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**RENEW
TEXARKANA**
comprehensive plan for tomorrow

IMPLEMENTATION





A clear implementation strategy is needed to ensure that the vision of the RENEW Texarkana plan is realized. The previous plan chapters presented the current conditions and desired vision of a comprehensive city and resilient neighborhoods, and this chapter identifies priorities, partnerships, and funding mechanisms for implementing those visions.

This chapter presents the implementation strategy to give Texarkana the roadmap to realize this study's recommendations for the city, downtown and all neighborhoods. This chapter's implementation strategy builds a framework for strategic investment and provides short-and long-term action items that city decision-makers can execute in a tactical way. This implementation strategy is intended as a guide, rather than a controlling mechanism, because downtown is a dynamic, urban environment and part of a larger whole.

Not all of the RENEW Texarkana plan can be achieved immediately, therefore as part of the implementation strategy, actions are prioritized based on need, feasibility of implementation, and the likelihood of funding availability. The following describes the phasing categories used in the Implementation Action table located later in this chapter.

Short-term: Actions that are recommended to be completed in the next 1-2 years. These actions are either high-priority items or lower-cost that are feasible to implement in the short-term. An example of a short-term action is to conduct a State Line Avenue corridor design study.

Mid-term: Actions that are recommended to be completed in the next 3-10 years. These actions are either higher cost or not feasible to implement in the short term. An example of a mid-term action is to conduct a city-wide multi-modal transportation plan.

Long-term: Actions that are recommended to be completed in the next 11-20 years. These actions are usually the highest-cost and more complex so they require the most time to implement. An example of a long-term action is to work with developers and property owners to develop hike and bike trails along key roadway corridors, on greenways and other linear open spaces.

Ongoing: Actions that do not have a specific timeframe, but can be implemented as needed over time. An example of an ongoing action is using the Future Land Use Plan as a guide for development decisions and future planning efforts.



PARTNERSHIPS

In order to effectively carry out the implementation strategies, partnerships with public and private sector entities are needed. The following is a list of potential partners needed to carry out the implementation actions. In addition to these public and private sector entities, coordination is also needed with elected and appointed officials, including the City Council, Planning & Zoning Committee, Building & Standards Commission, Historical Landmark Preservation Committee, and Tax Increment Reinvestment Zone Advisory Board.

PARTNERSHIPS

- TEXARKANA, ARKANSAS
- BOWIE COUNTY
- TEXARKANA INDEPENDENT SCHOOL DISTRICT (TISD)
- LIBERTY EYLAU INDEPENDENT SCHOOL DISTRICT (LEISD)
- PLEASANT GROVE INDEPENDENT SCHOOL DISTRICT (PGISD)
- TEXARKANA METROPOLITAN PLANNING ORGANIZATION (MPO)
- ARK-TEX COUNCIL OF GOVERNMENTS
- TEXAS DEPARTMENT OF TRANSPORTATION (TXDOT)
- ARKANSAS STATE HIGHWAY AND TRANSPORTATION DEPARTMENT
- TEXARKANA URBAN TRANSIT DISTRICT
- TEXARKANA HOSPITALITY NETWORK
- UNITED WAY
- NEIGHBORHOOD ASSOCIATIONS
- TEXARKANA HOME BUILDERS ASSOCIATION
- TEXARKANA CHAMBER OF COMMERCE
- MAIN STREET TEXARKANA
- TEXAS A&M UNIVERSITY – TEXARKANA
- TEXARKANA COLLEGE
- TEXAMERICAS CENTER
- RED RIVER ARMY DEPOT

REGULATORY CHANGES



This comprehensive plan document should be used as a guide for future development and regulatory decisions. Some regulatory changes that might occur as a result of this plan include changes to the zoning map and ordinance over time as properties turn over to reflect the intent of the Renew Texarkana future land use plan. Another regulatory change that could occur is updating the city's code of ordinances to incorporate the character descriptions of each future land use designation. Additionally, as coordination continues to occur with Texarkana, AR, zoning changes may be warranted to match up with zoning in the sister city.



FUNDING MECHANISMS



The City of Texarkana is already making use of many traditional and innovative funding sources to enhance the community. This inventory of funding sources includes mechanisms that the city already uses and other sources that the city could tap into in the future.

- Tax Increment Financing (TIF)/Tax Increment Reinvestment Zone (TIRZ): an area where a specified portion of the property tax that is generated is reinvested back into the area through the development of infrastructure. Two TIRZ districts already exist in Texarkana along I-30 (approximately 868 acres) and in downtown (approximately 173 acres).
- Public Improvement District (PID): a defined geographic area established to provide specific types of improvements or maintenance that is financed by assessments against the property owners in the district. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be funded. Chapter 382 of the Texas Local Government Code authorizes cities to create PIDs.
- Chapter 380/381 Economic Development Districts: these agreements allow the granting of certain incentives by cities to encourage developers to build within the jurisdiction. The incentives typically take the form of property tax abatements, loans or grants, commitments for infrastructure, or sales tax rebates.
- Capital Improvement Plan: long-range plan that identifies projects or purchases that require a lot of capital. The Planning and Development Department should use the implementation strategies to define high priority items for future Capital Improvement Plans.

GRANT FUNDING SOURCES:

- Community Development Block Grant: flexible program that provides communities with resources to address unique community development needs. Objectives of the program are to ensure decent affordable housing, to provide services to the most vulnerable in communities, and to create jobs through the expansion and retention of businesses. In Texas, the Department of Agriculture administers the program and there are several funding categories that each have their own purpose and requirements.
- Texas Parks and Wildlife Department (TPWD) Outdoor Recreation Grants: this program provides 50% matching funds to local governments with a population of less than 500,000 to acquire and develop parkland or to renovate existing public recreation areas. Two funding cycles occur each year with a maximum award of \$500,000.
- Transportation Alternatives Set-Aside Program: under the current federal transportation authorization bill, Transportation Alternatives and Safe Routes to School projects are eligible under this category. Trail, bikeway, and sidewalk projects that exceed \$300,000 are the best fit for this program since there is a significant amount of administrative work required. Call for projects occur about every two years and is administered by TxDOT or MPOs in large metropolitan areas.



SUSTAINABLE PRINCIPLES

The comprehensive plan standards are organized into a framework of related components: (1) six principles, (2) two processes, and (3) two attributes. Each of these components is implemented through a set of best practices. Collectively, these principles, processes, attributes, and supporting best practices define what the comprehensive plan for sustaining places should do. The RENEW Texarkana Comprehensive Plan through its implementation actions will define the sustainable principle and/or principles that corresponds with each item. (Note the icon that relates to each of the collective principles)

Principles are normative statements of intent that underlie a plan's overall strategy, including its goals, objective, policies, maps, and other content. The six (6) principles are:

- **Livable Built Environment:** Ensure that all elements of the built environment - including land use, transportation, housing, energy, and infrastructure - work together to provide sustainable, green places for living, working, and recreating, with a high quality of life.
- **Harmony with Nature:** Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.
- **Resilient Economy:** Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.
- **Interwoven Equity:** Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.
- **Healthy Community:** Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.
- **Responsible Regionalism:** Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.

Processes are planning activities that take place during the preparation of a comprehensive plan and define how it will be implemented. The two (2) processes are:

- **Authentic Participation:** Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.
- **Accountable Implementation:** Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.

Attributes are plan-making design standards that shape the content and characteristics of comprehensive plans. The two (2) attributes are:

- **Consistent Content:** Ensure that the plan contains a consistent set of visions, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.
- **Coordinated Characteristics:** Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.

Best practices are the planning action tools that communities employ to activate the principles, processes, and attributes in their comprehensive plans. For example, the best practices for the Livable Built Environment principle include, among others, planning for multimodal transportation and transit-oriented development, conserving and reusing historic resources, and discouraging development in hazard zones.











MEASURING PROGRESS













In order to be transparent and keep track of the accomplishments completed after adoption of the Renew Texarkana plan, the city should develop an annual progress report that is presented to City Council each year. Elements that could be included in this include significant milestones, an update on pertinent population and housing statistics, and actions that the city will aim to implement in the subsequent year. This exercise can also help to prioritize budget items.

SUSTAINABLE ELEMENTS	REFERENCE NUMBER	RECOMMENDATION	INVOLVED AGENCY	PRIORITY	STATUS
LAND USE					
	4.1.1	Use the Future Land Use Plan in this document as a guide for development decisions and future planning efforts.	Planning and Community Development, P&Z Commission, City Council	Ongoing	<input type="checkbox"/>
	4.1.2	Develop policies and incentives that encourage development of activity centers. Examples may include providing tax breaks for desired development typologies.	Planning and Community Development	Short-Term	<input type="checkbox"/>
	4.1.3	Update the city's zoning ordinance to incorporate the intent of each future land use designation.	Planning and Community Development, Consultant	Short-Term	<input type="checkbox"/>
	4.1.4	Prioritize economic development along commercial corridors.	Planning and Community Development, Economic Development	Short-Term	<input type="checkbox"/>
	4.1.5	Coordinate zoning changes and future land use plan updates with Texarkana, AR along the state line.	Planning and Community Development, Texarkana, AR	Short-Term	<input type="checkbox"/>
	4.1.6	Develop a State Line Avenue Overlay District to assist in this process.	Planning and Community Development, Texarkana, AR	Mid-Term	<input type="checkbox"/>
	4.1.7	Promote and incentivize LEED green building practices for new development. For example following guidelines that promote smart water management, use of local building materials, etc.	Planning and Community Development, Public Works, Building and Inspections Office	Short-Term	<input type="checkbox"/>
	4.1.8	Ensure that buildings incorporate good design principles such as articulation of facades, accentuated entries, and visually interesting features at street corners and where a building turns.	Planning and Community Development, Building and Inspections Office	Short-Term	<input type="checkbox"/>
	4.1.9	True landmark buildings should be encouraged and preserved to protect the identity and culture of Texarkana. Incentives and grant should be actively pursued to preserve such landmarks such as the work being done to renovate the Grim Hotel.	Planning and Community Development	Short-Term	<input type="checkbox"/>

Table 6.1 | Implementation Action Items




















SUSTAINABLE ELEMENTS	REFERENCE NUMBER	RECOMMENDATION	INVOLVED AGENCY	PRIORITY	STATUS
	4.1.10	Clustered developments should place special focus on preserving terrain features (steep slope), drainage areas and significant mature tree stands.	Planning and Community Development, Building and Inspections Office, Public Works	Mid-Term	<input type="checkbox"/>
	4.1.11	Communicate regularly (annually) with the Texarkana, Texas City Council about the results of the RENEW Texarkana Comprehensive Plan implementation.	Planning and Community Development, P&Z Commission, City Council	Short-Term	<input type="checkbox"/>
	4.1.12	Utilize environmentally sound site layout and higher density when possible. This may include such things as: clustered development (i.e., conservation subdivision design) that preserves open space and minimizes construction and maintenance of roads and utilities.	Planning and Community Development, Public Works	Mid-Term	<input type="checkbox"/>
	4.1.13	Encourage school development, open space, neighborhood services, retail, dining and entertainment choices within walking distance of most neighborhood residents. Utilize safe routes to school planning and add sidewalks where possible.	Planning and Community Development, All School Districts	Mid-Term	<input type="checkbox"/>
	4.1.14	Preserve open space within neighborhoods (as a common green, recreation areas, preservation of floodplains or other use) to create unique, healthy places.	Planning and Community Development, Building and Inspections Office	Mid-Term	<input type="checkbox"/>
	4.1.15	The subdivision and development process should include consideration of the way in which residential and nonresidential lots are laid out— adjacency and accessibility to park and open space areas should be optimized in all types of development.	Planning and Community Development, Public Works	Short-Term	<input type="checkbox"/>
	4.1.16	Encourage the use of “full-life cycle” (all stages of life)—young singles, professional couples, families with children, empty-nesters, retirees and seniors, including those requiring living assistance. This should include high income homes of various types (large lot, small lot, townhome, loft and condominium) and more affordable housing types (small lot/small home, townhome, loft, condominium, mother-in-law suite, carriage house and others).	Planning and Community Development	Short-Term	<input type="checkbox"/>
	4.1.17	To maximize value, in neighborhoods, smaller residential lots or more dense development patterns should be located in the closest proximity to any parks and open spaces provided—this will maximize the value of those areas, and the parks & open spaces off-set smaller lot sizes.	Planning and Community Development with Parks & Recreation	Long-Term	<input type="checkbox"/>
	4.1.18	Mixed use retail areas should be encouraged to include office, live-work and residential units in order to strengthen the retailing component, reduce trips, and increase activity (and thereby, safety and security). These uses may be either vertically or horizontally mixed, but should be planned and integrated with pedestrian and vehicular connections.	Planning and Community Development with Parks & Recreation	Mid-Term	<input type="checkbox"/>
	4.1.19	All redevelopment of retail centers should be geared to creating attractive pedestrian areas which are well connected to surrounding development. Redevelopment should largely consist of a variety of uses such as new residential, public space, etc. to support the new retail centers.	Planning and Community Development, Public Works	Mid-Term	<input type="checkbox"/>

SUSTAINABLE ELEMENTS	REFERENCE NUMBER	RECOMMENDATION	INVOLVED AGENCY	PRIORITY	STATUS
TRANSPORTATION					
	4.2.1	Continue to actively participate in regional transportation planning activities to advance funding and other improvements in Texarkana. Participation to include representation on the Metropolitan Planning Organization Policy Board and Technical Committee.	Public Works, Texarkana MPO, Planning and Community Development	Ongoing	<input type="checkbox"/>
	4.2.2	Continue to pro-actively pursue mutually beneficial transportation projects with neighboring municipalities and area partners.	Public Works, Planning and Community Development, TxDOT, ArDOT, Texarkana MPO	Ongoing	<input type="checkbox"/>
	4.2.3	Update the Texarkana Bicycle and Pedestrian Master Plan and Master Thoroughfare plan.	Public Works, Planning and Community Development, Consultant, Texarkana Metropolitan Planning Organization	Mid-Term	<input type="checkbox"/>
	4.2.4	Design and implement roadway treatments to support place making and economic development, particularly on State Line Avenue.	Public Works, Planning and Community Development, Consultant, Texarkana Metropolitan Planning Organization, Texas Department of Transportation, and Arkansas Highway and Transportation Department	Short-Term	<input type="checkbox"/>
	4.2.5	Complete a detailed inventory of existing sidewalks in the City.	Public Works, Consultant, Planning and Community Development, Texarkana Metropolitan Planning Organization	Mid-Term	<input type="checkbox"/>
	4.2.6	Utilize roundabouts in existing and new neighborhoods where appropriate, to slow and calm traffic but allow continuous movement, and to provide visual relief in long, straight streets.	Public Works, Planning and Community Development	Short-Term	<input type="checkbox"/>
	4.2.7	Plan for local transit service (T-Line) as a part of the Texarkana Urban Transit District (TUTD) which will connect major retail, sports entertainment venues and neighborhood centers to reduce frequency and duration of trips by the residential and daytime population.	TUTD, Texarkana MPO, Public Works, Planning and Community Development	Mid-Term	<input type="checkbox"/>
	4.2.8	Retrofit neighborhoods with canopy trees to slow traffic and to shade sidewalks and street paving, when physically and financially feasible. On streets that are excessively wide, or where desired, strategically locate trees in the ROW of the street, being careful not to interrupt drainage. The installation of street trees can be achieved by developing a city program for planting trees in neighborhoods as residents request it and on a cost-share basis.	Public Works, Planning and Community Development	Mid-Term	<input type="checkbox"/>
	4.2.9	Encourage developments which feature mixed uses, Commercial streets designed to slow traffic, shorter blocks and continuous sidewalks and trails --- to reduce the dependency on automobiles and encourages healthy pedestrian activity.	Public Works, Planning and Community Development	Mid-Term	<input type="checkbox"/>
	4.2.10	Explore the use of traffic calming measures (landscaped medians, roundabouts, neckdowns and others) on new and existing streets, where physically possible.	Public Works, Planning and Community Development	Mid-Term	<input type="checkbox"/>

SUSTAINABLE ELEMENTS	REFERENCE NUMBER	RECOMMENDATION	INVOLVED AGENCY	PRIORITY	STATUS
	4.2.11	Coordinate with appropriate agencies in order to gain necessary funding to construct the necessary mobility and capacity improvements that meet the needs for Texarkana and the region. Create a master thoroughfare plan to understand those needs and seek federal and state grant funding when available.	Public Works, Planning and Community Development, TxDOT and Texarkana MPO	Long-Term	<input type="checkbox"/>
	4.2.12	Monitor and communicate the condition of city roadways, infrastructure, and facilities. Incorporate needed improvements in the Capital Improvement Plan.	Public Works	Ongoing	<input type="checkbox"/>
PARKS & TRAILS					
	4.3.1	Continue to provide and maintain high-quality parks. Incorporate needed improvements into the Parks Master Plan.	Parks and Recreation, Maintenance Staff	Ongoing	<input type="checkbox"/>
	4.3.2	Continue to provide programming and special activities and events in parks to encourage community-wide usage of the parks system.	Parks and Recreation	Ongoing	<input type="checkbox"/>
	4.3.3	Update the Comprehensive Parks, Recreation, and Open Space Master Plan.	Parks and Recreation, Consultant	Short-Term	<input type="checkbox"/>
	4.3.4	Conduct a recreational programming assessment as part of the Parks, Recreation, and Open Space Master Plan.	Parks and Recreation, Consultant	Short-Term	<input type="checkbox"/>
	4.3.5	Consider the creation of a parkland dedication ordinance for subdivision design	Parks and Recreation, Planning and Community Development, and Consultant	Mid-Term	<input type="checkbox"/>
	4.3.6	Continue to make improvements to existing parks and recreation facilities as outlined in the Capital Improvement Plan.	Parks and Recreation	Short-Term	<input type="checkbox"/>
	4.3.7	Pursue partnerships with public and private organizations to leverage park and recreation investments including federal and state grant opportunities.	Parks and Recreation, school districts, TPWD, Planning and Community Development	Mid-Term	<input type="checkbox"/>
	4.3.8	Establish park, trail, bicycle and open space design standards for different facility classifications.	Parks and Recreation, Consultant	Mid-Term	<input type="checkbox"/>

SUSTAINABLE ELEMENTS	REFERENCE NUMBER	RECOMMENDATION	INVOLVED AGENCY	PRIORITY	STATUS
	4.3.9	Create trail connectivity within the city and to surrounding communities.	Parks and Recreation, Planning and Community Development	Mid-Term	<input type="checkbox"/>
	4.3.10	Work with developers and property owners to develop hike and bike trails on greenways and other linear open spaces.	Parks and Recreation, Planning and Community Development, Property Owners	Long-Term	<input type="checkbox"/>
	4.3.11	Floodplain areas are generally not able to be developed and therefore should be key element of a city wide framework of protected open space.	Parks and Recreation, Planning and Community Development	Long-Term	<input type="checkbox"/>
	4.3.12	Maximize visibility of open space areas by locating parks in prominent locations that help to long term create value for neighborhood and community.	Parks and Recreation, Planning and Community Development	Mid-Term	<input type="checkbox"/>
	4.3.13	Preserve plant and animal habitat areas and corridors in a functional, native condition to maintain biodiversity and promotes healthy communities. The city should establish and adopt buffer requirements for tributaries and waterways that are not otherwise protected by current city regulations.	Parks and Recreation, Planning and Community Development, Public Works	Long-Term	<input type="checkbox"/>
	4.3.14	The hike-and-bike trail system should connect homes, parks, schools, retail, employment, and entertainment centers, wherever possible. These trails should be primarily off-street dedicated trails, and only be located adjacent to streets where connectivity is needed, and where otherwise it is absolutely necessary for continuity.	Parks and Recreation, Planning and Community Development	Mid-Term	<input type="checkbox"/>
URBAN DESIGN					
	4.4.1	Require all new streets to have minimum 6', fully ADA-compliant sidewalks with buffer zones on both sides where feasible to promote walkability.	Public Works	Ongoing	<input type="checkbox"/>
	4.4.2	Update the applicable development and thoroughfare standards to develop typologies for the Activity/Development Corridors and allow for primary and secondary gateways along roadways.	Planning and Community Development, Public Works	Short-Term	<input type="checkbox"/>
	4.4.3	Develop design standards for each district identified in the urban design framework map and continually update standards for the University Planned Development District (UPDD) and Highland Park/Bingham Park Historic District.	Planning and Community Development, Consultant	Short-Term	<input type="checkbox"/>
	4.4.4	Conduct a State Line Avenue Corridor Study to further define needed safety improvements, correct poor pedestrian mobility, strengthen economic development opportunities and establish an Overlay Zoning Ordinance and District Standards.	Planning and Community Development, Texarkana, AR, Consultant, Texarkana Metropolitan Planning Organization	Short-Term	<input type="checkbox"/>

SUSTAINABLE ELEMENTS	REFERENCE NUMBER	RECOMMENDATION	INVOLVED AGENCY	PRIORITY	STATUS
	4.4.5	Continue to coordinate with TxDOT and the Arkansas State Highway and Transportation Department on future development along IH 30. Focusing on the creation and enhancement of gateways into the city.	Public Works, TxDOT, ArDOT	Mid-Term	<input type="checkbox"/>
	4.4.6	Preserve open space through the maintenance of natural floodplains, creation of parks, clustering of development, conservation of environmentally sensitive areas, and shading of paving (such as streets, parking lots and plazas) to reduce the ambient temperature in the city and provide a more comfortable environment.	Parks and Recreation, Planning and Community Development	Long-Term	<input type="checkbox"/>
	4.4.7	Identify and preserve existing neighborhood landmarks, such as historic or distinctive buildings and prominent natural features, to foster neighborhood pride, distinctiveness and better creates a sense of ownership. Add wayfinding markers to historic districts to celebrate character.	Planning and Community Development, Building and Inspections, Public Works Department	Short-Term	<input type="checkbox"/>
NEIGHBORHOOD DISTRICTS					
	5.1.1	Continue to promote citizen-led neighborhood revitalization programs in key neighborhoods including Rose Hill, Beverly, Downtown, and other neighborhoods throughout the city.	Planning and Community Development	Ongoing	<input type="checkbox"/>
	5.1.2	Continue to identify and formulate neighborhood partnerships that serve to identify funding opportunities, serve as a sounding board for improvements, and advocate for neighborhood improvements.	Planning and Community Development	Short-Term	<input type="checkbox"/>
	5.1.3	Develop an online database with information about neighborhood associations, district maps, contact information, and meeting information.	Planning and Community Development	Short-Term	<input type="checkbox"/>
	5.1.4	Conduct small-area plans for specific neighborhoods to address challenges and identify a phased action plan.	Planning and Community Development, Consultant	Mid-Term	<input type="checkbox"/>
	5.1.5	Consider conducting a neighborhood gateway and wayfinding signage study to determine the most appropriate location, style, and size of these amenities within neighborhoods.	Planning and Community Development, Consultant	Mid-Term	<input type="checkbox"/>
	5.1.6	Continue the neighborhood outreach program to encourage involvement of residents in decisions affecting their neighborhood. Participate in neighborhood events such as National Night Out and Rose Hill Neighborhood Celebration.	Planning and Community Development	Long-Term	<input type="checkbox"/>

SUSTAINABLE ELEMENTS	REFERENCE NUMBER	RECOMMENDATION	INVOLVED AGENCY	PRIORITY	STATUS
DOWNTOWN TEXARKANA					
	5.2.1	Coordinate a downtown master plan with Texarkana, AR. A separate downtown plan would further develop concepts introduced in the Renew Texarkana plan and would include individual site assessment, a phased development plan, and detailed costs for implementation.	Planning and Community Development, Texarkana, AR	Short-Term	<input type="checkbox"/>
	5.2.2	Consider adoption of a downtown overlay or Form Based Code (FBC) in the existing zoning ordinance.	Planning and Community Development	Short-Term	<input type="checkbox"/>
 	5.2.3	Create a community development corporation that includes a focus on marketing downtown to potential investors.	Planning and Community Development, Economic Development, Texarkana Arts & Historic District Partners	Short-Term	<input type="checkbox"/>
	5.2.4	Develop a multi-departmental approach to evaluate the utilization of vacant, unsafe or dilapidated structures within downtown.	Planning and Community Development, Building Inspections, Public Works	Ongoing	<input type="checkbox"/>
 	5.2.5	Consider replacing the street signs in Downtown with a unique sign to establish a special area of character; Add signage for the recent Texarkana Cultural District designation.	Planning and Community Development, Economic Development, Texarkana Arts & Historic District Partners, Public Works Department	Short-Term	<input type="checkbox"/>
 	5.2.6	Enhance the role of Downtown as the cultural and social center of the City, by supporting local efforts (like the Arts & Historic District) to create business awareness, promote social events, and create community ties and investment.	Planning and Community Development, Economic Development, Texarkana Arts & Historic District Partners	Ongoing	<input type="checkbox"/>
 	5.2.7	Encourage a diversity of housing types including mixed-use in downtown to enliven the district, support destination retail and provide opportunities for pedestrian-oriented young professional and "empty nester" living.	Planning and Community Development	Ongoing	<input type="checkbox"/>
 	5.2.8	Create open spaces, plazas and urban parks (such as Downtown's ArtSpark) to serve as focal points, landmarks, and gathering places for socializing and celebrations.	Planning and Community Development, Parks and Recreation, Economic Development, Texarkana Arts & Historic District Partners	Ongoing	<input type="checkbox"/>
 	5.2.9	Increase recreation and entertainment opportunities in downtown via programming and community venues.	Planning and Community Development, Parks and Recreation, Economic Development, Texarkana Arts & Historic District Partners	Ongoing	<input type="checkbox"/>
 	5.2.10	Increase pedestrian linkages / connections between downtown & neighborhoods through planning efforts. Consider the Complete Streets Model where appropriate.	Planning and Community Development, Public Works Department, Texarkana Metropolitan Planning Organization	Mid-Term	<input type="checkbox"/>
 	5.2.11	Continue to provide incentives for the adaptive re-use of historic and valuable structures to preserve the City's architectural heritage and ensure that new development contributes to the evolution of a strong, historic, pedestrian-oriented downtown.	Planning and Community Development, Building & Inspections, Economic Development, Texarkana Arts & Historic District Partners	Ongoing	<input type="checkbox"/>