Worth. Construction on the $1.175 billion roadway began in 2010 and was completed in 2014.

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 urban villages, transit-oriented development, and mixed-use growth centers (p. 188).
- Encourage new development adjacent and connected to previously developed or platted areas in order to utilize existing utility and road infrastructure (p. 4-17).

**Strategy**
- When possible, school and City facilities will be shared to provide efficient access to services and use of public funds (p. 126).

Services such as police, fire, environmental, and code compliance are
MEETING THE NEEDS OF AN EXPANDING POPULATION (CONT)

recommended to be expanded to other parts of the city to better serve all residents. In 2008, the City Council approved a transportation impact fee to fund new roadway construction in growing areas outside the central city. The City is studying other ways to fund $1 billion in street construction and maintenance needs.

Over $20 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, 5,273 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.

To improve water quality and water supply, $150 million was allocated for construction of the Westside Water Treatment Plant, ozonation and expansion of the North and South Holly Water Treatment Plant, and expansion of the Rolling Hills Water Treatment Plant and the Village Creek Wastewater Treatment Plant.

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 compact, pedestrian-oriented mixed-use growth centers (p. 10-7).
- Revitalize distressed commercial corridors by developing mixed-use urban villages along those corridors (p. 10-7).
- Develop a rail transit system that connects the growth centers and urban villages and promotes transit-oriented development (TOD) in appropriate transit station locations. (p. 10-7).

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 and other targeted redevelopment areas. (p. 10-12).

Strategies
- Enhance the City's existing preservation incentives and develop new ones (p. 135).
- 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. 10-12).

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 was completed in June 2008. Public art was installed in the median in 2009. A new mixed-use development on Lancaster between Monroe and Throckmorton also has been completed including retail, office, and residential units.

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 of phase one began in November 2005 and was completed in the spring of 2007. Phase two construction began in 2013 and was completed in 2014.
REVITALIZING THE CENTRAL CITY (CONT)

The North Main corridor project creates 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.

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 32 growth centers (24 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:

In 2002 the City created conceptual redevelopment plans for urban villages along priority commercial corridors targeted for reinvestment. Since that time the City designated additional urban villages for a total of sixteen. The City 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 Council adopted twelve urban village master plans in December 2007. Construction of streetscape improvements is complete in several urban villages and is underway in several more. 2014 Bond Program funding for urban villages provided an additional $6 million for streetscape improvements in these target areas.
DEVELOPING MULTIPLE GROWTH CENTERS (CONT)

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. 4-18).

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.

A regional rail line from southwest Fort Worth to DFW Airport was identified as the preliminary Locally Preferred Alternative and the best transportation investment The T could make in the TEX Rail corridor. It was endorsed by The T’s Board of Directors in November 2006. The T broke ground on August 24, 2016 on the first phase between Downtown and DFW Airport, with full design and construction completed in 2019. City staff is working to ensure appropriate transit-oriented development occurs around future rail stations.

In 2007, The T Board of Directors passed a resolution to acknowledge and affirm that building and operating passenger rail service in southeast Fort Worth is its next top priority. In December 2011, The T completed a study evaluating the various options for meeting this goal, recommending the East Lancaster corridor as the best opportunity for Bus Rapid Transit followed by a passenger rail service as development density along the corridor increased. Passenger rail service in southeast Fort Worth would provide economic development benefits, serve public transportation needs, and further sustainable development in southeast Fort Worth.

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 the former Pier 1 and RadioShack 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**
- 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 development and building practices that reduce environmental impacts (p. 187).
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. 189).
• Develop and implement an ecotourism plan that is focused on the natural attractions of Fort Worth (p. 189).

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. This master plan expanded its scope to encompass approximately 88 miles of river and creek corridors. In 2018, Streams and Valleys, Inc. completed Confluence: The Trinity River Strategic Master Plan. This plan builds on past planning efforts to continue the evolution of the Trinity river system including its banks and adjacent amenities, and the major tributaries. This action-oriented document outlines policies, programs, and catalytic projects that will help the Trinity River live up to its full potential as the communal centerpiece of Tarrant County. The plan centers on sustaining a healthy and thriving river that connects citizens and communities, catalyzes economic development, and offers an abundance of active transportation and recreational amenities for the region.
Fort Worth is the nation's 15th largest city with 874,168 residents, more than many other well-known cities across the country, including Charlotte, El Paso, Seattle, Boston, Denver, Washington, Las Vegas, Portland, New Orleans, Cleveland, and Atlanta. According to the U.S. Census Bureau, between April 1, 2000 and April 1, 2010, Fort Worth's population increased by 206,512 persons making it the fastest growing large city (500,000 or more population) during that decade. Since April 1, 2010, Fort Worth's growth rate has slowed compared with the rapid growth of the 2000s and is more in line with growth experienced in the 1990s.

Fort Worth's physical and economic climates are ideal for residents and employers. Once dependent on defense, oil and agriculture, Fort Worth's economy has become more diversified with high-tech jobs. The cost of living is comparatively low, keeping labor costs down and homeownership within reach of many. Fort Worth offers excellent opportunities for unique cultural experiences, quality education, recreation, and a safe environment, creating a high quality of life.

The population growth that Fort Worth is experiencing can result in many different patterns of development — some more desirable than others. A current, updated comprehensive plan is essential to improving our community and making successful decisions about Fort Worth's growth and development. Fort Worth's 2019 Comprehensive Plan extends and enhances the vision of Fort Worth's future that was originally expressed in the 2000 Comprehensive Plan. The 2019 Comprehensive Plan provides an updated policy framework to guide the decisions that will shape the city for years to come.

The City and its extraterritorial jurisdiction have been divided into 16 sectors for planning purposes:

1. Far North
2. Far Northwest
3. Far West
4. Northside
5. Northeast
6. Eastside
7. Arlington Heights
8. Downtown
9. Western Hills/Ridglea
10. Southside
11. TCU/Westcliff
12. Southeast
13. Far Southwest
14. Wedgwood
15. Sycamore
16. Far South

Source: Planning and Development Department, 2019.
HISTORY OF PLANNING IN FORT WORTH

Fort Worth has a rich history of planning. The City has taken hold of its future since its inception, from the commissioning of the outpost and the original town plan, to the creation of some of the first city plans in the country. The Kessler Plan of 1909 laid out some of the first city parks, lakes, and boulevards. In 1923, the first City Plan Board was created, and two years later the City Plan Commission was established by ordinance.

Among the Commission’s first tasks was retaining Harland Bartholomew and Associates of St. Louis to create the 1927 Major Thoroughfare Plan, beginning with a boulevard and parkway system. In 1956, Victor Gruen and Associates produced a world-renowned plan for a walkable downtown. For the first time, a comprehensive plan was produced by City staff in 1965. This planning effort incorporated substantial citizen participation over a seven-year period and resulted in specific area plans for sectors and districts. These sector and district plans were updated in the early 1980s, again with significant input from the citizens of Fort Worth.

LEGAL BASIS

The Texas Local Government Code, Section 213.005, states that municipalities may have comprehensive plans. Section 211 provides that zoning regulations must be adopted in accordance with the comprehensive plan. As a home rule city, Fort Worth 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. In 2008 the Mayor and City Council thoroughly reviewed the goals found in the 2008 Comprehensive Plan and revised the goals:

- Make Fort Worth the nation’s safest major city.
- Improve mobility and air quality.
- Create and maintain a clean, attractive city.
- Strengthen the economic base, develop the future workforce, and create quality job opportunities.
- Promote orderly and sustainable development.

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 2018 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.

*The Comprehensive Plan guides the City's strategic business planning process. (Source: City Manager's Office, 2009.)*
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 874,168, 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 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.

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.

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 safely and efficiently.
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.