

5

IMPLEMENTATION PLAN

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5.1 PROJECT PRIORITIZATION & TIMELINE

This chapter outlines a set of strategies to help implement the policy, program, and project recommendations described in Chapter 4. Successfully implementing the Plan’s recommendations will help achieve the community’s vision for a safe and accessible active transportation network. The implementation plan is a strategic framework which details strategies focused on project prioritization, funding, project management, performance management, and continued stakeholder and community involvement.

The Plan’s implementation timeframe spans 20 years, with the goal of creating the long-term vision incrementally over this period.

5.1 PROJECT PRIORITIZATION & TIMELINE

Creating a prioritization framework assists in directing design efforts and funding towards areas which are likely to see the highest increase in bicycling, walking, and using transit once facilities are installed or upgraded. These areas are prioritized based on factors such as proximity to schools, neighborhoods, jobs, and cultural

institutions as well as areas where bicycling, walking, and using transit may be the predominant mode of travel for socioeconomic reasons. Given limited funding and resources, the prioritization process provides information on which projects should be funded and implemented first.

During the development of the Plan and proposed network, the team considered the following criteria in the prioritization of projects for implementation:

- **Connectivity:** How well the project connects to the existing network
- **Safety:** Existing speed limits; vehicle conflicts; facility type
- **Comfort:** Level of stress; level of comfort
- **Equity:** Accessibility to or located in underserved areas; existing ADA compliance
- **Feasibility :** Right-of-Way (ROW) needs; funding availability

The projects identified in this Plan can each be considered segments of the full proposed network. Creating the vision for the proposed full network is a multi-year process; implementation of the full proposed network will be phased over the next 20 years, with the goal of doubling the miles of improved and interconnected on-street and off-street bicycle routes in the network within 10 years.

BUILDING THE LONG-TERM VISION IN 20 YEARS

- Phase I: 10-Year Network (29 projects; 40 miles)
- Phase II: 20-Year Network (42 projects; 55 miles)
- Phase III: Buildout Network (43 projects; 89 miles)

Projects considered high priority are proposed to be developed within the first 10 years after Plan adoption. It is highly recommended that at least two projects or 4 miles of facilities be completed each year. Projects in Phase II of the network development will build upon the connected network built within the first 10 years.



5.1 PROJECT PRIORITIZATION & TIMELINE

PRIORITIZED BICYCLE PROJECTS FOR 10-YEAR NETWORK

The following projects were selected to be constructed within the first 10 years considering the prioritization criteria.

Priority Rank	Name	Type	Miles	Low Estimate	High Estimate
1	Rio Vega Trail- Phase 1	Off-Street	1.35	\$685,401	\$813,913
2	Rio Vega Trail- Phase 2	Off-Street	1.44	\$726,619	\$862,860
3	Chacon Creek- Phase 8	Off-Street	1.83	\$923,811	\$1,097,025
4	World Trade Bike Trail	Off-Street	1.42	\$720,089	\$855,106
5	Manadas Creek Trail- IV	Off-Street	0.76	\$385,882	\$458,235
6	WCDD- East Chacon Creek	Off-Street	1.35	\$373,668	\$814,244
7	Corpus Christi- Connection	On-Street	1.79	\$264,520	\$302,308
8	S. New York St- Phase 1	On-Street	2.06	\$304,845	\$348,394
9	N. Santa Maria Trail	On-Street	2.20	\$324,798	\$371,197
10	Chicago St. Connection	On-Street	0.94	\$138,128	\$157,860
11	Del Mar/Springfield Route	On-Street	0.74	\$108,527	\$124,031
12	Chacon Creek Connection to Saunders	Off-Street	1.08	\$546,713	\$649,222
13	Rio Vega Trail- Phase 4	Off-Street	1.56	\$791,238	\$939,595
14	SoLa Trail	Off-Street	0.64	\$326,395	\$387,594
15	Rio Grande- Island St. to Ana Park	Off-Street	1.62	\$819,148	\$972,738
16	Drainage Creek Route to Mines Rd.	Off-Street	0.95	\$481,393	\$571,654
17	Summers Trail (WCDD)	Off-Street	0.34	\$172,015	\$204,267
18	Lomas del Sur - Phase I	On-Street	0.93	\$137,800	\$157,486
19	East 359 Hike and Bikeway	Off-Street	0.74	\$374,228	\$444,395
20	Chacon Creek- Spillway Trail	Off-Street	2.21	\$1,118,381	\$1,328,077
21	Manadas Creek- North Extension to United	Off-Street	1.78	\$902,804	\$1,072,080
22	Cuatro Vientos Trail	Off-Street	0.89	\$452,436	\$537,267
23	East Los Presidentes	On-Street	0.53	\$78,182	\$89,351
24	I-69 W- Shared Use Path	Off-Street	6.97	\$3,526,528	\$4,187,753
25	Manadas Creek Trail- V	Off-Street	1.53	\$775,546	\$920,961
26	San Bernardo Blvd- South	On-Street	0.75	\$110,651	\$126,458
27	Moctezuma Connection	On-Street	1.47	\$216,305	\$247,206
28	Lowry Rd. Trail- River	On-Street	0.19	\$28,578	\$32,660
29	Independence Hills- Access	Off-Street	0.23	\$115,829	\$137,547
10-Year Network Total Mileage & Estimated Cost			40.30	\$15,930,456	\$19,211,487

Note: Highlighted rows indicate funding is available or programmed.

PRIORITIZED 10-YEAR NETWORK PROJECTS

Existing Bikeways

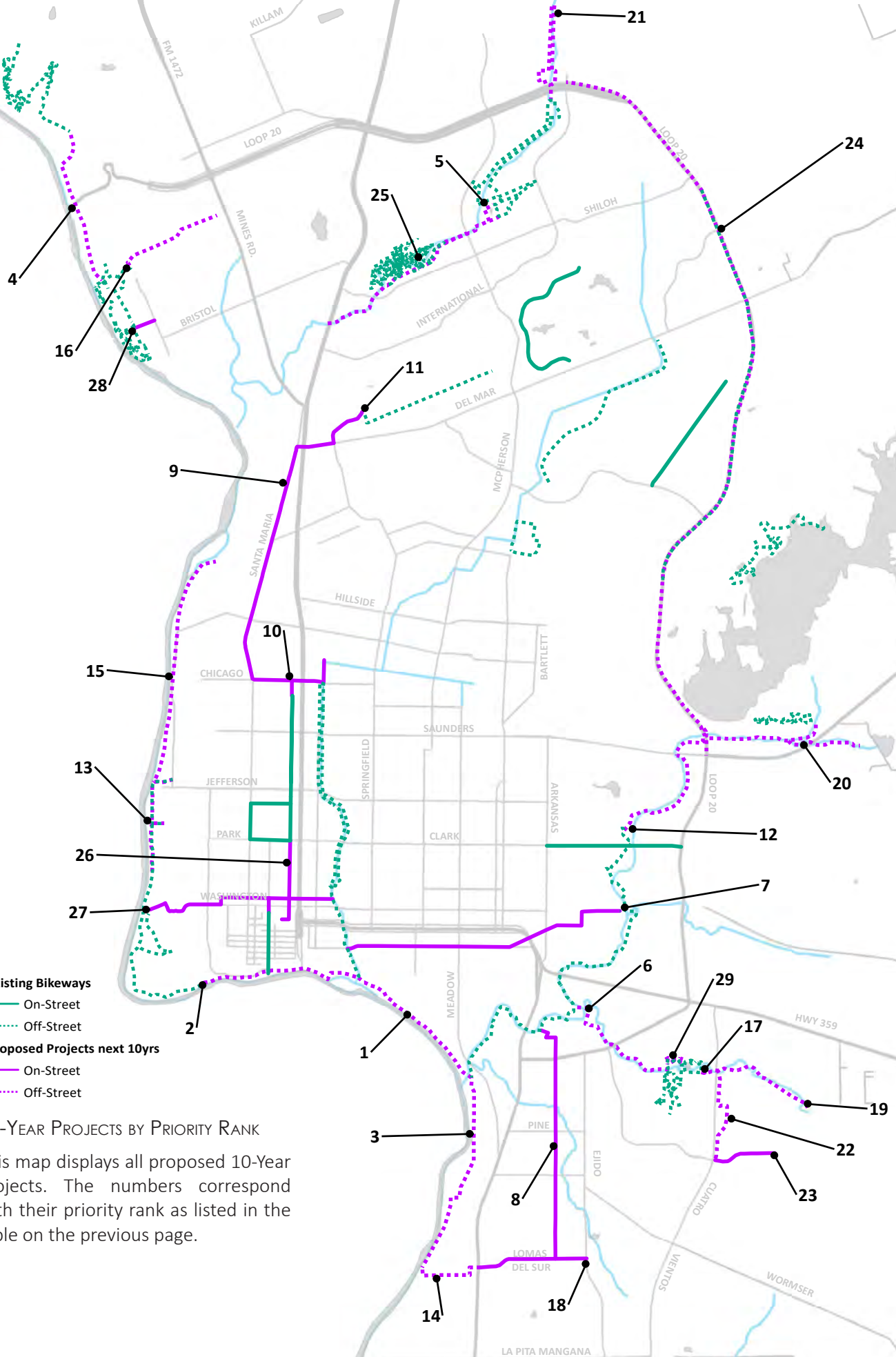
- On-Street
- Off-Street

Proposed Projects next 10yrs

- On-Street
- Off-Street

10-YEAR PROJECTS BY PRIORITY RANK

This map displays all proposed 10-Year projects. The numbers correspond with their priority rank as listed in the table on the previous page.



5.2 PROJECT MANAGEMENT

BICYCLE PROJECT COST ESTIMATES

The estimated bicycle project costs are presented in 2020 dollars. The proposed bicycle network cost estimates were developed using TxDOT’s 2017 Trail Study’s construction cost estimates. TxDOT’s study provides low-end and high-end per mile cost estimates for different bicycle facility types. For this Plan’s purposes, proposed off-street bike lane cost estimates used TxDOT’s low-end to high-end range for “Shared Use Paths” facility type. TxDOT’s “Restripe Roadway for Buffered Bicycle Lane” facility type low cost estimate range was used for on-street projects. Using TxDOT’s per mile cost estimate depending on the facility type, this figure was then multiplied by the length in miles of the proposed bicycle facility to determine a low to high range cost estimate for each proposed bicycle facility. The complete network with a total of 184 miles of off-street and on-street bike facilities is estimated to cost between \$59,566,632 and \$70,495,594.

5.2 PROJECT MANAGEMENT

The process of planning, designing, and implementing the active transportation network involves identifying priority locations, selecting the appropriate facility-type, and following required standards for facility design. It is recommended that a Facility Selection Guide be developed during the implementation phase. The Facility Selection Guide will allow the project team

to select the appropriate facility to provide the highest comfort possible for bicyclists while considering the existing road conditions. A similar diagram to the one shown in the image below should be included in the Facility Selection Guide to indicate the appropriate type of bike facilities for a desired comfort level.

Implementation of the Plan and management of projects will require continued collaboration and coordination between key City of Laredo departments including Planning & Zoning, Engineering, Parks and Recreation, El Metro Transit, and Traffic to name a few. Similarly, appointed local and regional committees or boards whose decisions can impact active transportation activities should collaborate and coordinate between each other. Examples of such committees and boards include:

- Parks and Recreation Advisory Committee
- Technical Review Board
- MPO Committees
- Traffic Committees

Additionally, training opportunities focused on active transportation topics should be pursued. Training opportunities can bring together staff from various key City departments and members of relevant committees and boards to generate a wide range of support for the Active Transportation Plan and its priorities.



BIKE LANE FACILITIES BY COMFORT LEVEL

5.2 PROJECT MANAGEMENT

BICYCLE NETWORK STRATEGY

The Plan’s primary strategy to implement the proposed bicycle network is called *Double-Connect-Multiply*. Currently, the region has 35 miles of improved bicycle routes, but few are well connected. The Chacon Creek Hike and Bike Trail, which is approximately 4 miles long in one direction, is currently the longest, connected bicycle route in the region. The Plan does not simply

recommend more bike routes, it recommends more connected bike routes. As shown in the image below, the strategy entails doubling the number of miles within 10 years. This will create approximately 70 miles of improved bicycle routes. If connectivity is prioritized and only connected bicycle routes are added to the network, this will multiply the number of connected bicycle routes by more than 16 times to create a total of 70 connected miles of bicycle routes.

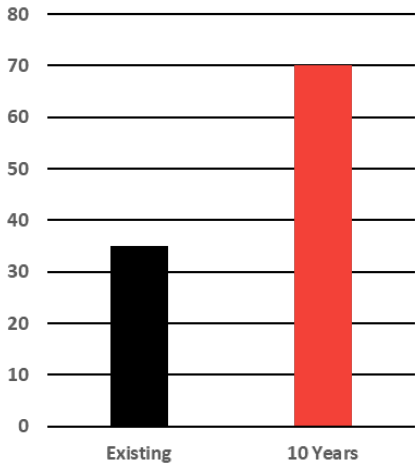
double CONNECT multiply

x2

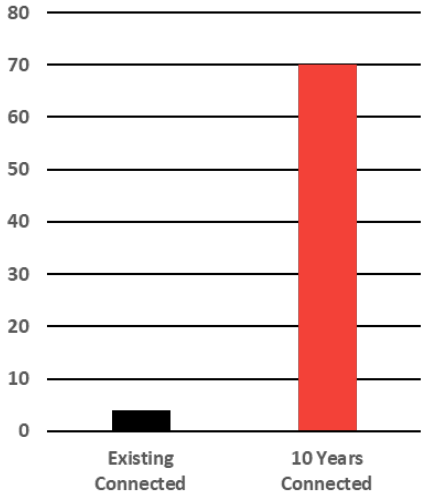
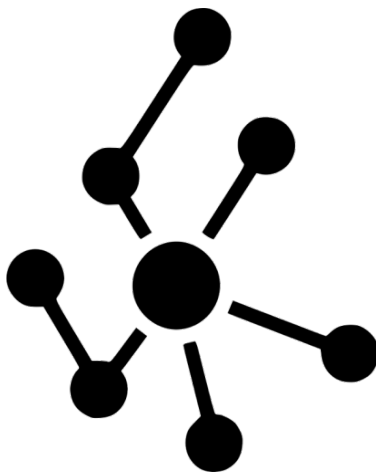
only add
connections

x16

connected miles



Doubling the existing miles will create 70 miles of bike routes within 10 years



Only adding connections will multiply the existing connected miles within 10 years

5.3 PERFORMANCE MANAGEMENT

5.3 PERFORMANCE MANAGEMENT

The Laredo-Webb County Area MPO will monitor progress of the Plan during the implementation phase. Monitoring progress is essential to understanding whether the Plan's goals are being achieved and can provide a way to measure whether the needs of residents who use active transportation are being met. It is recommended the proposed Active Transportation Subcommittee be tasked with monitoring the progress of the Plan's implementation on a yearly basis. Performance measures should be used to evaluate the Plan's success and implementation progress. Performance measures related to active transportation help improve decision-making by facilitating evaluation and prioritization of bike and pedestrian projects based on measurable data.

The initial recommended performance measures are shown in the table below. As the active transportation network grows and data collection capacity is improved, the performance measures can be updated and expanded to include measures on additional goals related to health, infrastructure quality, sustainability, and economic development.

A strategic annual report should be created to help ensure accountability among parties responsible for implementing the Plan. The annual report should include an update on performance measures and progress toward implementation of the Plan's recommended projects, policies, and programs. The process of reporting on progress annually will facilitate implementation and help inform future Plan updates.

Goal	Measure	Target	Data Source
Connectivity	Number of bicycle projects constructed and connected to existing facilities	Two (2) projects per year	LWCAMPO
	Number of miles of connected bicycle miles constructed	Four (4) miles per year	LWCAMPO
	Number of bicycle boardings on transit	Sustained annual increase	El Metro Transit
Safety	Number of reported bicycle and pedestrian accidents	Sustained annual decrease	TxDOT
	Eliminate bicyclist and pedestrian fatalities on City and County roadways	Zero Fatalities by 2030	TxDOT
Equity	Number of bicycle and pedestrian projects constructed in disadvantaged areas	Two (2) projects per year	LWCAMPO
	Percentage of vulnerable (i.e. low-income) populations within 1/4 mile of bicycle facilities	Annual increase in % vulnerable population impacted	LWCAMPO
Accessibility	Number of bicyclists using active transportation network	Sustained increase annually	LWCAMPO; Bicycle counts
	Number of new trailheads constructed/added to network	Two (2) per year	Parks and Recreation Department
Education	Number of active transportation education programs implemented per year	Two (2) programs per year	LWCAMPO, TxDOT
	Number of active transportation related trainings attended by staff and decisionmakers	One (1) training per year	LWCAMPO
Investment	Amount of funds allocated to active transportation projects	\$1.5 million annually	LWCAMPO
	Number of grants awarded for active transportation projects	Two (2) grants per year	LWCAMPO

5.4 FUNDING

5.4 FUNDING

Funding for proposed active transportation projects is a key obstacle to their implementation. Mobility improvements and active transportation projects are funded from a variety of sources. The available funding comes from an array of local, state, and federal sources, with federal transportation programs being a common source of funding for bicycle and pedestrian improvements. The Metropolitan Transportation Plan (MTP) programs funding for mobility projects in the region.

The potential funding source is dependent on the type of project or program. Several factors such as the project's location, type, and target user can impact the decision of which funding source or sources to pursue. Project phases can also be funded separately using different sources. For example, funding opportunities exist for design phases and construction. The adjacent table shows common funding sources for active transportation projects and programs.

Several funding resources need to be allocated through various entities and programs. The prioritization of projects helps determine which projects should be funded in the short-term. Some of the potential funding sources for the recommended projects are listed below.

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POTENTIAL FUNDING SOURCES:

- Transportation Enhancement Grant - TXDOT
- Federal Land Access Program- National Parks Service
- Transportation Alternatives Program Grant
- Private funding
- Safe Routes to School
- MPO Funds
- Capital Improvement Program Revenue Sources
- Federal Transit Administration Grant Programs

To make the Plan a reality, local officials will need to move quickly to get projects on the ground. Greater reliance on phased or "rapid implementation" approaches using less expensive materials can be effective and efficient, and provide for a more adaptable transportation network. This approach will not only bring substantial transportation benefits sooner, but it will also allow for flexibility as transportation patterns continue to shift in the coming decade.

Priority projects that can be easily completed should be programmed into the Capital Improvement Program (CIP) and the MPO's Transportation Improvement Program (TIP). The Active Transportation Plan project recommendations should be reviewed when developing the CIP and TIP.

5.4 FUNDING

POTENTIAL FUNDING STRATEGIES & POLICY ACTIONS

The Active Transportation Plan supports a variety of strategies and actions to effectively fund and implement the recommended projects and programs.



- Establish dedicated budget funds/dedicated funding source for active transportation projects
- Consider creating developer incentives to encourage developers to provide Complete Streets
- Secure private funding and consider public-private partnerships
- Consider public financing tools such tax-increment financing and public improvement districts
- Utilize MPO planning process and Transportation Improvement Program (TIP) to program funds
- Collaborate with TxDOT, Webb County Drainage District, and Regional Mobility Authority
- Pursue state and federal grants
- Establish annual funding targets
- Market the Plan (i.e. Foldout map with advertisement space)
- Coordinate with school districts to create and implement Safe Routes to School plans
- Set aside dedicated funding annually for proper maintenance of bike facilities and sidewalks
- Set aside dedicated funding annually specifically for ADA and accessibility related projects

Investment in the region's active transportation system will require the use of a multitude of funding strategies to help achieve this Plan's vision and meet the mobility needs of the community. It is essential to consider all funding options, including bonds, reallocation of existing sales tax revenues, reallocation of general fund budget, grants, improvement districts, and the creation of new revenue sources.

To create an effective transportation system that provides efficient, safe, and sustainable mobility options for residents of all ages and abilities, it will be essential to rethink how transportation in the region is funded. According to TxDOT's Project Tracker online data, TxDOT's transportation projects in Webb County for the next 10 years, which includes reconstruction and new construction of roadways, is estimated to cost \$763 million. Constructing the complete proposed bicycle network as recommended in this Plan would cost between \$59.5 million and \$70.4 million in 2020 dollars, only 7% to 9% of TxDOT's construction cost

estimate for projects in Webb County over the next 10 years.

A dedicated funding source is recommended. To secure dedicated funding, the Plan recommends studying the feasibility of reallocating 1/8th of a cent from the local sales tax to create a dedicated source for active transportation related projects.

LW-CAMPO, the City, and the County should consider ways to utilize federal funds and other available sources either by directly applying for funds or by collaborating with organizations that utilize federal funds. This could be accomplished by combining improvements into other projects, such as longer connected routes or other infrastructure improvements. The leveraging of other grant funds and inter-departmental collaboration on grant applications should also be considered. For example, some projects could be partially funded through grants focused on expanding recreational opportunities or improving health outcomes.

5.5 UPDATING THE PLAN

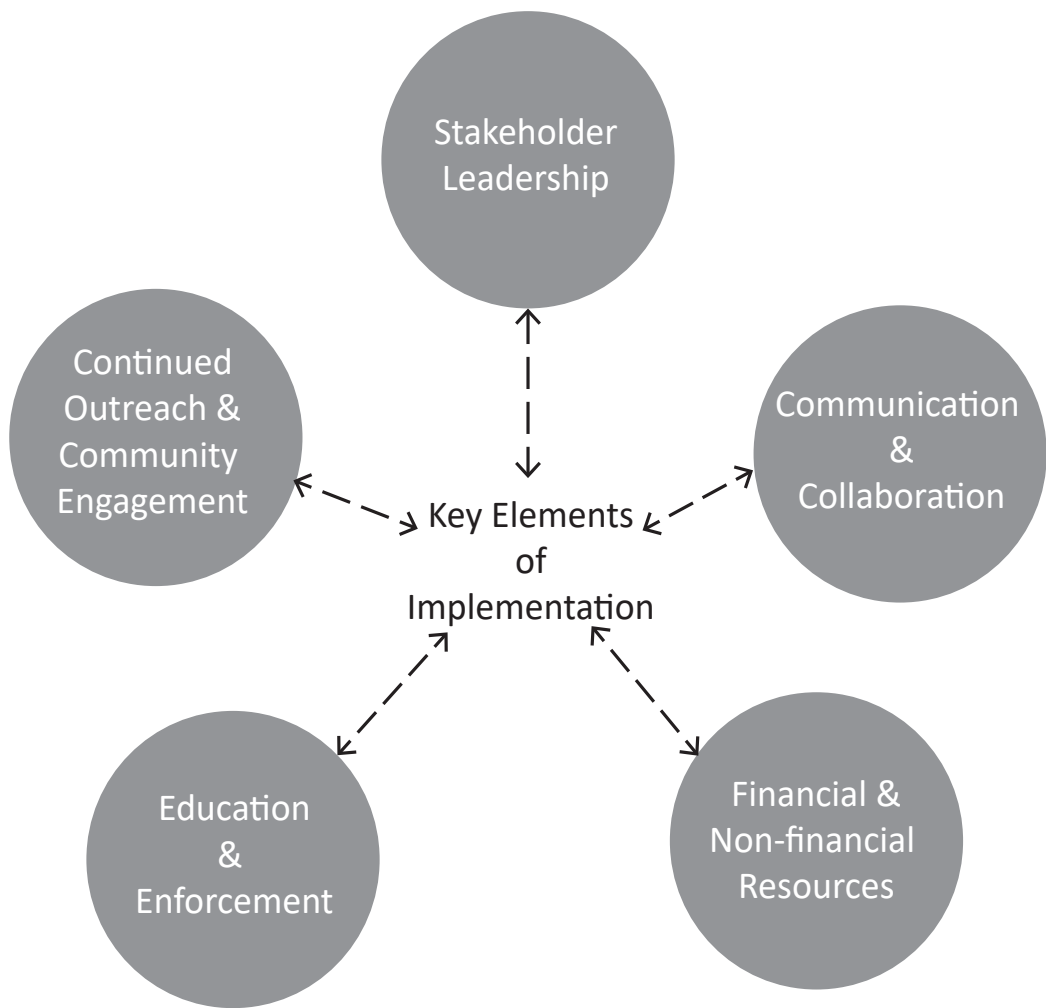
5.5 UPDATING THE PLAN

It is essential the implementation of the Active Transportation Plan be an ongoing, community-oriented effort. Implementing the Plan will require a collaborative and coordinated effort with community leaders, residents, stakeholders, and partner entities.

Effective and ongoing outreach and community engagement is vital to the Active Transportation Plan's success. Involving the public in the Plan's implementation can play a key role in ensuring successful outcomes.

Thus, it is necessary to continually engage stakeholders and the public throughout the Plan's implementation phase through various channels such as neighborhood workshops, online tools, and events. Furthermore, additional partners should be pursued and engaged during the implementation phase. This Plan shall remain a top priority for residents and stakeholders.

Making the Plan accessible using an interactive online platform will enable implementation. This also ensures the public's continued involvement in the Plan's implementation and future update process.



5.5 UPDATING THE PLAN

The following set of strategies will help effectively implement the Active Transportation Plan:

STRATEGIES TO FACILITATE IMPLEMENTATION

- Task proposed Active Transportation Sub-committee of the MPO with monitoring implementation progress
- Hold an annual Active Transportation summit bringing together MPO, City, and all relevant organizations to review progress on completion of this Plan and discuss new opportunities (see recommendation 6.G)
- Referencing of ATP on staff communications to City Council, MPO Technical and Policy Committees, and Planning Commission when applicable
- Produce an Annual Strategic Report
- Monitoring of performance measures
- Publish yearly list of projects on MPO website
- Continued engagement on social media; engagement at neighborhood level
- Ensuring future plans, developments, and code changes are aligned with Complete Street goals.
- Initiate pilot projects and tactical urbanism
- Create ATP Facility Selection Guide
- Utilize the Active Transportation Plan priorities when developing the CIP/TIP
- Strategically increase collaboration and shared responsibility between the Planning & Zoning Commission and Parks and Recreation Board in the review of development proposals and other planning activities to ensure provision of recommended bike facilities
- Partner with Parks Dept. to reach linear parks and greenways 2030 Target
- Collaboration on grant applications and leveraging of other grant funds

To facilitate implementation, an annual summit with responsible parties and key stakeholders is recommended. The summit can serve as an opportunity for stakeholder feedback and will allow the active transportation team to monitor the Plan's progress. Lastly, the implementation strategies should also be revisited regularly as part of the Plan's evaluation and update process. It is recommended that the Plan be updated every 3 to 5 years.

An implementation matrix was created to facilitate implementation and for easy reference. The matrix should be regularly consulted and will help guide implementation efforts. The implementation matrix can be found in the Appendix of this Plan. The matrix includes the following elements:

- **Recommendations:** Each Recommendation outlined in *Chapter 4 Recommendations* is listed and assigned an identification code.
- **Lead Entity:** The matrix clearly indicates which entity or entities should lead the implementation of a specific recommendation.
- **Timeframe:** A time-frame of short-term (within 10 years) and long-term (within 20 years) is assigned for each recommendation indicating the time by which the recommendation should be fully implemented.
- **Potential Partners:** Partners such as funders, stakeholders, other government entities, and local organizations that can assist in the implementation of recommendations are listed in the matrix.

NICOLAS GOMEZ, JR.

Nicolas Gomez, Jr. is a bike patrol police lieutenant. Mr. Gomez has been an avid cyclist for years. He commutes to work everyday on his bike and takes him about 22 minutes to arrive. He enjoys riding as a way to stay in shape. Not only does he commute to work, but he also rides to some of the trails around Laredo. Some trails Mr. Gomez enjoys riding are the Chacon Creek Hike & Bike Trails, Shiloh Trails, La Bota Trails, and Morales Ranch Trails.

When asked if he had any suggestions, Mr. Gomez stated "More bike stations like the one they have at Shiloh Trails."

