

Future City

IMPLEMENTATION

The Victoria Comprehensive Plan should be a “living document” that is responsive to ongoing change. That is, a document that is frequently referenced for guidance in community decision-making. Its key planning considerations, goals, and action strategies must also be revisited periodically to ensure that the plan is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services.

WHY THIS FINAL PLAN SECTION IS IMPORTANT FOR VICTORIA

- Emphasizes the importance of not only creating a plan, but translating it into real action and tangible, beneficial results.
- Adds a short-term strategic perspective and component to what is otherwise intended as a guide to Victoria’s long-term enhancement over the next 20 years.
- Includes a Community Action Agenda for the City and other plan implementation partners to focus on during the next several years after plan adoption.
- Underscores the need to keep the plan fresh and relevant through annual review and reporting procedures and periodic updates.
- Advocates ongoing community engagement as the plan is implemented.

Implementation is not just about a list of action items. It is a challenging process that will require the commitment of the City's elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and strategies. Among its purposes, this final plan section highlights specific roles, responsibilities, and methods of implementation to execute priority plan recommendations. Equally important are formalized procedures for the ongoing monitoring and reporting of successes achieved, difficulties encountered, and new opportunities and challenges that have emerged since plan adoption. This is in addition to any other change in circumstances, which may require rethinking

of plan priorities. Scheduled plan evaluations and updates, as described later in this section, will help maintain its relevance and credibility as an overarching policy guide.

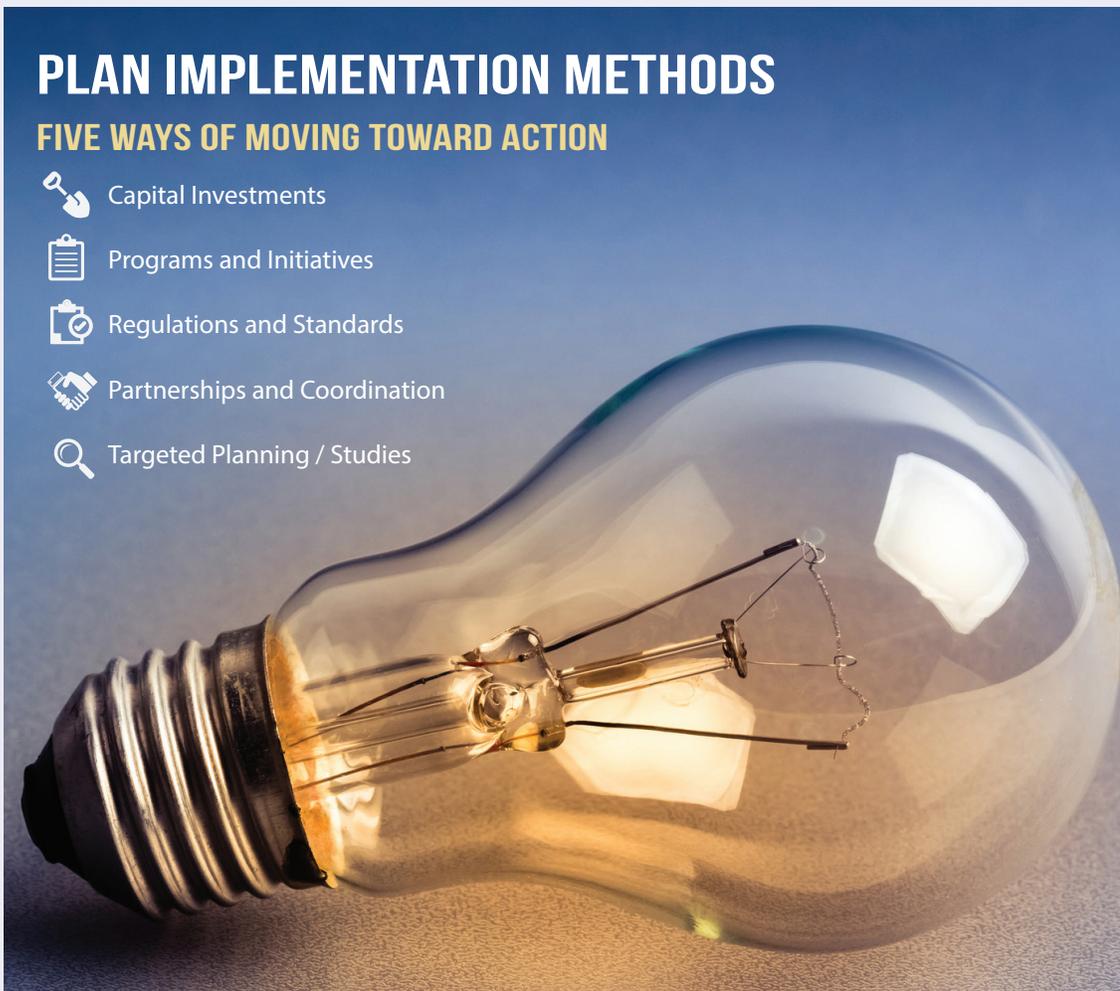
PLAN ADMINISTRATION

During the development of this plan, representatives of government, business, community groups, and others came together to inform the planning process. These community leaders – and new ones who will emerge over the horizon of this plan – must maintain their commitment to the ongoing implementation and updating of the plan's goals and action strategies.

PLAN IMPLEMENTATION METHODS

FIVE WAYS OF MOVING TOWARD ACTION

-  Capital Investments
-  Programs and Initiatives
-  Regulations and Standards
-  Partnerships and Coordination
-  Targeted Planning / Studies



EDUCATION

Comprehensive plans are relatively general in nature, but they are still complex policy documents that account for interrelationships among various community issues and potential courses of action. As such, educating decision-makers and administrators about plan implementation is an important first step after

plan adoption. As the principal groups that will implement the plan, the City Council, Planning Commission, and City department heads should all be “on the same page” with regard to priorities, responsibilities, and interpretations.

Consequently, an education initiative should begin immediately after plan adoption, including the activities listed on the next page:



CAPITAL INVESTMENTS

The City of Victoria uses a five-year Capital Improvement Program, or CIP, to identify and budget for “big ticket” projects, especially those that must be phased and/or coordinated with other initiatives. This may include the following: street infrastructure; water, wastewater, and drainage improvements; parks, trails, and recreation facility construction and upgrades; and, construction of public buildings. Anticipating and adequately budgeting for major capital projects will be essential to implementing this plan. Likewise, decisions regarding the prioritization of proposed capital improvements should reflect the direction and priorities of this plan.



PROGRAMS AND INITIATIVES

Programs involve the routine activities of City departments and staff, as well as special projects and initiatives they may undertake. As part of Comprehensive Plan implementation, this method may include initiating new or adjusting existing City programs and activities, expanding community outreach efforts, or providing specialized training to accomplish a priority objective more promptly and/or effectively.



REGULATIONS AND STANDARDS

Given that private investment decisions account for a vast majority of a city’s physical form, land development regulations and engineering standards are fundamental for plan implementation. Consequently, in Victoria, subdivision regulations and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character, and quality of development reflect the City’s

planning objectives. These codes should advance the community’s desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan principles and directives.



PARTNERSHIPS AND COORDINATION

Some community initiatives identified in this plan cannot be accomplished by municipal government on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community’s action agenda should not be underestimated. This may occur through cooperative efforts, volunteer activities, and in-kind services (which can count toward the local match requirements for various grant opportunities), and from public/private financing of community improvements.



TARGETED PLANNING / STUDIES

Various areas of City governance require more detailed study and planning, especially as required to qualify for external funding opportunities. These studies involve targeted planning work at a “finer grain” level of detail than is appropriate for comprehensive planning purposes (e.g., utility infrastructure master plans, annexation service plans, public facility needs assessments, neighborhood-level or corridor-focused plans, etc.). As such, some parts of this plan will be implemented only after some additional planning or special study to clarify next steps and associated costs and considerations.

- a discussion of the individual roles and responsibilities of the Council, Commission (and other advisory bodies), and individual staff members;
- a thorough overview of the entire Comprehensive Plan, with emphasis on the parts of the plan that relate to each individual group;
- implementation tasking and priority setting, which should lead to each group establishing a one year and three-year implementation agenda;
- facilitation of a mock meeting in which the use of the plan and its policies and recommendations is illustrated; and
- an in-depth question and answer session, with support from key staff.

DEFINITION OF ROLES

As the community's elected officials, the City Council should assume the lead role in the implementation of this plan. The key responsibilities of the City Council are to decide and establish priorities, set timeframes by which actions will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, Council members must also help to ensure effective coordination among the various groups that are responsible for carrying out the plan's action strategies.

City Council

The City Council will take the lead in the following general areas:

- Adopting and amending the plan, after recommendation by the Planning Commission.
- Acting as a "champion" of the plan.
- Establishing the overall implementation priorities and timeframes by which action strategies in the plan will be initiated and completed.
- Considering and approving the funding commitments that will be required.
- Adopting new or amended land development regulations to implement the plan.

- Approving intergovernmental and development agreements that implement the plan.
- Offering final approval of projects and activities and their associated costs during the budget process, keeping in mind the need for consistency with the plan.
- Providing policy direction to the Planning Commission, other appointed City boards and commissions, and City staff.

Planning Commission

The Planning Commission will take the lead in the following general areas:

- Hosting the education initiative previously described.
- Periodically obtaining public input to keep the plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods.
- Ensuring that recommendations forwarded to the City Council are reflective of the plan goals, priorities, and action strategies.
- After holding one or more public hearings to discuss new or evolving community issues and needs, making recommendations to the City Council regarding plan updates and plan amendments.

City Staff

City Staff will take the lead in the following general areas:

- Managing day-to-day implementation of the plan, including coordination through an interdepartmental plan implementation committee.
- Supporting and carrying out capital improvement planning efforts.
- Managing the drafting of new or amended land development regulations.
- Conducting studies and developing additional plans.
- Reviewing applications for consistency with the Comprehensive Plan as required by the City's land development regulations.
- Negotiating the specifics of intergovernmental and development agreements.

- Administering collaborative programs and ensuring open channels of communication with various private, public, and non-profit implementation partners.
- Maintaining an inventory of potential plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.

ACTION AGENDA

The vision and goals in this Comprehensive Plan will ultimately be attained through a multitude of specific actions. Many of the initiatives highlighted in this section cut across – and are supported by – multiple elements within the plan. Compiled in **Table 1, Community Action Agenda**, is a list of key action strategies derived from the various plan elements. The table does not include every recommendation found throughout this plan. Instead, it highlights a shorter “to do” list of strategic priorities, their potential timing, and who is responsible for initiating, administering, and participating in the implementation process.

Additionally, action strategies have been categorized regarding those that will involve: (1) capital investments, (2) programs and initiatives, (3) regulations and standards, (4) partnerships and coordination, and (5) targeted planning/study. Most capital projects will also require, to varying degrees, additional feasibility analysis, construction documentation, specifications, and detailed cost estimates.

Table 1 provides a starting point for determining immediate, near-term, and longer-term task priorities. This is an important first step toward plan implementation and should occur in conjunction with the City’s annual budget process, during Capital Improvement Program (CIP) preparation, and in support of departmental work planning. Then, once the necessary funding is committed and roles are defined, a lead City staff member should initiate a first year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to

recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community’s readiness to take on a potentially controversial new program.

Progress on the near-term items, in particular, should be the focus of the first annual review and report a year after adoption of this Comprehensive Plan, as described later in this section. Then, similar to multi-year capital improvements programming, the entire action agenda in Table 1 – and all other action strategies dispersed throughout the plan sections – should be revisited annually to decide if any additional items are ready to move into the next near-term action timeframe, and what the priority should be.

PLAN AMENDMENT PROCESS

The Victoria Comprehensive Plan is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical, technological, and social conditions, plus other unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As Victoria evolves, new issues will emerge while others will no longer be as relevant. Some action statements will be found impractical or outdated while other plausible solutions will arise. To ensure that it continues to reflect the overall goals of the community and remains relevant over time, the plan must be revisited on a regular basis to confirm that its elements are still on point and the associated goals and action strategies are still appropriate.

Revisions to the Comprehensive Plan are two-fold, with minor plan amendments occurring at least every other year and more significant updates and modifications occurring every five years. As an example, a minor amendment could include revisions to certain elements of the plan as a result of the adoption of another specialized plan. Major updates will involve: reviewing the base conditions and anticipated growth trends, re-evaluating the plan findings and formulating new ones as necessary, and adding, revising, or removing action strategies in the plan based on implementation progress.

ANNUAL PROGRESS REPORT

The Planning Commission, with the assistance of staff, should prepare an annual progress report for presentation to the Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of consistency between the plan and the City's implementing regulations should be an essential part of this effort.

The Annual Progress Report should include and highlight the following:

- Significant actions and accomplishments during the last year, including the status of implementation for each major programmed task in the Comprehensive Plan.
- Obstacles or problems in the implementation of the plan.
- Proposed content amendments that have come forward during the course of the year.
- Recommendations for needed actions, programs, and procedures to be developed and implemented in the coming year, including recommendation of projects to be included in the City's proposed CIP, other programs/projects to be funded, and priority coordination needs with public and private implementation partners.

BI-ANNUAL AMENDMENT PROCESS

Plan amendments should occur on at least a bi-annual (every two year) basis, allowing for proposed changes to be considered concurrently so that the cumulative effects may be understood. Factors that should be

considered in deciding on a proposed plan amendment include:

- Consistency with the goals and action strategies set forth in the plan.
- Potential effects on infrastructure provision including water, wastewater, drainage, and the transportation network.
- Potential effects on the City's ability to provide, fund, and maintain services.
- Potential effects on environmentally sensitive and natural areas.
- Whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals, and as reflected in ongoing public input.

FIVE-YEAR UPDATE / EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report to City Council should be prepared every five years. This report should be prepared by City staff with input from City departments, the Planning Commission, and other boards and commissions. The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community's goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to any unaddressed major action strategies. The evaluation report and process should result in an amended Comprehensive Plan, including identification of new or revised information that may lead to updated goals and action strategies.

More specifically, the report should identify and evaluate the following:

- (1) Summary of major actions and interim plan amendments undertaken over the last five years.
- (2) Major issues in the community and how these issues have changed over time.

**TABLE 1
COMMUNITY
ACTION AGENDA**

	Land Use and Development	Mobility	Growth Capacity and Infrastructure	Action Type							Action Leaders
				Years 1-2	Years 3-4	Years 5+	Capital Investments	Programs and Initiatives	Regulations and Standards	Partnerships and Coordination	
SPECIAL AREA PLANS											
In follow-up to this city-wide plan, complete focused planning efforts for particular roadway corridors, districts, neighborhoods, or other areas with unique opportunities and/or challenges.	Land Use and Development				X					Development Services Victoria MPO Victoria EDC Area-specific interests/partners	
SPECIAL DISTRICTS											
Evaluate and potentially create special districts for area-specific purposes (e.g., to finance public improvements, spur revitalization, protect neighborhoods, etc.).	Land Use and Development					X				City Manager Development Services Finance Victoria EDC Victoria County	
UNIFIED DEVELOPMENT CODE (UDC)											
Prepare and transition to a UDC that brings together and better coordinates all development-related regulations and administrative procedures.	Land Use and Development				X					Development Services City Attorney Public Works Fire Marshal Development community	
BEAUTIFICATION EFFORTS											
Continue efforts to enhance Victoria's image and appearance at key entry points and within the community.	Land Use and Development			Ongoing						Parks and Recreation Environmental Services Code Enforcement Keep Victoria Beautiful	
TRANSPORTATION SYSTEM MANAGEMENT (TSM)											
Use TSM measures to maximize the traffic capacity and safety of roadways that cannot be widened further.	Mobility			Ongoing						Victoria MPO Public Works Texas Dept of Transportation	
STREET REHABILITATION / MAINTENANCE											
Continue investments through the City's annual budget and CIP to target funds based on the annual Street Inventory.	Mobility			Ongoing						Public Works City Manager Finance	
HIKE / BIKE PLAN UPDATE AND SIDEWALK MASTER PLAN											
Complete planning efforts to prioritize capital investments in areas conducive for walking and biking, to boost safety and make destinations more accessible.	Mobility				X					Public Works Parks and Recreation Development Services Victoria MPO	
ENHANCED CAPITAL IMPROVEMENT PLAN (CIP) PROCESS											
Assess the CIP process and implement procedural enhancements in terms of the range of potential projects and how projects are framed and prioritized.	Growth Capacity and Infrastructure					X				City Manager Public Works Finance Departments with capital needs	

CVB Convention and Visitors Bureau
EDC Economic Development Corporation
ISD Independent School District
MPO Metropolitan Planning Organization

	Land Use and Development	Mobility	Growth Capacity and Infrastructure	Economic Opportunity	Recreation and Amenities	Action Type							Action Leaders
						Years 1-2	Years 3-4	Years 5+	Capital Investments	Programs and Initiatives	Regulations and Standards	Partnerships and Coordination	
WATER SUPPLY AND STORAGE													
Continue efforts to secure additional water rights (and protect existing), and invest in additional water storage capacity.	Growth Capacity and Infrastructure			Ongoing								Public Works Region L Planning Group TX Water Development Board River authorities Water districts	
DRAINAGE SOLUTIONS													
Pursue regional approaches and/or other solutions in areas where drainage challenges are a prime constraint to land and economic development.	Growth Capacity and Infrastructure			Ongoing								Public Works Development Services Victoria EDC Victoria County U.S. Army Corps of Engineers Development community	
NEXT GENERATION INDUSTRIAL PARK													
Plan for, design, and develop a next major industrial park that satisfies the needs of targeted users in terms of location, access, space, services, and amenities.	Economic Opportunity			X								Victoria EDC City Manager Development Services Public Works	
SUPPORT FOR REGIONAL TRADE CENTER ROLE													
Stay focused on key partnerships, promotional efforts, and other initiatives that bolster Victoria as a regional hub for retail/services, education, healthcare, and other visitation.	Economic Opportunity			Ongoing								City Manager Victoria EDC Elected officials Key institutions Victoria CVB Chambers of Commerce	
TOURISM FROM SPORTS TOURNAMENTS AND SPECIAL EVENTS													
Expand visitation related to sports tournaments, meetings/conferences, and special events through outreach/promotions and new or upgraded facilities.	Economic Opportunity			Ongoing								Victoria CVB Parks and Recreation Victoria ISD UH-Victoria, Victoria College Sports/events interests	
PARKLAND DEDICATION / FEE MECHANISM													
Draft for potential adoption a systematic approach for acquiring suitable land for parks and trails as new residential development occurs, as well as a fee component to fund improvements or additional acquisition as needed.	Recreation and Amenities				X							Development Services Parks and Recreation City Attorney Development community	
LONE TREE CREEK TRAIL EXTENSION													
Design and construct potential extensions to this initial "trunk" trail or other projects that would contribute to a broader network accessible to more residents.	Recreation and Amenities						X					Parks and Recreation Public Works Texas Parks and Wildlife Development community	

■ Primary Action Type
■ Secondary Action Type



(3) Changes in the assumptions, trends, and base studies data, including the following:

- The rate at which growth and development is occurring relative to the projections put forward in the plan.
- Shifts in demographics and other growth trends.
- City-wide attitudes, and whether apparent shifts, if significant, necessitate amendments to the stated goals or action strategies of the plan.
- Other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.

(4) Ability of the plan to continue to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:

- Individual sections and statements within the plan must be reviewed and revised, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
- Conflicts between goals and action strategies that have been discovered in the implementation and administration of the plan must be pointed out and resolved.

- The list of priority actions must be reviewed and major accomplishments highlighted. Those not completed by a specified timeframe should be re-evaluated to ensure their continued relevance and/or to revise them appropriately.
- As conditions change, the timeframes for implementing major actions in the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community.
- Based upon organizational and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered, as needed, to ensure timely accomplishment of the plan's action strategies.
- Changes in laws, procedures, and missions may impact the community's ability to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.

ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

All review processes and updates related to this Comprehensive Plan should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting processes should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally and to elected officials and citizens in a “report card” fashion. Examples might include:

- Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and the City’s development regulations.
- Various measures of service capacity (gallons per day, etc.) added to the City’s major utility infrastructure systems – and the number of dollars allocated to fund the necessary capital projects.
- New and expanded businesses, added jobs, and associated tax revenue gains through economic development initiatives.
- Lane miles of new road, plus bike, pedestrian, and transit improvements, added to the local transportation system to increase mobility options.
- Acres of parkland and open space added to the City’s inventory, and miles of trail developed or improved.
- Indicators of the benefits from redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units, and retail and office spaces in urban mixed-use settings, etc.).
- The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to Comprehensive Plan implementation and periodic review and updating, as outlined in this section.