

DEL•RIOPLAN

Chapter Eight Implementation

Implementation is the most important part of this plan it is the point at which the plan transitions from policy into practice. Implementation is when general concepts identified during the course of the plan development process take shape and are developed into detailed regulations, programs, capital improvements, agreements, studies, incentives, and other types of implementation activity.

Plans that are effective in achieving their goals and objectives include an implementation framework that outlines the general strategies, directions, and priorities of the community. The purpose of this plan is to identify a course of policy direction for the community, which is then used to make specific decisions as to the actions that must be taken, the department or agency responsible for the initiatives, the actual process and timeframe for completion, and the source of funds necessary to implement the recommendation. Therefore, the role of this plan is to form the construct by which specific decisions may be made. Without strategic direction and an organizational approach, well-intentioned plans are commonly unsuccessful in seeing their vision become reality. To avoid this outcome, this implementation plan includes an overall strategy that will evolve as the plan matures over the course of time.

TENETS OF SUCCESSFUL IMPLEMENTATION

Communities who are successful in implementing their plans and achieving the vision are those who are able to secure the following:

- ♦ **Commitment** - The most important aspect of this implementation program is the commitment of the City's leadership. This involves those who are elected to serve the community, such as: the Mayor and City Council; those appointed to positions of influence in the community's development, like the Planning and Zoning Commission; and those who are in positions to guide the decisions being made, such as the City's department directors and staff. Commitment reaches beyond these individuals, however, to include those who have a vested interest in how the community develops, namely, citizens, land owners and developers, business owners and managers, civic clubs and organizations, and other key stakeholders. These are the groups and individuals who will contribute the resources necessary to achieve the short-range objectives and long-term visions of the plan. To build this constituency of persons willing to make this commitment, this plan involved the public through a participation program including a community forum, key person interviews, citizen delegation meetings, and workshops with the City's appointed and elected officials.

In and of itself, the plan is capable of accomplishing very little. Rather, community leaders and citizens must assume ownership in the plan to see that it is successfully implemented.

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Chapter Eight Implementation

This constituency must be maintained and empowered to implement the plan on an on-going basis.

- ♦ **Credit** - It is important for the plan to be cited for its role in decision-making and credited for its leads to success. To ensure successful implementation, all City departments must embrace the plan and incorporate its recommended actions in their annual budgets and work programs. For example, the Engineering Department may contribute to its implementation with infrastructure, such as streets, water and wastewater facilities, and storm drainage improvements that are consistent with the plan's policies and recommendations. The Parks, Recreation and Forestry Department may pursue local, state, and federal funding assistance through land dedication, partnerships, and grants to systematically expand and enhance parks, trails, and open space concurrent with new development and in accordance with the Parks and Recreation System Plan. Each department, staff person, board, commission, and committee of the City has an obligation to use this plan in guiding their decisions and priorities.
- ♦ **Continued Public Involvement** is essential to ensure success of the plan. After all, the public is the ultimate beneficiary of the plan's success. For the plan to be successfully implemented, it must continue to enjoy the support and understanding of the community at large and, specifically, the civic leaders. Therefore, leaders must pledge their support to maintain public involvement, community awareness, and a commitment to uphold the values and policies of the plan. Advisory committees, public meetings and community workshops, open houses and public forums, newsletters and media releases, and public notices should be used to inform and involve citizens in every step of the implementation process.
- ♦ **Effective guidance** - This plan is designed for use on a daily basis to guide the overall growth and economic development of the community. It is intended to guide staff in their efforts to manage their individual departments, annual work programs, and capital improvement projects. It is also a document that should be highly visible in the decision-making process of the governing body, being referenced often as the community's policy statement and long-range plan. In addition to its use by the City, it is also designed for use by the private sector as they make investment decisions in the community. The plan offers the community's commitment for its future, which must, in turn, offer businesses and property owners' sufficient confidence in their decisions. The plan should be a definitive source of information and act as a valuable resource for both the public and private sectors. The Future Land Use Plan, Thoroughfare Plan, and Parks and Recreation System Plan each must be utilized in reviewing development project proposals, as well as investing in community infrastructure and provision of municipal services. The overall community vision and the goals and objectives articulated in each element of the plan should be referenced in other related studies and projects to ensure consideration of the plan in all essential functions and operations of City government.
- ♦ **Integrative Planning** - Opportunities for integrating the plan's recommendations into other business practices and programs of the City, County, and other government entities are a vital element toward widespread recognition of the plan as a decision-making tool. For instance, the recommendations should be widely used in decisions pertaining to:

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- Kendig Keast
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Chapter Eight
Implementation

infrastructure improvements; proposed new development and redevelopment; expansion of public facilities, services, and programs; and the annual capital budgeting process. The plan should be referenced often to maintain its relevance to local decisions and to support the decisions that are being made.

- ♦ **Regionalism** - The City is in the position to coordinate the implementation tasks associated with this plan. However, since the decisions that are made will impact the County and the larger region, implementation of the plan should not rest solely on the City. Instead, the vast array of stakeholders that will play a role in the future of the community and region should all participate in its implementation. Entities such as the City, Val Verde County, San Felipe – Del Rio School District, LAFB, and the State of Texas should all be heavily involved in varying capacities toward the implementation of the plan’s initiatives. Their involvement may be through funding participation, planning coordination, project management and administration, regulation and enforcement, or shared provision of facilities and services, among other actions. In addition to the cooperation that currently occurs, a renewed commitment by each entity to form regional alliances and partnerships must be formed and sustained to maximize the benefits of regionalism.
- ♦ **Evaluation and monitoring** - This plan will require periodic review and amendment to ensure that the goals, objectives, and recommendations reflect the changing community needs and attitudes. In and of itself, the plan is capable of accomplishing very little. Rather, community leaders and citizens must assume ownership in the plan to see that it is successfully implemented. Great care must be taken to ensure that the recommended actions of this plan are viable and realistic as they relate to the City’s adopted and approved plans, policies, programs, and budget. Progress reports provided to the City Council on a quarterly and annual basis will be important to allow continuous monitoring of the plan’s implementation and accomplishments.
- ♦ **Success** - A strategy that is advocated by this plan is to seek results early in the implementation process. By doing so, stakeholders are able to see the benefits of their involvement. Momentum is a result, which naturally solicits more involvement by persons desiring to be involved in a successful program. In this implementation plan, there are various recommendations that do not bear significant budgetary obligation. These programs and activities provide an immediate opportunity to make an impact on the community and, thus, on the successful implementation of this plan. Success is a powerful tool and should, therefore, be given consideration to ensure that successes are consistent throughout the implementation process.

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ORGANIZATIONAL STRUCTURE

The City has made an investment in the preparation of this plan. This investment signals its foresight and preparedness to find creative solutions to the issues identified through this process and to proactively manage its future development, redevelopment, and expansion in a wise and fiscally responsible manner. This plan was developed over the course of a year. The planning process was carefully designed to involve citizens at every juncture to decide their preferred

Chapter Eight Implementation

future and make commitments to support the plan’s recommendations and initiatives. With the level of resources committed by the City and the amount of effort devoted to the process by residents, there is a high expectation for its implementation. The plan is expected to guide each decision about the physical and economic development of the community and must, therefore, maintain its presence as a “blueprint for the future” of Del Rio.

Roles of the City Council

The City Council must be the central focus of the plan’s implementation program. Its responsibilities will be to decide and establish the priorities and timeframes by which each action will be initiated and completed. As the governing body, it is also responsible for consideration of the funding commitments that will be required to realize the community’s vision, whether it involves capital improvements, new facilities and expanded services, additional staffing, more studies, or programmatic changes such as the City’s development codes and procedures.

The City Council is commonly one of checks and balances relative to the actions by the Planning and Zoning Commission. While this should remain the case, the Comprehensive Plan seeks stronger roles from the City Council, including coordination and implementation of specific actions.

The Council will also play a significant role in the ability of entities to carry out regulatory, programmatic, and capital improvements cited in the plan. In many cases, the City Council will be offering final approval of projects and their costs during the budget process. The ability to provide resources for many of the tasks required to implement the plan will rest largely with the City Council.

Many of the tasks presented as action statements will require the participation of various City departments and outside partners. The City Council can ensure that departments continue to follow the spirit and policies of the plan and implement the needed actions. Active support of the City Council will also be a strong signal to potential private and public partners that the elected officials believe in the merits of the plan.

The City Council is ultimately responsible for authorizing implementation projects and activities, as well as ensuring their consistency with the plan and its policies. They will direct the Planning and Zoning Commission, manage the Plan Administrator and departmental staff, and oversee the activities and progress of the Action Task Force.

Planning Commission as Facilitators

The momentum that has occurred during the course of this process must not be allowed to falter once the plan has been adopted. Concurrent with the approval of the plan, the City Council should clearly state their expectations for the role of the Planning and Zoning Commission in the management and oversight of the plan implementation program. As the appointed commission responsible for the community’s growth and development, they must be given the charge to oversee implementation and empowered to make ongoing decisions without necessitating City Council review at every decision point. Rather, an annual program of implementing actions must be established by the City Council, upon recommendation of the Planning and Zoning Commission, with adequate resources and direction to successfully accomplish the program tasks.

Chapter Eight Implementation

The Planning and Zoning Commission should prepare an **Annual Report of Progress** for submittal and presentation to the Mayor and City Council. The status of implementation for each programmed task of the Comprehensive Plan must be central to this report. Significant actions and accomplishments during the past year should be recognized and recommendations should be made for needed actions, programs, and procedures to be developed and implemented in the coming year. The annual report should be coordinated with the annual budgeting process to allow recommendations to be available early in the budgeting process and requests for capital improvements and major programs to be reviewed.

Several tasks set forth in this implementation plan will be the responsibility of the Planning and Zoning Commission. Preparation of necessary studies, ordinances, and some programmatic initiatives will likely be completed by the Planning and Zoning Commission prior to submission to the City Council. In other cases, the Planning and Zoning Commission will play a strong role as the “plan facilitator,” overseeing the process and monitoring its progress and results. Together, City staff and the Planning and Zoning Commission must be responsible for ensuring that the plan impacts daily decisions and actions by other stakeholders.

Plan Administrator

Due to the significance of the plan and its role in managing the City’s future, it is imperative that the plan be effectively administered. This necessitates a staff person who can devote a significant amount of time to plan implementation. Often, the capacity of current staff to administer the plan and to provide the necessary support to the Planning and Zoning Commission, Action Task Force (and its technical teams), other City departments, and the City Council is limited given the demanding responsibilities of the current position. This is likely the case in Del Rio given a single planning position. Therefore, it will be essential for the City to either assign - or reassign - an existing staff person or hire additional personnel to assume this task. Another similar sized community, for instance, created a new position including comprehensive plan administration and grant writing, which offered a promotion opportunity to an existing staff person.

The roles and responsibilities of this position may be either as a department or division manager or as an independent staff person who reports directly to the Mayor and City Council. The sole responsibility – or shared responsibility in the case of a joint position - would be to manage the administration and implementation of the Comprehensive Plan. This person would generally serve as a department or division manager who would closely coordinate with the other departments, as well as provide direct support to an Action Task Force. The importance of this plan in the future of the community warrants a high level of attention and commitment to ensure successful implementation.

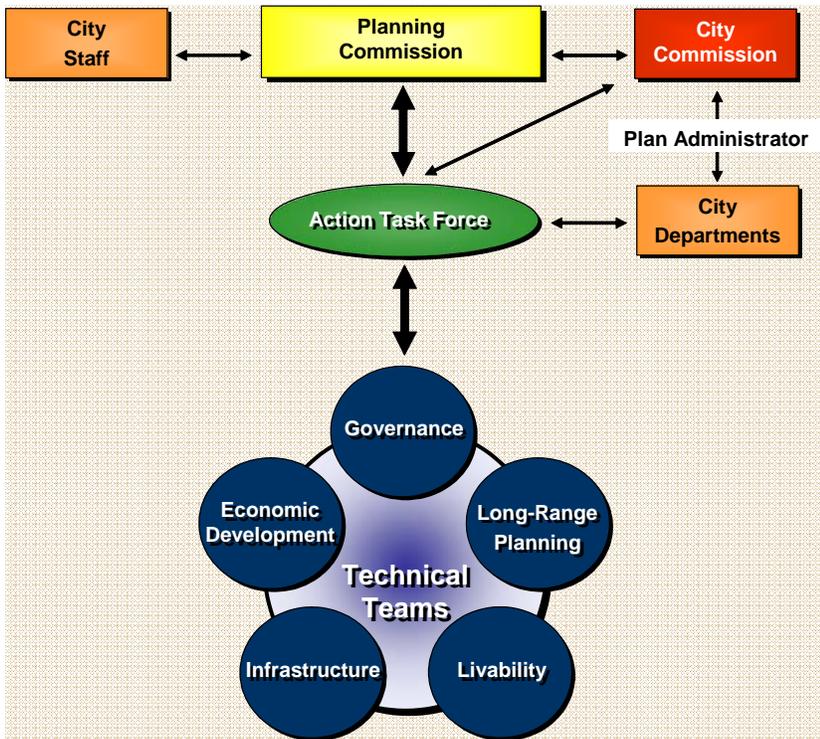
Chapter Eight Implementation

Formation of an Action Task Force

Successful implementation of the Comprehensive Plan will require a task force – or board - that is solely dedicated to carrying out the programs, activities, and initiatives of the plan. While the Planning and Zoning Commission must play an important role as an intermediary, it usually has limited time to devote to an effort that will require 100 percent attention. Therefore, an Action Task Force, who would be the day-to-day managers of the implementation program, should be appointed by the City Council. The task force would report directly to the Planning and Zoning Commission, who would consider their requests and make recommendations to the City Council. They would also directly interact with a committee of department managers who would provide the necessary technical input and guidance for the program tasks and activities. The role of the Action Task Force is to refine and prioritize the Implementation Plan and initiate action.

Under the umbrella of the task force should be a series of technical teams who provide technical competence in the following areas:

- ♦ **Governance** – This team would be responsible for the necessary coordination with the City Council on tasks requiring their direct involvement and decisions. They would also communicate with the staff of the County, San Felipe – Del Rio Independent School District, Sul Ross University, Laughlin Air Force Base, National Park Service, Government Services Administration, Border Patrol, and other local, regional, statewide, or federal agencies and organizations. Their primary role would be intergovernmental coordination to ensure projects are consistent with the objectives and missions of other agencies and to negotiate amenable terms and agreements, as necessary. They would also be charged with identifying



opportunities to collaborate on projects that may be jointly funded, constructed, and/or operated. A staff person providing assistance to this team may include someone from the City Manager's office.

- ♦ **Infrastructure** – Any improvement or project dealing with infrastructure would require the attention and effort of this team. The members of the team would require technical knowledge and expertise with utility and other infrastructure systems, as well as with their means and methods of funding. They would work closely

Chapter Eight Implementation

with each of the other technical teams to coordinate needed infrastructure improvements. The recommended actions outlined in **Chapter 5, Transportation**, and those pertaining to facilities and service improvements in **Chapter 6, Growth Capacity**, would be within the purview of this team. The City Engineer would provide staff assistance and guidance to this team.

- ♦ **Economic Development** – This technical team would play an active role in pursuing projects that contribute to the community’s economic development. They would coordinate closely with local businesses and developers. Their role would be to coordinate the tasks of the other technical teams in a manner that will benefit existing business and new investors in the community. This team would be responsible for implementing the recommendations contained in **Chapter 7, Economic Development**, as well as coordinating to assist in the implementation of the strategic plan of the Economic Community Housing Development Department and Chamber of Commerce. Consultation of this technical team would be from the City’s Economic Community Housing Development Department.
- ♦ **Planning** – This technical team would be a working arm of the Planning and Zoning Commission, assuming the responsibility for implementing their projects and initiatives. They would coordinate closely with the Plan Administrator and maintain a line of communication with the community to monitor shifting priorities and needs. For instance, this would be the team that would facilitate the redrafting of the zoning and subdivision regulations, as recommended and advocated by this plan, acting in a role to gauge the public’s acceptance of new requirements and restrictions. The primary responsibilities of this team are the recommended actions in **Chapter 3, Land Use**, and the policy related matters in **Chapter 6, Growth Capacity**. The City’s planner would provide advice to this technical team.
- ♦ **Livability** – This is the technical team that would be responsible for taking on the implementation initiatives for such projects and improvements as parks and public open space, trails and bikeways, gateways and corridor enhancement, and overall community appearance. Any of the recommendations in **Chapter 4, Parks & Recreation**, would be within the realm of responsibility for this technical team. The staff of the Parks, Recreation, and Forestry Department would provide input and guidance to this technical team.

While the implementation plan is a beginning, the Action Task Force would be charged with the role of honing specific actions beyond the information provided in the plan. The task force would determine methods or programs to be used to implement the proposed actions, specifically identifying which agencies and/or departments will be responsible for their implementation, estimating costs, identifying proposed sources of funding, and establishing timeframes in which the recommended actions will be accomplished.

The overall scope of work of the Action Task Force should be short-term – no more than five years – and should also include annual work programs. The product of the task force should be a strategic proposal for the actions to be initiated and/or accomplished within the year or the five-year horizon of the implementation program. Departments and organizations charged with completing tasks, or aiding in their completion, can use the proposal in the budget process and in determining other needed resources. The City Council and other governing bodies can utilize the

Chapter Eight **Implementation**

proposal for overall budget and resource decisions, as well as establishing benchmarks for departmental performance.

An Ongoing Role for Residents

Citizens of Del Rio contributed to the development of the plan's goals, objectives, and actions by participating in public meetings, small group interviews, and by their involvement on the Citizens' Delegation. The ideas and comments contributed by citizens during the plan's development process were incorporated and shaped the resulting proposals and recommendations.

Citizens should continue to be involved in the implementation and maintenance of the Comprehensive Plan. The Planning and Zoning Commission, stakeholder groups, public meetings and community workshops, public forums, newsletters, media releases, and public notices are all mediums that should be utilized to inform and involve citizens in the planning process. Actual methods and activities for public participation should be carefully chosen and structured to yield meaningful and effective involvement.

Accountability is Essential

In order for the plan to sustain its level of influence in the community's decision-making processes, there must be an implementation structure that requires accountability. Without a system of accountability, it will be difficult to evaluate and monitor the status of individual initiatives, as well as the overall success of the implementation program. A means of regular reporting will be necessary to maintain constant communication between each of the implementing bodies. Regular and periodic status reports will allow continuous monitoring and, thus, modifications to account for unforeseen circumstances.

A good plan is one that continues to reflect the current conditions and character of the community. As new issues arise, the Comprehensive Plan will require modifications and refinements to remain relevant and resourceful. Over time, some action statements may be found impracticable or outdated, while other plausible solutions will emerge. Refinements and changes should occur consistently, but with minor changes occurring annually and more significant modifications taking place every five years. In some cases, simple changes to action statements may be necessary. In others, entire goals may need to be modified. Even the overall vision of the plan should be consistently scrutinized to ensure that it is reflective of the hopes and needs of the community.

Annual plan evaluations will provide the opportunity for regular review and preparation of minor plan updates and revisions, such as changes to future land use designations, implementation of actions, and review of plan consistency with ordinances and regulations. Plan evaluations should be prepared and distributed in the form of an appraisal report, with recommendations for necessary amendments to the Comprehensive Plan. Identification of potential plan amendments should be an ongoing process by the Planning and Zoning Commission, as well as City staff, throughout the year. Requests for an evaluation and

Chapter Eight Implementation

subsequent plan amendments may also be submitted by citizens, property owners, community organizations, and other governmental entities. Proposed plan amendments resulting from an evaluation report should be reviewed and approved by the Planning and Zoning Commission and adopted in a manner similar to the plan itself. This process includes public hearings and consideration by the Planning and Zoning Commission and acceptance by the City Council.

An Evaluation and Appraisal Report should be prepared every five years. Each report will ensure renewal and continued use of the plan by the Planning and Zoning Commission, City Council, and staff. Annual evaluations and resulting plan amendments from the previous four years should be incorporated into the next plan update. An evaluation and appraisal process will be a significant undertaking involving public officials, City departments, stakeholders, and citizens. The result of the evaluation and appraisal report will be a revised comprehensive plan for the City, including identification of new or revised information that may result in an updated vision, policies, goals, objectives, and action statements.

EVALUATION PROCEDURES

To ensure the successful long-term implementation of the Comprehensive Plan vision, goals, and objectives, the City must monitor the plan on a continuous basis. Therefore, the City will assess the individual and cumulative impacts of all proposed plan amendments to determine their degree of consistency. An annual evaluation report will be prepared describing the individual and cumulative impacts upon the City's facilities and service provision caused by amendments to the Future Land Use Plan, Thoroughfare Plan, Parks and Recreation System Plan, and other improvements.

The City will review and update, as necessary, the base data contained in **Chapter 2, Community Snapshot**, on a periodic basis, but, in any case, during the plan's five-year evaluation and appraisal report. The emphasis will be on updating the data and analysis that directly support the goals and objectives of the plan, such as the population projection, analysis of the availability and capacity of public facilities and services, and the analysis of the growth pattern.

The evaluation and appraisal report will include recommendations for new or modified goals, objectives, policies, and actions, which will be based upon the updated base data and an evaluation of the successful achievement of the plan's objectives. Unforeseen constraints or obstacles relative to each objective will be identified, along with remedial actions. The following will be addressed during the evaluation process:

- ♦ **Changing conditions and characteristics** – Each goal, objective, policy, and action will be reviewed considering shifts in demographics and recent trends.
- ♦ **Ability to implement** – Individual statements or sections of the plan will be reviewed and rewritten, as necessary, to ensure that it provides sufficient information and direction to achieve the intended outcome.
- ♦ **Consistency and conflict** – Any conflicts between policies or objectives that have been discovered in the implementation and administration of the plan will be identified and

Chapter Eight Implementation

resolved. The evaluation and review will be designed to ensure consistency of the plan's direction.

- ◆ **Status review** – As conditions change over the course of time, it will be necessary to re-evaluate the timeframes for implementing the individual actions of the plan. Some may emerge as a higher priority given new or changed circumstances, while others may become less important to achieving the vision and development objectives of the City.
- ◆ **Responsibility** – Based upon organizational, programmatic, and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments will be reviewed and altered to ensure timely accomplishment of the plan's recommended actions.
 - ◆ **Impact assessment** – Changes in laws, procedures, and missions may impact the ability of the community to achieve its goals. Therefore, this review will assess these changes and their impacts on the success of implementation and, subsequently, suggest revisions to strategies.

Intergovernmental Entities

The following is a list of some of the jurisdictions, quasi-governmental units, and private service organizations that may impact the community.

- ◆ State and Federal agencies
- ◆ Val Verde County
- ◆ San Felipe – Del Rio ISD and parochial schools
- ◆ Sul Ross University
- ◆ Southwest Texas Junior College
- ◆ Governor's Office of Economic Development
- ◆ Lake Amistad National Park Service
- ◆ Val Verde Regional Medical Center
- ◆ Del Rio Municipal Airport
- ◆ Del Rio Chamber of Commerce
- ◆ Southern Pacific Railroad
- ◆ Office of Homeland Security
- ◆ U.S. Border Patrol

The Planning and Zoning Commission is the body responsible for conducting the evaluation and appraisal process. The annual evaluation should occur immediately following adoption of the City's annual budget, which reflects the priorities for capital improvements and other expenditures.

INTERGOVERNMENTAL COOPERATION

Intergovernmental cooperation refers to any arrangement between two or more jurisdictions, such as the City of Del Rio, Val Verde County, the San Felipe – Del Rio Independent School District, Laughlin Air Force Base, Texas Department of Transportation, Ciudad Acuna, and other governmental or non-governmental public agencies, to communicate visions and coordinate plans, policies, and programs to address and resolve issues of mutual interest. It may be as simple as regularly sharing information or it may involve entering into intergovernmental agreements to share resources, such as buildings, facilities and equipment, staff, and revenue. In some locales, it has evolved into consolidation of services and jurisdictions.

Intergovernmental cooperation is becoming more important as each jurisdiction struggles with increased service demands and limited resources. Issues tend to be common across jurisdictional boundaries, affecting more than one community or region. For example, the Air Installation Compatibility Use Zone (AICUZ) covers portions of the City, Val Verde County, and Kinney County so that the activities of the base greatly impact the jurisdictions that are within its influence area. Continually increasing communication technologies and improved mobility means that people, money, and resources move freely across jurisdictions. For instance, those traveling to and through Del Rio use a network of transportation routes and modes, which include those that are owned by a variety of other jurisdictions. Therefore, it is essential that there is communication and coordination between entities to provide the infrastructure and services necessary to function effectively.

Chapter Eight

Implementation

Frequently, the actions of one jurisdiction impact others. Increasingly, jurisdictions are acknowledging that vital issues are regional, rather than local, in nature. Watersheds and other ecosystems, such as the San Felipe Springs, economic conditions, land use, transportation patterns, housing, and the effects of growth and change are issues that cross the boundaries of the community and impact not only Del Rio, but also Val Verde County and the larger region. The economic health of Del Rio and its larger region are innately interconnected, meaning that the success of one is largely dependent on and, thus, responsible for the success of all.

Benefits of Cooperating

There are widely ranging benefits of cooperation, some of which include:

- ◆ **Cost savings** – First and foremost, cooperation can and does save money by increasing efficiency and avoiding unnecessary duplication of services. It may also offer opportunities to provide facilities and services that may not be possible to provide individually, such as convention facilities and other major capital investments.
- ◆ **Solving larger issues** – There are many issues that are beyond the control of each individual jurisdiction and require cooperation to address. Examples of these issues may include such things as flooding conditions, major transportation improvements like the outer loop, and economic development, among others.
- ◆ **Predictability** – Decisions and outcomes that are predictable are of great benefit to residents, businesses, land owners, and others. Any opportunity to coordinate to resolve potential disputes or conflicts with other jurisdictions that may impact the community will save time and money.
- ◆ **Mutual understanding** – As jurisdictions work together and become more acquainted with the vision and preferred outcomes of other entities, they may work together to achieve common goals and interests.
- ◆ **Enhanced public service** – Those who benefit the most from intergovernmental relationships are their constituents. Increased and improved services may be provided at reduced cost when jurisdictions eliminate duplication and work together.

Issues that are of particular interest and relevance to Del Rio and other jurisdictions for which intergovernmental cooperation is warranted include, but are not limited to, the following:

- ◆ **The availability of quality, affordable housing** and an assortment of living options are a result of land values, utility availability, and regulations pertaining to required minimum lot sizes, setbacks, building heights, lot coverage, and other dimensional requirements. If less expensive housing options are available in areas where facilities and services are made available with limited restriction, then the pattern of development will likely occur in the peripheral areas. Cooperation between the jurisdictions and subdivision regulations of the City and County is needed to result in a fiscally responsible pattern of development.
- ◆ **Transportation facilities**, such as the outer loop and other streets, sidewalks, and trails, extend between the City and County, which means that there must be cooperation to ensure that there are sufficient rights-of-way preserved to allow continuity of the major thoroughfare system, that collector and local streets are extended between subdivisions, and

Chapter Eight Implementation

that sidewalks and trails are continuous. To do so, there must be consistent planning procedures and design standards.

- ◆ **Regional transit** is vital to serve the needs of the entire region, such as individuals from the outlying smaller communities who desire public transit access to Val Verde Regional Medical Center and other trip purposes. Cooperation is needed between transit providers to make connections between systems, thereby creating opportunities for increased regional mobility. This requires coordination of scheduling.
- ◆ **Stormwater flows** across the landscape without regard to jurisdictional boundaries. Therefore, stormwater generated as a result of development and increased impervious surfaces can worsen flooding downstream. Coordination is, therefore, necessary to carefully manage the type and extent of development in flood prone and sensitive areas through land use planning and regulation.
- ◆ **Utility provision** leads to the feasibility of development. If there are adequate services available - regardless of the provider - development may occur without regard for other community objectives. Coordination between the City other utility providers, such as rural water districts, and service options must occur in order for the City to control its pattern of development.
- ◆ **Environmental corridors**, such as San Felipe Creek and other drainageways, offer opportunities for linear connections and linkages between areas of the City and County. Without cooperation, these natural areas will be interrupted by development and other improvements, thereby denying the ability to connect these natural systems.
- ◆ **Wellhead protection** of the City's water wells requires coordination with the County and possibly other jurisdictions as a result of their location. Standards and restrictions must be put in place to prevent contamination of the City's water source.
- ◆ **Economic development** affects the entire region. Therefore, it is in the interests of the region to coordinate the efforts to sustain and grow existing business, as well as attract new businesses and foster start-ups. This may include assistance in assembling economic trend data and a strategic vision for the area as a whole. It could also include revenue sharing arrangements so that all jurisdictions gain from economic development.

IMPLEMENTATION

This comprehensive plan is intended as a working document that will impact the way the community manages its future growth and economic development. This plan presents a blueprint for action that provides clear direction to decision-makers as they manage the operations of the City in the coming years. The intent of the implementation program is to achieve the goals and objectives that embody the City's commitment, which is the result of this intensive effort. While the primary responsibility for implementation rests with the City Council, it must involve a host of other individuals and agencies working in partnership to be successful. The plan may be implemented in the following ways:

- ◆ **Updating regulations** – The Comprehensive Plan includes numerous recommendations for amending the current development ordinances to accomplish the community vision. The plan may be used as the policy framework to support these changes and the decisions resulting from the new or revised regulations.

Chapter Eight
Implementation

- ♦ **Land use decisions** – Every decision that is made by the City Council will affect the community’s land use, whether it is the extension of infrastructure, growth policies, or economic development incentives. This plan may be used to guide these decisions, as well as those that are made in response to development proposals.
- ♦ **Capital improvements** – The plan may be used to coordinate the provision of public facilities and services and for establishing priorities and timeframes for municipal investments and improvements. It is essential that there is close coordination between infrastructure improvements and the City’s growth plan in order to effectively manage development.
- ♦ **Economic incentives** – The City’s Future Land Use Plan may be used as a basis for deciding economic incentives, thereby encouraging businesses to locate in areas where facilities and services exist or are readily available. Infill development areas and redevelopment sites should receive incentives, as well, to direct new economic opportunities in areas that can be most efficiently serviced by utilities and infrastructure.
- ♦ **Private investments** – Land owners and developers may use the plan in making decisions about private investments to ensure that new development is consistent with the community land use plan and compatible with existing neighborhoods and establishments.
- ♦ **Personnel** – Successful implementation of this plan will impact requirements for staffing. Since the current staff is fully occupied with ongoing responsibilities, new or redefined positions are warranted to concentrate sufficient attention to the plan’s recommendations.
- ♦ **Funding** – Implementation of the plan will require adequate funding, which may come from current revenue sources, a dedicated funding source, or outside grant funds from the state and federal governments. Annual appropriations and capital improvement funds will likely require reallocation to implement the plan’s recommendations.

IMPLEMENTATION PROGRAM

The implementation program outlined below identifies the actions that are to be accomplished within the next five years. The priorities are established by the identified timeframe. To ensure accountability, a lead agency must be identified that may coordinate with other agencies to accomplish the task, but which is ultimately responsible for its timely and successful implementation. The Plan Administrator will be tasked to work with these lead agencies to ensure plan implementation. For each action, a primary source of funds must also be identified, which may be matched with other funds, such as state and federal grants, dedications, and in-kind services.

This action plan is designed for ongoing use by the Action Task Force, Planning and Zoning Commission, City Council, and City staff to report progress made in implementing the plan. To date, it is not yet complete, leaving the task of identifying the lead department or agency and source of funds to the implementors of this plan.

Chapter Eight
Implementation

Action Recommendation	FY 2007	FY 2008	FY 2009-12	Lead Agency	Source of Funds
Land Use					
GOAL: Effective land use management and zoning controls to protect the short-term and long-range missions and operations of Laughlin Air Force Base (LAFB).					
1. Amend the Laughlin Air Force Base Compatible Land Use and Hazard Zoning Ordinance. <ul style="list-style-type: none"> ◆ Regulate development density, height, and noise reduction standards within the established Controlled Compatible Land Use Area. ◆ Prepare a zoning map corresponding to the regulations. ◆ Incorporate ordinance provisions consistent with the AICUZ Study. 		√			
2. Establish a designated fringe to the Controlled Compatible Land Use Area to account for possible adjustments or expansion of the designated area.		√			
3. Place a file on County records relating to the defined boundaries of the Controlled Compatible Land Use Area such that the zoning requirements are denoted in the deed records.	√				
4. Establish criteria for consideration and approval of variances.	√				
5. Require identification and issuance of nonconforming situations permit.		√			
6. Coordinate with Kinney County to adopt a Joint Zoning Board and similar zoning restrictions			√		
7. Establish an intergovernmental board to coordinate activities that are sensitive to the operations of the base and the objectives of each agency/organization.	√				

Chapter Eight
Implementation

8. Incorporate into the City's zoning ordinance and the Compatible Land Use and Hazard Zoning Ordinance environmental performance standards.	√		
9. Incorporate into the City's zoning ordinance and the Compatible Land Use and Hazard Zoning Ordinance a telecommunication facility ordinance.	√		
10. For all areas within a specified distance, require Noise Level Reduction of 25-30 dB in all residential structures.	√		
11. Adopt a policy regarding the provision of utilities within the compatibility use zones.	√		
GOAL: Management of future growth through effective land use planning and controls.			
12. Collaborate with Ciudad Acuna to develop a bi-national land use and growth plan.	√		
13. Proceed by means of voluntary and/or involuntary (only as necessary) annexation of the land along both sides of the new outer loop. Alternatively, enter into non-annexation agreement.		√	
14. Require preparation of a fiscal impact study to assess the costs of providing facilities and services versus the benefits gained through municipal tax revenues.	√		
15. Zone the annexed areas along the outer loop, as well as other corridors and areas where there is increased development pressure, as Agriculture/Open.	√		
16. Adopt a utility extension policy with strict criteria warranting extension.	√		

Chapter Eight
Implementation

17. Develop a target area infrastructure improvement program to enhance the attractiveness of structural rehabilitation, redevelopment, and/or infill development.	√		
18. Amend the development codes to include standards and requirements for structural rehabilitation, redevelopment, and/or infill development, with an expedited approval process and waiver of fees as an incentive.	√		
19. Amend the zoning ordinance to include major and minor waivers of area standards within the area generally south of 17 th Street.	√		
20. Conduct a land use assessment and, subsequently, analyze the current zoning to determine whether or not there is a balance in the ratio of residential to nonresidential zoning.	√		
21. Amend the zoning ordinance to include a countryside district, which allows large-lot residential development.	√		
22. Amend the subdivision regulations to establish the provisions and standards for cluster development.	√		
GOAL: Improved land use compatibility and cohesiveness.			
23. Amend the zoning ordinance to incorporate density bonuses into the residential districts within a distance of 300 feet of all arterial roadways and highways.	√		
24. Conduct a comprehensive zoning study whereby undeveloped, commercially zoned property is considered for rezoning to a residential district.	√		
25. Initiate rezoning of land that is presently zoned for commercial use, but developed residentially or as an institution.	√		

**Chapter Eight
Implementation**

<p>26. Amend the zoning ordinance to eliminate its cumulative or pyramidal nature, which allows all uses of a district of lesser intensity in each subsequent district.</p>	√		
<p>27. Amend the zoning ordinance to further classify the intensity of individual uses within the current districts to allow adequate standards for buffering,</p>	√		
<p>28. Amend the zoning ordinance to identify the C-2-A Commercial, First Height District as the applicable district adjacent to arterial roadways and highways, as it is zoned currently. Within this district, require a maximum versus minimum building setback. Adopt streetscape and abutting use bufferyard requirements and standards for building wall articulation and fenestration.</p>	√		
<p>29. Amend the zoning ordinance to require screening of outdoor storage or activities in all non-residential districts, with increased standards within the C-1, Local Commercial; C-1-A, Neighborhood Commercial; C-1-H, Historical and Commercial; and I, Industrial Districts.</p>	√		
<p>GOAL: Improved definition and uniqueness of neighborhood character.</p>			
<p>30. Require the use of perimeter bufferyard treatments, rather than fences or walls, which will both improve the appearance and avoid the perception of physical separation.</p>	√		

Chapter Eight
Implementation

<p>31. Incorporate into each of the residential zoning districts a minimum open space ratio. So as not to reduce development density, the lot sizes should be adjusted proportionate to the amount of open space.</p>	√		
<p>32. Amend the zoning ordinance to include a minimum of 15 percent open space within the R-S Single Family and R-S-O Single Family and Occupations Districts.</p>	√		
<p>33. Incorporate into the zoning ordinance provisions requiring use of an average lot formula (ALF). This mechanism requires a mixture of different lot widths allowing different housing styles, floor plans, sizes, and, hence, price ranges.</p>	√		
<p>34. Amend the subdivision regulations to include parkland dedication requirements.</p>	√		
<p>35. Establish a new residential zoning district designed to allow – and encourage – an environment reflective of many of the neighborhoods to the west of Downtown and south of San Felipe Creek, including:</p> <ul style="list-style-type: none"> ◆ Smaller lot sizes in exchange for a higher ratio of common open space ◆ Allowance for mixed commercial use, subject to design standards and performance criteria to ensure compatibility ◆ Fencing standards and criteria ◆ Reduced front yard setbacks from 25 feet to 15 feet ◆ Street pavement width necessary to accommodate on-street parking on both sides. 	√		

Chapter Eight
Implementation

<p>36. Incorporate into the zoning ordinance limited use requirements for places of assembly, particularly concerning neighborhood churches. The standards should include a minimum lot size, on-site parking requirements, and building bulk in the context of neighboring residential structures.</p>	√		
<p>37. Amend the zoning ordinance to include provisions for a mixed use zoning district that allows a blend of different residential densities and nonresidential uses, subject to increased performance standards.</p>	√		
<p>38. Amend the subdivision regulations to require dedication of open space at neighborhood entrances – distinguished from subdivision (collection of smaller neighborhoods) entrances – to allow portal markers or monuments.</p>	√		
<p>39. Amend the zoning ordinance to include neighborhood landscaping requirements.</p>	√		
<p>GOAL: Aesthetic improvement and economic rejuvenation of Downtown.</p>			
<p>40. Conduct a market and economic study focused on Downtown and its immediate environs to include analysis of its current economic conditions and contributions, such as taxable values, sales and property tax collections, its relative market area, and its capture of the local economic base.</p>	√		
<p>41. Conduct a business mix assessment to identify the current mix of businesses and the optimum future mix of uses.</p>	√		

Chapter Eight
Implementation

42. Prepare a constraints analysis to identify limiting factors for development, redevelopment, and improved utilization of Downtown properties and buildings.	√		
43. Create a fiscal impact model to gauge the economic impact of proposed new development relative to Downtown.	√		
44. Amend the C-2-B Commercial, Second Height District to include height and area regulations suitable to retain the current urban character of Downtown.	√		
45. Create portal entry enhancements to form a sense of arrival into Downtown.	√		
46. Prepare a branding and marketing plan to determine the portrayed image of the Downtown District.	√		
47. Unearth the buried irrigation channels that meander through Downtown to, instead, make them an attraction.	√		
48. Prepare a Downtown Master Plan to identify physical enhancements to the Downtown and along each of the major corridors leading into it.	√		
49. Adopt development form and architectural standards to ensure the historic and visual integrity of Downtown is maintained.	√		
50. Conduct a Downtown parking study and prepare a plan.	√		
51. Form a public-private partnership for revitalization and redevelopment of Downtown.	√		
52. Create attractive incentive packages to entice retailers and employers to locate or relocate within the Downtown District.	√		

Chapter Eight
Implementation

53. Designate firm boundaries for the Downtown, within which high-density housing is permitted without encroachment into the abutting low-density, single-family neighborhoods.	√		
54. Adopt design standards for residential uses within the Downtown and its defined fringe areas to ensure their appearance reflects a more urban character.	√		
55. Install a way-finding system in the community to direct visitors to the Downtown and pedestrians to individual sites within the Downtown area.	√		
56. Follow up on the Texas Main Street Program and identify a committee of local citizens to spearhead the community's involvement.	√		
GOAL: Sustained historic integrity and contribution to community heritage and cultural value.			
57. Conduct a survey of historic structures and properties throughout the community.	√		
58. Amend the C-1-H Historical and Commercial District to include unique use, height, and area regulations that relate to the district.	√		
59. Evaluate the placement of the C-1-H district to identify if there is an opportunity to amend the zoning map to expand it within the Downtown area.	√		
60. Adopt a historic preservation ordinance.	√		
61. Heighten public awareness and education regarding historic resources within the community.	√		
GOAL: Protection of sensitive environmental resources from the potentially harmful affects of incompatible development.			
62. Adopt an Aquifer Protection Overlay Zone.	√		

Chapter Eight
Implementation

63. Amend the subdivision regulations to allow and encourage alternative subdivision designs, such as clustered housing and conservation (50 percent open space) and preservation (80 percent open space) development.	√		
GOAL: Beautification and improvement of community character and identity.			
64. For the land abutting Spur 239, U.S. 90, and U.S. 277/377, integrate into the zoning standards an allowable increase in density for a specified distance (commonly 300 to 400 feet).	√		
65. Amend the zoning regulations to require a maximum build-to line of ten feet in the commercial districts. At the same time, increase the rear setback to 40 feet.	√		
66. Amend the commercial districts to include a minimum landscape surface ratio (LSR) of 20 percent for all properties, as opposed to the lot coverage requirements that do not account for impervious surfaces.	√		
67. Incorporate into the development code bufferyard requirements that establish a set of standards between, and in certain cases within, each of the zoning districts.	√		
68. Adopt building design standards.	√		
69. Adopt sign regulations to identify both permitted and prohibited signs.	√		
70. Adopt fencing standards and incorporate them into the subdivision regulations.	√		
71. Require fencing of utility corridors so they are not visible from local streets.	√		
72. Establish significant gateways at each of the community entranceways.	√		

Chapter Eight
Implementation

73. Prepare corridor enhancement plans for U.S. 277/377, Spur 239, and U.S. 90.	√		
Parks and Recreation			
GOAL: A balanced and wide variety of public parks, recreational areas, and open space in near proximity to all residents.			
74. Develop an even distribution of parks and recreation facilities throughout the community and developing portions of the ETJ, as displayed by the defined need areas in Figure 4.1, Parks and Recreation System Plan.	√		
75. By the Year 2025, purchase an additional 2.63 acres of playlots, 26.39 acres of neighborhood parks, and 52.58 acres of community parks.	√		
76. Amend the subdivision regulations to incorporate parkland dedication provisions requiring dedication of land concurrent with new development.	√		
77. Establish provisions to allow payment of fees in lieu of dedicating land for public parks and open space purposes.	√		
GOAL: Conserve natural resources through parkland acquisition, open space preservation, and environmentally sensitive parks and open space planning.			
78. Identify priority conservation areas and protect them through conservation easements or fee-simple acquisition.	√		
79. Incorporate into the City's development standards provisions for protection of resources.	√		
80. Establish standards and procedures for park maintenance to eliminate potential adverse risk to the quality of adjacent streams and waterbodies.	√		

Chapter Eight
Implementation

81. Develop a nature and birding center to serve as a lighting and roosting area for migratory birds.	√		
82. Install demonstration gardens and interpretive signage along the San Felipe Creek Walk to educate passers-by of the environmental value of this resource and means for protecting the ecosystem.	√		
83. Organize management strategies to minimize the adverse effects of development projects on critical habitat areas.	√		
84. Incorporate into the zoning ordinance density bonuses for the provision of open space, particularly for those areas of environmental value.	√		
85. Develop a “land-bank” program in which owners of properties in the floodplain are encouraged to deed their land to the “bank” to ensure long-term conservation, which would be offset by incentives for increased development density or other favorable dimensional allowances.	√		
86. Prepare a design and utilization study for the FEMA lots to determine the best use to the benefit of the parks and recreation system.	√		
87. Seek to develop a City-wide greenways program along each of the creeks, floodways and flood prone areas, and drainageways.	√		
GOAL: Aid in the long-term management and conservation of Lake Amistad and the National Recreational Area through joint planning.			
88. Develop a partnership and joint long-range planning committee to evaluate ways by which the City can complement the National Recreational Area.	√		

Chapter Eight
Implementation

89. Evaluate the feasibility and sources of potential State or Federal funding for extending an off-road bicycling trail to the National Recreational Area.	√		
90. Expand on the nature and eco-tourism opportunities provided, in part, by the National Park Service incorporating environmental and ecological education into the local park system.	√		
91. Coordinate with the National Park Service to prepare a feasibility study to extend some form of public transit service – high occupant vehicle - by way of a tourist circulatory route from Del Rio to the reservoir and its activity areas.	√		
92. Evaluate opportunities for possible development of recreational vehicle communities and other types of overnight stay facilities within or near the edge of Del Rio that offer an option for short-term visitors and tourists.	√		
93. Coordinate with the NPS to exchange and distribute brochures at the reservoir and throughout the community.	√		
GOAL: Invest and reinvest the community parks and recreation system to bring it to a quality standard that is “first-class” and inheritable.			
94. Prepare a parks and recreation master plan.	√		
95. Develop and carry out an aggressive park maintenance program.	√		
96. Re-organize the Parks Department such that the requisite number of maintenance personnel are assigned solely to the park system.	√		

Chapter Eight
Implementation

97. Provide adequate funding and resources to perform ongoing maintenance and repairs and to construct needed improvements at existing and future parks and recreation facilities.	√		
98. Establish a “Friends-of-the-Park” program to solicit neighborhood involvement in maintaining and policing public parks and open space areas.	√		
99. Improve accessibility to parks and recreation facilities for disabled and handicapped users.	√		
GOAL: Deliberate incremental development of a complete trail network, implemented in accordance with a plan and designed to capitalize on existing infrastructure.			
100. Inventory and map all existing trail segments and sidewalks throughout the developed area.	√		
101. Prepare a trail, greenway, and bikeway master plan to include an overall network of off-street trails, nature trails and paths within linear greenways, and both on- and off-street bike lanes and routes.	√		
102. Amend the street cross-sections in the subdivision regulations to include provisions for trails and bikeways.	√		
103. Amend the subdivision regulations to require pedestrian easements between lots so as to allow access to existing or planned parks and trails.	√		
104. Establish requirements for the dedication of easements or rights-of-way for development adjoining the trail network upon development of a master plan.	√		
105. Utilize the utility corridors as trails and connections within and between neighborhoods.	√		

Chapter Eight
Implementation

106. Construct trails and sidewalks to connect the existing pathways around the creek, South Main Walk, and tie together the parks with each neighborhood, school, and community activity area.	√		
107. Adopt a policy for the conversion and use of floodways and drainage channels, abandoned railroad corridors, under utilized or vacant alleys, and other rights-of-way and easements as trails and walking connections.	√		
108. Regularly submit applications for federal grants to leverage funds for bikeway planning and development.	√		
109. Prepare a sidewalk improvement program to repair, replace, or install new sidewalks where they may be used as a connection to the community-wide trail network.	√		
GOAL: Cooperative agreements and coordinated efforts with other governmental jurisdictions, educational bodies, and private sector entities.			
110. Develop a capital improvement program for parks and recreation areas and facilities and identify a five-year plan of priority improvements and sources of funds.	√		
111. Develop agreements with Val Verde County, San Felipe - Del Rio CISD, and Sul Ross University to include joint acquisition of land, development and maintenance, and use of areas and buildings.	√		

Chapter Eight
Implementation

Transportation			
GOAL: A safe and well-maintained network of streets and pedestrian ways that are in good physical condition and repair.			
112. Conduct a City-wide pavement condition inventory, which should be integrated into the City's geographic information system (GIS) or another database management program.	√		
113. Publish the street paving and improvement plan in the newspaper and on the City's website, with quarterly status updates.	√		
114. Conduct an inventory of street lights and develop a database and corresponding map.	√		
115. Conduct a thorough review and assessment of the City's design criteria and technical specifications regarding street construction standards and all associated infrastructure requirements, e.g. street lights, drainage, and sidewalks.	√		
116. Periodically conduct signal warrant studies as area travel volumes increase with new development.	√		
117. Conduct travel speed studies to determine appropriate speed restrictions, particularly in school zones and other high volume pedestrian areas.	√		
118. Install pedestrian- and bicycle-actuated traffic signals at intersections, particularly near schools and in other areas with high pedestrian traffic.	√		
119. Solicit the assistance of civic groups and neighborhood organizations to inventory the existence and condition of sidewalks within their areas.	√		

Chapter Eight
Implementation

GOAL: An adequate, well-planned, and coordinated thoroughfare network that allows efficient movement of people and goods.			
120. Amend the subdivision regulations to include performance standards for residential streets, whereby the type of access, number of dwelling units served, and the units' average frontages determine the street right-of-way, pavement width, and other design requirements.	√		
121. Amend the subdivision regulations to require, prior to filing a preliminary plat, submittal of a development plan for planned and phased development.	√		
122. Incorporate traffic calming requirements into the subdivision regulations.	√		
123. Amend the subdivision regulations to include access management requirements to restrict the number, location, and spacing of driveways; street intersections; medians and median openings; marginal access roads; turn lanes; and acceleration/ deceleration lanes at major intersections.	√		
124. Amend the subdivision regulations to require shared driveways and cross-access easements between adjacent and abutting properties.	√		
125. Conduct a traffic study to evaluate the feasibility and impacts of minor street closures at their intersections with Veteran's Boulevard, between 2 nd Street and 17 th Street.	√		
126. Designate Dodson Avenue as a reverse frontage road.	√		

Chapter Eight
Implementation

127. Establish a new thoroughfare generally parallel and to the east of Veteran’s Boulevard to provide another north-south through street, thereby reducing the volume and congestion on Veteran’s Boulevard.	√		
128. Coordinate with TxDOT to conduct a traffic engineering and design study along Veteran’s Boulevard, Gibbs Street, Dr. Fermin Calderon Boulevard (Bedell Avenue as a City street), and other high volume thoroughfares to identify necessary and feasible improvements such as acceleration/deceleration lanes, turn lanes at major intersections, and the effective use of medians.	√		
129. Continue to plan for, via right-of-way preservation, and secure funding for a continuation of the loop, particularly connecting to the port of entry.	√		
130. Monitor development within the influence areas of the identified possible future bridge locations so as to allow land acquisition or required dedication during the land development process.	√		
GOAL: Development of a true “system” of transportation supporting all modes of local, regional, national, and international transport.			
131. A local area transit study is advisable to include a survey of current and potential riders, as well as the general public, to identify ways to sustain current ridership and attract additional “choice” riders.	√		

Chapter Eight
Implementation

132. Consider formation of an interagency agreement with the City, County, school district, Sul Ross University, and other local and regional transportation providers for joint vehicle maintenance, procurement, and driver training.	√		
133. Coordinate with the demand-response and fixed route service providers to identify locations for construction of bus pull-out bays and improved transit stops.	√		
134. Within every street improvement project incorporate design provisions relating to transit usage, where applicable.	√		
135. Conduct an airport marketing plan to promote the use of the Del Rio International Airport to persons and businesses throughout the Middle Rio Grande Valley.	√		
136. Amend the subdivision regulations to require sidewalks on both sides of all arterial and collector roads and on both sides of minor streets where there are more than 45 dwelling units served.	√		
137. Amend the subdivision regulations to require public access easements every 800 feet, or portion thereof, where there are continuous rows of homes abutting trails or collector and arterial roads.	√		
Growth Capacity			
GOAL: Adequate and efficient provision of municipal facilities.			
138. As part of a water master plan, study the causes for the excessive amount of water loss and, subsequently, prepare recommendations and an improvement program to remedy the problems, with priority on those for which there is leakage.	√		

**Chapter Eight
Implementation**

139. Research problems related to the availability and pressure of water that impacts the City's current Insurance Services Office (ISO) rating.	√		
140. Prepare an update of the wastewater master plan to identify necessary equipment upgrades and capacity expansions for one or both of the treatment plants.	√		
141. Concurrent with a wastewater master plan update, conduct a study to specifically locate the problem areas causing the excessive peak wastewater flows.	√		
142. Identify "best management practice" piping, manhole, bedding, and backfill materials and incorporate their use into a revised technical specification for use on all new construction projects.	√		
143. Identify and eliminate all unauthorized connections to the wastewater collection system, as applicable.	√		
144. Review the current drainage policies and determine the effectiveness of regional detention and the service areas.	√		
GOAL: Fiscally responsible pattern of future development.			
145. Prepare an annexation plan to identify the areas for which the imposition of land use controls is advantageous, including the following areas: <ul style="list-style-type: none"> ◆ A minimum width of 1,000 feet along the alignment of the outer loop, extending from its intersection with U.S. 90/U.S. 277 on the north to U.S. 90 East. The area along the loop at U.S. 90 and extending south to U.S. 277 was recently annexed. 	√		

**Chapter Eight
Implementation**

<ul style="list-style-type: none"> ◆ Areas at each of the planned intersection locations of highways and roads, such as F.M. 2523, with the outer loop. These areas should be sufficient in size to encompass development at and around these interchanges. ◆ The areas between the outer loop and the current City limits. ◆ The area around the Del Rio International Airport so as to protect its long-term interests for expansion and improvement. ◆ Any additional areas beyond the limits of Jap Lowe Estates that are within the influence area of the San Felipe Aquifer and springs. ◆ Along U.S. 90/U.S. 277 to the north. ◆ Along the proposed arterial roadway around the northwestern quadrant of the community, tying together North Veteran’s Boulevard and Cantu Road. ◆ Peripheral rural development areas. Those that are developed and developing are not likely feasible for annexation. Areas that are not yet developed may be subject to annexation to allow the City the ability to manage its pattern of development. 			
<p>145. Adopt specific land use controls within the annexed area along the loop that falls with the limits of the Air Installation Compatibility Use Zone (AICUZ), consistent with the AICUZ Study.</p>	<p>√</p>		

Chapter Eight
Implementation

146. Establish a formalized annual rehabilitation and replacement program for the water distribution and wastewater collection systems within the well-established areas of the community so as to enable infill development and/or redevelopment.	√		
147. Meet with property owners within the established areas, as well as developers, to identify the constraints to infill development. Subsequently, amend the zoning and subdivision ordinances and vary other standards and requirements so as to mitigate the obstacles.	√		
148. Create and adopt infill development standards concerning density, intensity, and other dimensional requirements to maintain a consistent character with adjacent existing development.	√		
149. Adopt a policy regarding the provisions of infrastructure to candidate infill development sites. Extend adequate infrastructure to serve infill development sites.	√		
GOAL: Adequate infrastructure provision concurrent with new development.			
150. Following adoption of the plan, assemble a group of appropriate staff persons to prepare a growth sequencing plan.	√		
151. Evaluate the City's capital improvement program and annual capital plan against the growth sequencing plan to ensure utility extensions and capacity improvement projects are consistent with the defined urban area.	√		

Chapter Eight
Implementation

152. Incorporate adequate public facilities provisions into the development code, requiring the availability of facilities and services concurrent with the timing and density/intensity of development.	√		
153. Adopt a utility extension policy whereby the City will not extend water and wastewater service to areas outside of the City limits unless there is a rate study to identify the requisite water and sewer rates necessary to be feasible and warranted.	√		
Economic Development			
GOAL: Leverage existing business assets to diversify Del Rio's economy and provide opportunities for long-term and sustainable employment growth in the area.			
154. Strengthen business retention efforts.	√		
155. Foster small business and entrepreneurship.	√		
156. Leverage Del Rio's Mexico connection to encourage industrial development.	√		

Chapter Eight
Implementation

GOAL: Improve Del Rio’s physical infrastructure and business climate to promote industrial development.			
157.Strenthen Del Rio’s roadway infrastructure to support industrial development and international trade.	√		
158.Continue to support the development of the airport.	√		
159.Strengthen Del Rio’s “soft” infrastructure to support industrial development.	√		
GOAL: Establish a comprehensive workforce development and training system that includes the public schools, higher education, local employers, and other area entities.			
160.Enhance and expand partnerships between the San Felipe-Del Rio ISD and area workforce development and training assets.	√		
161.Retain Del Rio’s homegrown talent.	√		
162.Implement a talent attraction strategy by targeting former residents and retirees.	√		
GOAL: Encourage increased tourism and visitor spending by strengthening and promoting existing assets and continue to build linkages between them.			
163.Promote the development of Lake Amistad as a major tourism destination.	√		
164.Continue to encourage the redevelopment and revitalization of downtown Del Rio.	√		
165.Strengthen linkages between Lake Amistad and downtown Del Rio.	√		
GOAL: Fully leverage the potential of Laughlin AFB to increase the economic vitality of Del Rio.			
166.Designate a special liaison to improve communication between the City and Laughlin AFB.	√		
167.Leverage the military retiree and spousal labor force.	√		
168.Protect Laughlin AFB from the encroachment of undesirable developments.	√		

Chapter Eight
Implementation

GOAL: Alter both internal and external perceptions of Del Rio by communicating opportunities to residents and businesses alike.			
169. Build consensus for a primary theme/message for marketing Del Rio.	√		
170. Build awareness of economic development opportunities among Del Rio's leadership and residents.	√		
171. Build awareness of Del Rio throughout Texas.	√		
172. Build awareness among decision-makers in target industries.	√		