

IMPLEMENTATION

The future of Red Oak will be shaped with the policies and recommendations developed in this 2010 Comprehensive Plan. Based on this Plan, decisions will be made that will influence many aspects of the City's built and social environments. Red Oak has taken an important leadership role in defining its future, with the adoption of this Plan. The Plan will provide a very important tool for City staff and civic leaders to use in making sound planning decisions regarding the long-term growth and development of Red Oak. The future quality of life in Red Oak will be substantially influenced by the manner in which Comprehensive Plan recommendations are administered and maintained.

Changes in Red Oak's socioeconomic climate and in development trends that were not anticipated during preparation of the Plan will occur from time to time, and therefore, subsequent adjustments will be required. Elements of the City that were treated in terms of a general relationship to the overall area may, in the future, require more specific and detailed attention. Planning for the City's future should be a continuous process, and this Plan is designed to be a dynamic tool that can be modified and periodically updated to keep it in tune with changing conditions and trends.

Plan policies and recommendations may be put into effect through adopted development regulations, such as zoning and subdivision, and through capital improvement programs. Many recommendations within the Plan can be implemented through simple refinement of existing regulations or City processes, while others may require the establishment of new regulations, programs, or processes. This final chapter of the 2010 Comprehensive Plan describes specific ways in which Red Oak can take the recommendations within this Plan from vision to reality.

If planning is to be effective, it must guide each and every individual development decision. The City, in its daily decisions pertaining to whether to surface a street, to approve a residential plat, to amend a zoning ordinance provision, to enforce the building codes, or to construct a new utility line, should always refer to the basic proposals outlined within the Comprehensive Plan. The private builder or investor, likewise, should recognize the broad concepts and policies of the Plan so that their efforts become part of a meaningful whole in planning the City.

Flexible & Alterable Guide

The 2010 Comprehensive Plan is intended to be a dynamic planning document for Red Oak –it is intended to be a flexible guide that responds to and accommodates any unforeseen changes and opportunities within the community. Plan amendments should not be made without thorough analysis of immediate needs, as well as consideration for long-term effects of proposed amendments. The City Council and other Red Oak officials should consider each proposed amendment carefully to determine whether it is consistent with the Plan's goals and policies, and whether it will be beneficial for the long-term health and vitality of Red Oak.

At one-year intervals, a periodic review of the Plan with respect to current conditions and trends should be performed. Such on-going, scheduled reevaluations will provide a basis for adjusting capital expenditures and priorities, and will reveal changes and additions that should be made to the Plan in order to keep it current and applicable long-term. It would be appropriate to devote one annual meeting of the Planning and Zoning Commission to reviewing the status and continued applicability of the plan in light of current conditions, and to prepare a report on these findings to the City Council. Those items that appear to need specific attention should be examined in more detail, and changes and/or additions should be made accordingly. By such periodic reevaluations, the Plan will remain functional, and will continue to give civic leaders effective guidance in decision-making. Periodic reviews of the Plan should include consideration of the following:

- The City's progress in implementing the Plan
- Changes in conditions that form the basis of the Plan
- Community support for the Plan's goals, objectives & policies
- Changes in State laws

The full benefits of the plan for Red Oak can only be realized by maintaining it as a vital, up-to-date document. As changes occur and new issues within the City become apparent, the Plan should be revised rather than ignored. By such action, the plan will remain current and effective in meeting the City's decision-making needs.

Complete Review with Public Participation

In addition to periodic annual reviews, the Comprehensive Plan should undergo a complete, more thorough review and update every five or ten years. The review and updating process should begin with the establishment of a steering committee that was appointed to assist in the preparation of this Plan. If possible, this committee or the Planning and Zoning Commission should be in charge of periodic review of the Plan. Specific input on major changes should be sought from various groups, including property owners, neighborhood groups, civic leaders and major stakeholders, developers, merchants, and other citizens and individuals who express an interest in the long-term growth and development of the City.

Regulatory Mechanisms

The usual processes for reviewing and processing zoning amendments, development plans, and subdivision plans provide significant opportunities for implementing the Plan. Each zoning, development and subdivision decision should be evaluated and weighed against applicable proposals contained within the Plan. If decisions are made that are inconsistent with plan recommendations, then they should include actions to modify or amend the Plan accordingly in order to ensure consistency and fairness in future decision-making. Amending the Subdivision Ordinance and Zoning Ordinance represent two major proactive measures that the City can take to implement 2010 Comprehensive Plan recommendations.

Zoning Ordinance

Zoning is perhaps the single most powerful tool for implementing Plan recommendations. The City's Zoning Ordinance should be updated with the recommendations contained within the chapters of this 2010 Comprehensive Plan. All zoning and land use changes should be made within the context of existing land uses, future land uses, and planned infrastructure, including roadways, water and wastewater.

Zoning Text Amendments

There are recommendations within this 2010 Comprehensive Plan that relate to enhancing design standards. Their implementation will not only improve future development and interaction between land uses, but will also improve Red Oak's overall image and livability. Such recommendations involve nonresidential building design and sign amendments, to name a few. These recommendations should be itemized and prioritized, and should be incorporated into the Zoning Ordinance accordingly. Additionally, the creation of special zoning districts may be needed in order to enhance or create the intended character within a specific area, particularly along Interstate 35-E. These special districts, also commonly referred to as overlays, should implement standards which achieve the intended results within the identified area, yet remain flexible so as not to prohibit or deter future development.

Zoning Map Amendments

State law gives power to cities to regulate the use of land, but regulations should be based on a plan. Therefore, Red Oak's zoning map should be as consistent as possible with the Comprehensive Plan, specifically the Future Land Use Plan map. It is not reasonable, however, to recommend that the City make large-scale changes in its zoning map changes immediately. It is therefore recommended that the City prioritize areas where a change in current zoning is needed in the short-term and that efforts be concentrated on making such changes. In the long-term, consistent zoning policy in conformance with the Future Land Use Plan map will achieve the City's preferred land use pattern over time.

Subdivision Ordinance

The act of subdividing land to create building sites has a major effect on the overall design and image of Red Oak. Much of the basic physical form of the City is currently created by the layout of streets,

IMPLEMENTATION

easements, and lots. In the future, the basic physical form of Red Oak will be further affected by such action. Requirements for adequate public facilities are essential to ensure the City's orderly and efficient growth.

For Red Oak, the Subdivision Ordinance plays an even more imperative role. Although the City cannot regulate land use or form within its Extra Territorial Jurisdiction (ETJ), Texas law gives the City the authority to enforce its Subdivision Ordinance within the ETJ under the assumption that these areas may, in the future, be annexed within the adjacent municipality. Any and all ordinance related to the Subdivision Ordinance are enforceable within Red Oak's ETJ.

Capital Improvement Program

A Capital Improvement Program (CIP) is essentially a city's adopted budget for the fiscal year, outlining capital projects, justification, priority level, time frame, and financing arrangements. Capital improvements are integrally linked to the City's Comprehensive Plan and its regulatory ordinances. A capital improvement, such as a water treatment plant, illustrates this concept in the following example:

The comprehensive plan recommends areas for a particular type of development, the zoning ordinance reinforces plan recommendations with applicable zoning districts consistent with that type of development, and the subdivision ordinance regulates the facilities (e.g., utility extensions, roadway widths, etc.) necessary to accommodate that type of development. The type of development that is recommended by the comprehensive plan and that is regulated and approved in accordance with the zoning and subdivision ordinance dictates the water treatment plant's size and capacity.

It is in the City's long-term financial interest to invest regularly in the physical maintenance and enhancement of Red Oak rather than to undertake large improvement-type programs at longer time intervals. A modest amount of money expended annually on prioritized items in accordance with plan recommendations will produce a far greater return to the City than will large expenditures at long intervals.

Although capital projects typically refer to roadways, drainage, parks, and other public safety issues, cities can also budget funding through the CIP for special studies or programs to address specific issues. For example, the City may want to designate funding in order to conduct feasibility studies or create training programs.

The City should consider developing a comprehensive CIP to help balance the community's needs and growing infrastructure demands. The difference between a traditional CIP and a comprehensive CIP is a

more thorough, inclusive, and objective process, in which projects are categorized and prioritized. The comprehensive CIP evaluates the capital improvement projects identified by the City and, based on input from City staff, citizens, and City Council, cost, and funding opportunities, subjectively prioritizes each project.

In the development of a comprehensive CIP, project information is gathered from City staff, including the number of projects, the types, and general details of each. City staff and key community leaders provide input on ranking criteria – issues that are important to the City – which is used to create a scoring system. Each project then receives an objective score based on how it meets the ranking criteria. For example, if Red Oak feels that public safety and quality of life are two of the most important principles, then projects relating to those aspects will receive a weighted score. Following the scoring of projects, City staff helps to identify the justification of the ranking of each project. Finally, the CIP is created based on this information for a five year, ten year, or longer time period.

Funding Mechanisms

The following is a discussion of possible funding mechanisms the City may utilize to finance projects.

Protect Prime Retail Property

Prime retail property should not be developed for a purpose other than retail. Retail sales tax revenue can be a major contributor to the City's overall budget, and Red Oak's location along major corridors provides prime locations for a variety of retail uses, particularly along Interstate 35-E, Ovilla Road and SH 342. This land should be preserved for retail use through zoning regulations; other less attractive sites should be encouraged to redevelop as office or residential uses.

Attract Tax-Generating Businesses

It is extremely important for the City to have a budget that is balanced by revenue from residential and nonresidential uses – quality nonresidential development helps offset the cost of public services generally demanded by residential uses. Increasing revenue from other sources will eventually allow the City to lower the tax burden of its residents.

Tax Increment Reinvestment Zones (TIRZ)

Tax increment reinvestment zones (TIRZ) are special districts wherein tax revenues resulting from increased property values fund public improvements within that specific geographic area. The property tax rate paid by property owners is the same as paid in other areas of a city, but the additional tax paid on the increased property value would be allotted to a special fund that would finance improvement projects within the TIRZ.

Public Improvement Districts (PIDs)

Public improvement districts are special districts that have elected to pay additional taxes to receive special services not typically provided by the city. For example, PID funds may be used for parking improvements, park-related or cultural improvements, security services, landscaping, public art, and pedestrian areas, among other types of improvements.

State & County Funding

Coordination with state agencies, North Central Texas Council of Governments (NCTCOG), and Ellis County is recommended for the joint planning and cost sharing of projects. A widely utilized example of state funding is the use of funds allocated by Texas Department of Transportation (TxDOT). TxDOT receives funds from the federal government and directly from the state budget that it distributes for roadway construction and maintenance across Texas. There are several roads within Red Oak that would be eligible for such funds.

The City should work with Ellis County to secure increased County participation in projects that impact not only Red Oak, but the County as a whole. Citizens within the City of Red Oak are also citizens of Ellis County, and they could benefit from such participation through improved park areas and roadways. A bond program similar in structure to several Texas counties, most notably Collin County in North Texas, would be most beneficial.

Various Types of Bonds

The two most widely used types of bonds are general obligation bonds and revenue bonds. General obligation bonds, commonly referred to as G.O.s, can be described as bonds that are secured by a pledge of the credit and taxing power of the City and must be approved by a voter referendum. Revenue bonds can be described as bonds that are secured by the revenue of the City. Certificates of obligation, commonly referred to as C.O.s, can be voted on by the City Council without a City-wide election/bond referendum. It should be noted that if Corinth chooses to adopt an impact fee ordinance and bonds have been included in the assessment of impact fees, funds derived from impact fees could be used to retire bonds.

Implementation Strategies

Implementation is one of the most important, yet most difficult, aspects of the comprehensive planning process. Without viable, realistic mechanisms for implementation, the recommendations contained within the plan will be difficult to realize. The City should work toward implementation of recommendations on an incremental, annual basis. However, these items must be balanced with priority, timing, funding, and City staff resources.

Recommendations to address the goals and objectives are identified within each chapter. The following tables provide a coordinated listing of the recommendations and acts as a checklist for City Staff in order to reach the identified goals. The three tables on the following pages provide a coordinated listing of Comprehensive Plan implementation recommendations. These items cannot all be targeted for implementation within a short time period; some must be carried out over a longer period of time. The first table lists the short term implementation action items to be completed within three years following the adoption of this plan. The second table lists longer term recommendations that should be implemented in the first four to ten years following the adoption of this plan. The third table represents on-going actions which will not be able to be achieved with a one-time action; these will need to be on-going actions that the City implements continually. Recommendations highlighted in pink represent those directly tied to the original Issue Identification exercise (Page 2-34).

Short-Term Recommendations

Short-Term	Objective	Chapter	Mechanism
Thoroughfare Plan connectivity with potential Loop 9 Corridor.	3.2	Transportation; 3-4	Thoroughfare Plan/Streets and Thoroughfare Standards
Update all transportation documents to reflect a cohesive vision for transportation and thoroughfares within Red Oak including appropriate ROW, Cross-Sections and roadway designs.	1.1, 1.2, 1.3	Transportation; 3-2, 3-10	Thoroughfare Plan/Streets and Thoroughfare Standards
Ensure connectivity within and between various portions of the City to promote better circulation patterns and ease congestion. Require a minimum number of connections between neighborhoods within the Subdivision Ordinance.	1.1, 1.4	Transportation; 3-23, 3-24, 3-26, Livability; 6-13	Subdivision Ordinance/City Policy

IMPLEMENTATION

Identify potential bicycle corridors, particularly in areas that connect parks, schools and public facilities such as a library or recreational facility.	4.1, 4.2, 4.3, 6.2	Transportation; 3-26, 3-25	Core Area Master Plan/City Policy
Amend roadway design standards to utilize Red Oak branding and encourage the incorporation of aesthetics along key roadways. Aesthetics may include gateways intersection enhancements, street plazas, quality landscaping, unique lighting and gateways.	16.4, 11.4	Transportation; 3-29	Streets and Thoroughfare Standards/Zoning Ordinance/Capital Improvement Program
Create development incentives to promote conservation subdivisions or "clustering," to protect significant natural features.	11.4	Future Land Use; 4-20	Zoning Ordinance/City Policy
Encourage a mixture of housing types and sizes during plat approval to create full life-cycle housing within Red Oak.	10.1, 10.2, 10.3	Livability 6-5	Zoning Ordinance/City Policy
Incorporate medium density residential choices near activity centers; consider regulations which permit Traditional Neighborhood Design.	8.3, 11.3, 15.3	Future Land Use; 4-4, 4-15, 4-16, Livability; 6-2	Zoning Ordinance/City Policy
Consider utilizing financing mechanisms to implement the Downtown Red Oak Master Plan.	8.5	Baseline Analysis; 1-44	Financing Mechanisms/Economic Development
Consider pedestrian options during conceptual development stages, particularly greenways, sidewalks, trails and connective residential to non-residential site layouts to encourage walkability.	16.5, 16.3	Transportation; 3-23	Subdivision Ordinance/Zoning Ordinance
Create diverse and strategic neighborhood strategies to strengthen, rehabilitate and preserve Red Oak neighborhoods.	13.1, 14.1, 14.2, 14.3, 14.4, 14.5	Livability; 6-6, 6-2	Grant Funding, City Policy
Construct gateways and utilize Red Oak branding along key corridors and at major entrances into the community.	16.4, 11.4	Livability; 6-9	Sign Ordinance, City Policy
Ensure that urban design, such as quality landscaping and signage, quality building materials, architectural enhancements, connective layouts and walkable options, are mandated to .	16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 15.2, 15.3	Livability; 6-10	Zoning Ordinance/Sign Ordinance/Landscape Ordinance

Employ code enforcement and compliance strategies/code enforcement and compliance programs along the Interstate 35-E corridor to target key code violation issues.	11.1	Livability; 6-7	Zoning Ordinance/ Overlay District
Require new developments along Interstate 35-E to contain Red Oak branding, being compatible with new adjacent development and creating a consistent and unified presence along the corridor.	11.3	I-35 Corridor Vision; 5-38	Zoning Ordinance/ Overlay District
Implement an Overlay District representative of the various zones and land uses developed within the Corridor Plan.	12.1	I-35 Corridor Vision; 5-65	Zoning Ordinance/ Overlay District
Begin examining public/private partnerships for the creation of a Lifestyle Center.	12.2, 12.3	I-35 Corridor Vision; 5-29	Economic Development/City Policy
Update Water and Wastewater plans in conformance with the Future Land Use Plan and proactively plan for distribution to key development areas.	19.1, 19.2, 19.3, 19.4, 19.5	Infrastructure; 7-2, 7-4, 7-5	Capital Improvement Program/Public Works
Negotiate with Rockett Special Utility District to ensure that the City's best economic development options are achieved.	19.1, 19.2, 19.3, 19.4, 19.5	Infrastructure; 2-4	City Policy

Long-Term Recommendations

Long-Term Recommendations	Objective	Chapter	Mechanism
Explore opportunities for Transit Oriented Development (TOD) and or other transit options in the future.	5.1, 5.2, 5.3, 5.4	Transportation; 3-6, 3-12, 3-17,3-27 Future Land Use; 4-7, 4-11, 4-18,4-28	Zoning Ordinance/City Policy
Continue efforts towards creating an activity center at Ovilla Road and Methodist Street, potentially incorporating mixed-uses, City Hall and/or other public facilities.	7.1, 8.1, 8.3, 8.4, 11.3, 5.1, 5.2	Future Land Use; 4-28	Capital Improvement Program/ Economic Development

IMPLEMENTATION

Ongoing Recommendations

Ongoing Recommendations	Objective	Chapter	Mechanism
Acquire ROW through easements in conjunction with ultimate roadway configuration goals in order to create a safe and efficient roadway transportation network and reduce long term land acquisition costs.	2.1, 2.2, 2.3, 2.4	Transportation; 3-17 (Plate 3-1)	Subdivision Ordinance/ Capital Improvement Program
Encourage creative connections between residential neighborhoods and neighboring retail centers to encourage walkability.	4.2, 5.4, 6.3	Livability; 6-13	Subdivision Ordinance/City Policy
Implement the Core Area Master Plan by integrating trails into roadway design through the use of greenway corridors.	4.3, 6.2, 4.1	Livability; 6-15 Transportation; 3-24	Zoning Ordinance
Utilize Context Sensitive Solutions (CSS) when designing public roadways in order to evaluate long term community goals and land use along with transportation needs.	6.3	Transportation; 3-8	City Policy
Continuously monitor regional transportation planning efforts and ensure that planning efforts within the City are accurately reflected in regional planning initiatives.	3.1, 3.2, 3.3, 3.4, 5.3	Transportation; 3-2, 3-4, 3-6	Staff/City Policy
Promote the development of non-residential land uses in appropriate areas within Red Oak to diversify the City's Tax base and provide high quality public services.	8.1	Future Land Use; 4-16, 4-21, 4-13	Zoning Ordinance/Future Land Use Plan
Encourage the development of retail activity centers rather than strip center retail, focusing development around nodes of activity, such as at major intersections, and creating linkages and connections to adjacent developments and neighborhoods.	8.1, 8.4	Future Land Use; 4-16	Zoning Ordinance/Future Land Use Plan
Enhance both rural and urban living options within the City while preserving open space.	7.2, 11.4	Future Land Use; 4-32	Zoning Ordinance/Future Land Use Plan/City Policy

IMPLEMENTATION

Ensure that future development balances the community vision, quality development and understands the regional market demand.	7.1, 7.2, 7.3, 8.2	Future Land Use; 4-2	City Policy/ Development Regulations
Create strategies and educational programs to achieve more logical City boundaries, promoting more efficient use of City services and infrastructure.	9.1, 9.2, 9.3, 9.4	Baseline Analysis; 1-35, 1-37 (Plate 1-5)	City Policy/Staff
Promote new quality residential neighborhoods to ensure the long term vitality and sustainability of Red Oak. Mandate the use of quality building materials, the incorporation of neighborhood amenities, diverse housing choices and access to essential services.	15.1, 15.2, 15.3, 15.4	Livability; 6-4	Zoning Ordinance/ Development Approval
Promote innovative layouts through master planning, fostering connectivity and integration between residential and non-residential uses, particularly through encouraging a more "grid" type pattern when possible.	16.3	Livability; 6-2, 6-3	Subdivision Ordinance
Encourage the development of life-cycle housing, providing a diverse range of lot sizes, housing sizes and housing types.	15.1	Livability; 6-4,	Zoning Ordinance, City Policy
Encourage the development of additional non-residential land uses within Red Oak allowing residents to shop, gather and play within the City.	17.1, 17.2, 17.3, 16.1, 15.2	Future Land Use; 4-24, 4-28, 4-18, 4-13	Zoning Ordinance/ Future Land Use Plan, Economic Development
Incorporate the Core Area Trails Master Plan as new development occurs and develop parks with amenities for all ages.	18.1, 18.2, 18.3, 18.4, 18.5	Transportation; 3-24 Livability; 6-15	Zoning Ordinance/ Development Approval
Ensure that existing and future development along the Interstate 35-E corridor is visually attractive by incorporating quality design regulations, architectural standards and well planned/master planned sites.	11.1	I-35 Corridor Vision; 5-43	Zoning Ordinance/ Overlay District
Increase housing options and housing densities along the corridor, providing quality medium density residential options to increase the viability of future non-residential development.	12.4	I-35 Corridor Vision; 5-9	Zoning Ordinance/ Overlay District

IMPLEMENTATION





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