



A Vision Plan for Castroville, Texas

Where History Shapes the Future

Center for Urban and Regional Planning Research - College of Architecture, Construction and Planning
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Preface

The City of Castroville is facing many challenges including increased urban development and population growth as the San Antonio metropolitan area rapidly expands in the decades ahead. Much of this growth is occurring east of Castroville's historic core along the Highway 90 corridor essentially creating a New Castroville to complement Historic Castroville. A major challenge here is to guide this development so that the area develops with a road network and land-use pattern that is functionally effective and enhances the quality of life for existing and new residents.

This vision plan examines a number of options designed to improve Castroville's future prospects. These options include improvements to Castroville's major thoroughfare plan, increased recreational opportunities, and improvements in the local economy. A number of recommendations are also put forth. These include recommendations for embracing Highway 90 and developing a system of arterial roads that will improve connectivity so that additional traffic can be handled in a safe manner while reducing future congestion.

Underscoring all of the recommendations put forth in this plan is the fact that Castroville has a rich historical and cultural legacy. It was settled by Alsatians in the 1800s and still contains a large number of early historic buildings clustered in the original downtown district. The architectural integrity of this district should be preserved and carefully enhanced. Equally important is the potential for developing a greater range of cultural tourism activities centered around this district. To

build on these kinds of activities several recommendations are made in this plan to expand the district's potential for enhanced tourism. One is centered on the restoration of the Biry/Ahr House and its transformation into a proposed living history center. Another is focused on the creation of boutique wineries and a wine trail to attract more visitors to Castroville on a regular basis. Others deal with such things as expanding Castroville's economy, creating new lodging and improving its infrastructure to provide a higher quality of life for its residents.

The intent of this vision plan is to suggest a possible blueprint for Castroville to help it deal with the many challenges it will face in the years ahead. It is also designed to provide a framework to guide its long-term development while retaining its historical and cultural legacy.

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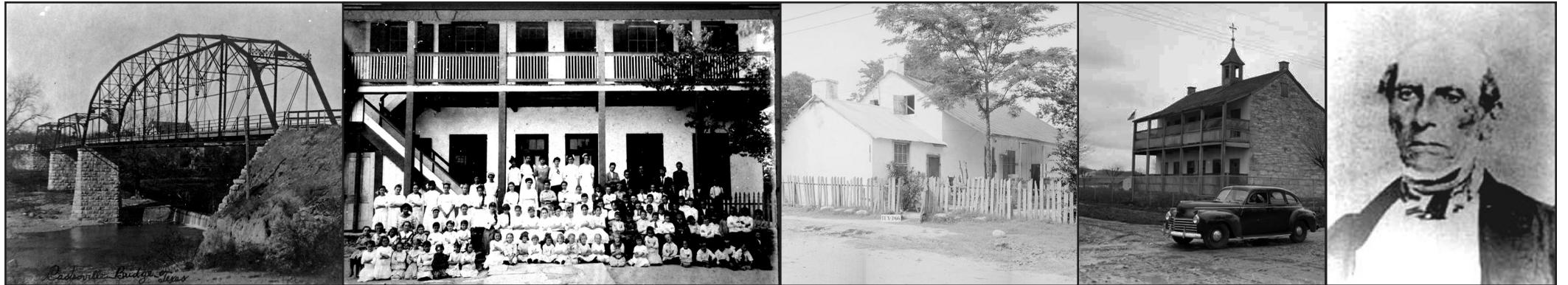
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Introduction

Introduction

This chapter briefly focuses in on Castroville’s regional and historical context. It also sets the stage for discussion regarding its demographic and economic characteristics, cultural assets, community development prospects and land uses to name only a few of the many topics covered in this vision plan. By setting the stage here we are also laying the foundation for Castroville’s future. The intent, of course, is to not only lay the foundation for Castroville’s future, but to connect that future with its past.

Regional Context

Castroville is located in eastern Medina County in what is called the South Texas Brush Country, also known as the South Texas Plains. It is approximately 25 miles west of San Antonio and 20 miles east of Hondo, the current county seat of Medina County.

The historic city is bounded on the north, east and south by the Medina River. Highway 90 intersects through the middle of Castroville connecting San Antonio to the east and Hondo to the west. It is also part of the larger San Antonio-New Braunfels, TX Metropolitan Statistical Area. This area includes eight counties with a 2016 population of over 2.0 million. Medina County, in 2016, has a population close to 50,000. According to the 2010 Census, Castroville’s population was 2,680. While San Antonio is expected to grow dramatically over the next 30 years, and essentially dominate the metropolitan area, Castroville will continue to strive to remain a distinct

community centered around its rich historical and cultural legacy, and way of life.

Figure I describes this region and the geographical relationship between Castroville, Hondo and San Antonio. Castroville is located within a largely rural area that includes a number of other smaller communities. From an economic standpoint the area’s economy is mainly centered around agriculture and

ranching as its primary industries. As this area continues to grow, its economy will likely expand into other sectors such as business and health services, retail, recreational type industries and tourism. The economic relationships and linkages within the region will also grow. This development pattern will not only impact the regional economy, but Castroville’s economy, as well. It will also provide the basis for its continued growth.

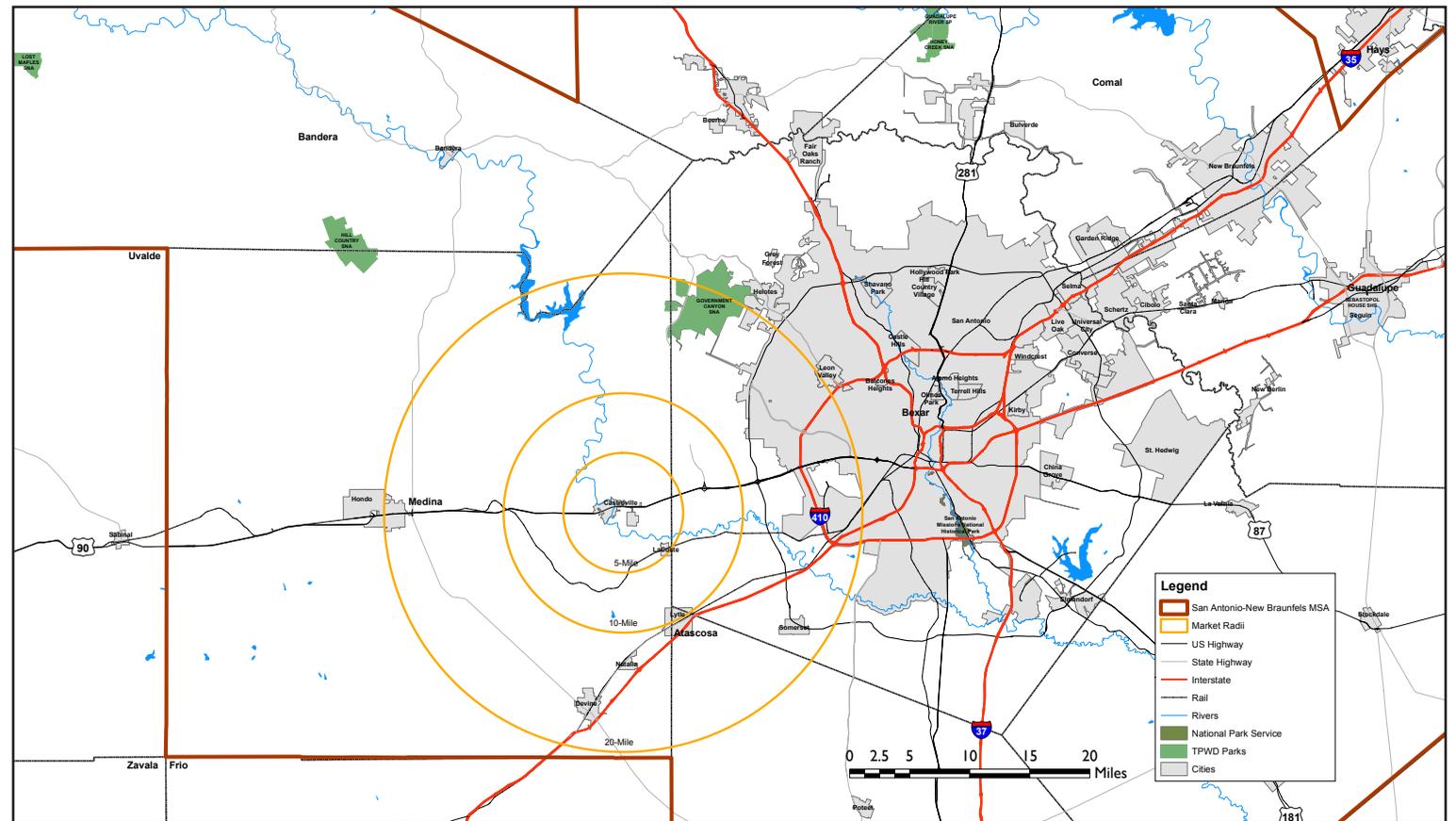


Figure I: Regional Context Map - Castroville, TX

Source: ESRI, CURPR

Historical Background

Castroville was founded by Frenchman Henri Castro in September, 1844. A strong supporter of Napoleon, Castro left for the United States after Napoleon's defeat and imprisonment in 1814-15, became a naturalized American citizen in 1827, and eventually returned to France in 1838 to become a banker. During this time, he helped in the negotiation of a loan to the new Republic of Texas. In return for his efforts, the Texas government gave him title to land in South Texas, on condition that he bring a group of colonists to settle the land. Two of the grants, both located along the Rio Grande, were never settled by Castro. The third was west of San Antonio and included the Medina River Valley but, crucially, did not include the Medina River itself. After independently purchasing the land connecting his grant to the river, Castro chose to settle this grant.

Castro thus became one of the Texas empresarios, though by this time that word had become outdated. The original empresarios, such as Stephen F. Austin, had been granted land either by Spain or Mexico. Castro recruited most of his colonists from the relatively rural and densely populated areas of Haut-Rhin (Upper Rhine) in the province of Alsace. As its name indicates, Haut-Rhin was located along the Rhine River, which served as the French border with what was at the time the Grand Duchy of Baden (and what is now Germany).

Many of the colonists were farmers, and the promise of large plots of land to farm in the new colony was an important incentive in their emigration. Castro ultimately established

three additional settlements in his land grant: Quihi in 1845, Vandenburg in 1846, and D'Hanis in 1847.

Importantly, Castro had help with his efforts. Fellow Frenchman Theodore Gentilz served as his surveyor and secretary and

helped the colonists reach the new settlements. His map of Castroville (see Figure 2) served as an important informational tool in Castro's efforts to recruit additional settlers and to invest in the new settlement.

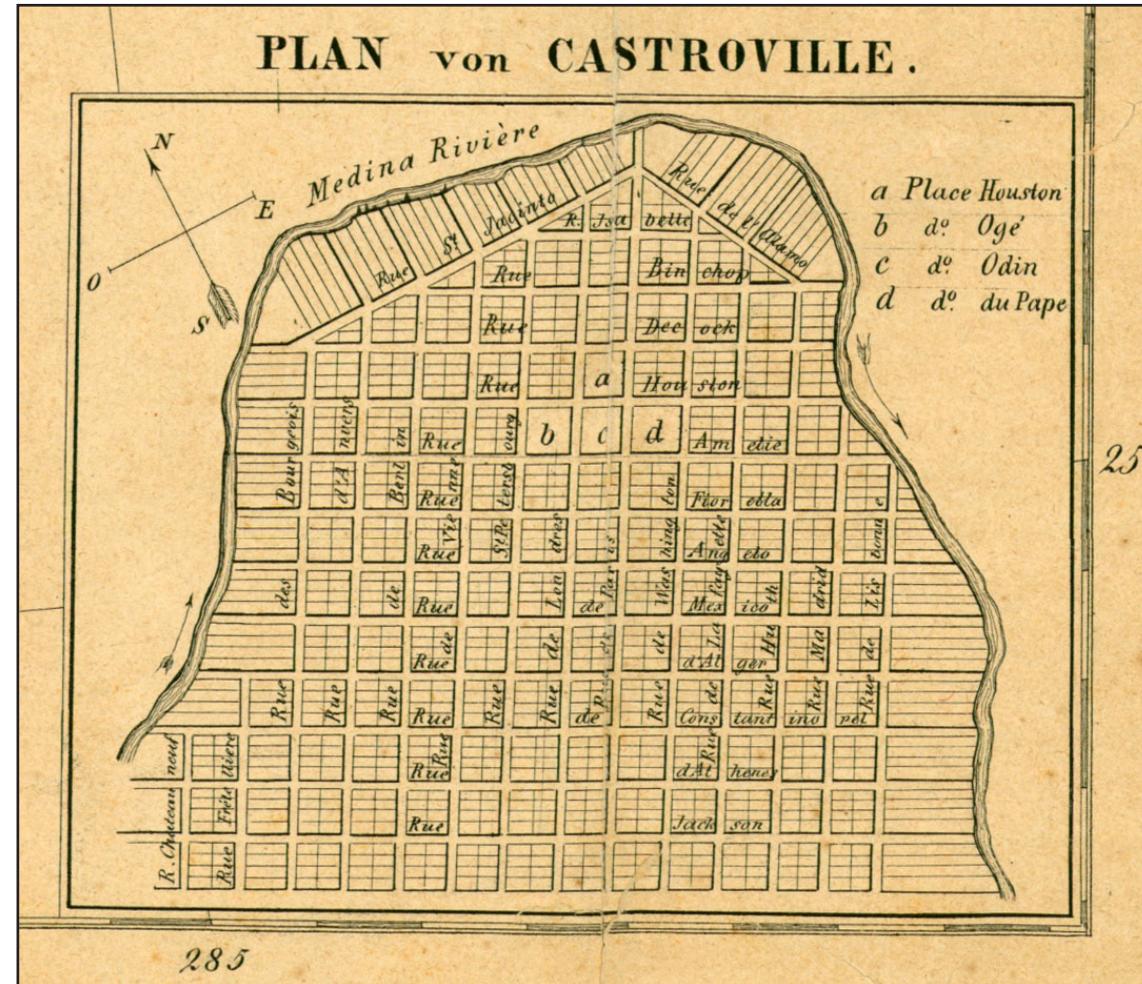


Figure 2: Original Plat of Castroville

Source: Daughters of the Republic of Texas

Town Plan

Immediately evident from the map in Figure 2 are the regular grid pattern of the streets and the location of the town along a bend in the Medina River. Regular blocks have eight lots each, and there are four places (squares) located together in the interior of the settlement.

This quasi-fortress layout—with a “ring-road” of sorts near the river and with the public squares located away from the river—is no doubt a reflection of the threat posed by the continued presence of Comanche Indians in the area and also of the growing tensions between the United States and Mexico following the former’s annexation of Texas as a state in 1845. As the settlers were overwhelmingly Catholic, the first church built in 1844 was the St. Louis Catholic Church. And as in many small European villages and towns, the Church took pride of place at the head of the central square. The Zion Lutheran Church was built in 1853 and was the site of the first regular public school in 1854.

In the Castroville plat map described on page 11 (Figure 2), the central location of the historic squares in the original settlement can be seen. Note that all four of these squares are associated with the Catholic Church. Also, the view is taken to the northeast (with northeast at top, southwest at bottom, etc.) in order to show how Theodore Gentilz oriented the original settlement to the Medina River (seen at top and side edges of the image), rather than to the uniform north-south and east-west alignment of the township and range system common in later decades (and which can be seen beyond the river).

The period since Castroville’s founding can be divided roughly into three parts: (1) the county seat period (1848-1892); (2) the unincorporated period (1892-1948); and (3) the second incorporated period (1948-present).

The County Seat Period (1848-1892)

Castroville was made the county seat when Medina County was created in 1848, and with that role, it became regionally important during the Civil War, Reconstruction, and the beginning of the industrialization period. By the mid-1860s it was the 12th largest city in Texas in terms of population, and it reached a population of 1,000 by the 1890s. During this period, the town was an important stop on the stagecoach route from San Antonio to the border town of Eagle Pass.

However, its residents opposed having the Southern Pacific Railroad pass through in the 1880s, and so the town began a slow decline. The county seat was moved west to Hondo (which allowed the railroad to pass through) in 1892, and that same year the residents of Castroville voted to dis-incorporate the town.

The Unincorporated Period (1892-1948)

This reaction of self-imposed isolation and withdrawal—when faced with the drastic political and economic changes taking place—was not unique to Castroville. A few dozen miles to the north, Comfort (which never incorporated) experienced a period of isolation after the Civil War, primarily as the result of the strong pro-Union views of the majority of its residents and

the conflict that ensued with pro-Confederate Texans during the war.

In many such cases, the cultural and linguistic divide is an added factor in this isolation. For Castroville, the Alsatian language (a dialect of German with French influences) served as a defensive and protective barrier of sorts for the residents of Castroville, much as it had done in France. When Alsace was part of France, French was the lingua franca; in Texas, English was the public language. In both cases, the linguistic barrier served to prevent full assimilation into the dominant culture (whether it was French or “Anglo-Texan”).

The Second Incorporated Period (1948-present)

The postwar period saw Castroville become both less isolated and also somewhat less culturally distinct. This was mainly due to the advent of the automobile, and in particular due to the increased process of suburbanization and urban sprawl that occurred in the San Antonio metropolitan area, particularly after 1960. More residents of Castroville began to work in San Antonio, but continued to live in Castroville and commuted to work.

Also, the improvement in the roads and highways of the area meant that Castroville became more closely integrated with the San Antonio regional economy. For instance, several agriculturally-related industries such as corn processing, feed mills, and livestock genetics research and breeding were active in the region during the 1980s.

It was also during this time that the public library was established and the schools were reorganized, with a high school and middle school serving eastern Medina County being built east of town. The building that housed the former Castroville High School became Castroville's City Hall. In recent years, the city has established closer ties and exchanges with its sister cities Eguisheim and Ensisheim France, and has made concerted efforts to emphasize its cultural heritage. Perhaps the most significant and visible example of this was the transport and reconstruction of the centuries-old Steinbach House in 2002. (See Figure 20 on page 25).

Conclusion

Castroville's historical and cultural legacy provides a strong foundation for its future. This legacy also underscores the kinds of strengths and opportunities it has to expand its local economy and improve its quality of life. The next chapter elaborates on some of these strengths and opportunities, and sets the stage for several development options designed to enhance its environment and investment prospects. As noted earlier, the intent here has been to establish a baseline of sorts to bring out a vision for Castroville. That vision is not only focused on its future, but its' past as well.



Background Assessment

Introduction

This chapter examines several elements that are important for developing a strong vision for Castroville. These elements include an evaluation of prior planning studies done for Castroville; a comprehensive analysis of its demographic, education, economic and housing characteristics; an assessment of its cultural assets; and, an overview of its existing land uses, traffic and circulation patterns, environmental conditions, and existing parks and recreational areas. Also addressed are issues related to its extra-territorial jurisdiction (ETJ) area, and zoning requirements. In addition, this chapter examines the responses generated by local citizens regarding community strengths, weaknesses, opportunities and threats. Finally, we examine and discuss, at length, a development agenda put in place by Castroville’s City Council and local leadership. This discussion sets the stage for the next chapter that focuses in on Castroville’s future options. The goal here is to put in place a framework that can be used to guide the long-term development of Castroville.

Evaluation of Prior Planning Studies

The first step taken in this study was to review prior reports and recommendations made by consultants and planners for the City of Castroville over the past ten years. The intent was to consolidate and where appropriate expand on the various recommendations presented to the City Council and city administrators in areas relating to planning, historical

preservation, parks and recreation, municipal facilities, economic and business development, land use, transportation and zoning. By doing this it is hoped that additional value can be added to previous studies, and that a framework for the long-term development of Castroville can be created to serve as a baseline for future studies.

Six key reports are profiled in this document (See Appendix A). These reports include the following:

- *Castroville Parks and Recreation Master Plan (2014)*
- *City of Castroville 10 Year Facilities Report (2014)*
- *Castroville Downtown Vision Plan (2013)*
- *Castroville Comprehensive Master Plan (2011)*
- *Castroville Downtown Conservation and Revitalization Study (2009)*
- *Castroville Historic Preservation Action Plan (2002)*

Emphasis was centered on extracting and evaluating key recommendations in each of the studies that still have relevance and meaning for public officials, local community leaders and others in Castroville today. Minor changes in the narrative and organization of each of the recommendations included in this study have been made to make them more meaningful to local officials. Also, each recommendation presented is linked by page number to the original statement in the report.

Like all communities Castroville is constantly changing and evolving in order to meet new conditions and expectations. The citizens of Castroville, along with its leadership, have over the years attempted to respond to these changing conditions and expectations by developing careful plans and recommendations for action. However, because of budget constraints not all of the recommendations made have been implemented. By carefully reviewing these recommendations in the present context it is hoped that they can serve as a means to further the conversation about where Castroville wants to be ten years from now. It is also hoped that these recommendations can also set the stage for new planning efforts to revitalize the community, expand its economy, preserve its historical assets and improve its overall environment.

A detailed summary of the recommendation for each of the six reports can be found in Appendix A.



Figure 3: Prior Planning Studies for the City of Castroville
 Source: City of Castroville

Demographic Trends

Population Growth and Age Structure

Population growth or decline of a city is vital to the overall sustainability of not only the residents who live in an area but also for the future growth of the area. Although there are unofficial records for Castroville’s population before 1960, it was only when the growth of the population was over 1,000 people that the city could be counted officially by the U.S. Census Bureau. The City of Castroville overall has continued to see steady growth from 1960 to the present day.

When discussing the growth of Castroville compared to the larger discussion of county, state and national trends, Castroville is expected to continue to grow compared to the larger areas overall. While Castroville has grown significantly in the past half-century, growth has not been consistent. Between 1970 and 1980, the city’s population decreased (see Table 1). Between 2000 and 2010, a decade in which Texas experienced widespread growth, population growth in Castroville was negligible. The peak decade for growth was found to be in 1990-2000, when Castroville grew by over 23%, and Medina County grew even faster, by almost 44%. The total population of Castroville has increased from 1,821 in 1980, to 2,838 in 2014. The total population of Medina County has grown from 23,164 in 1980 to 49,965 in 2014. The growth in total population for Castroville and Medina County indicate the need for future expansion to accommodate the growth to come.

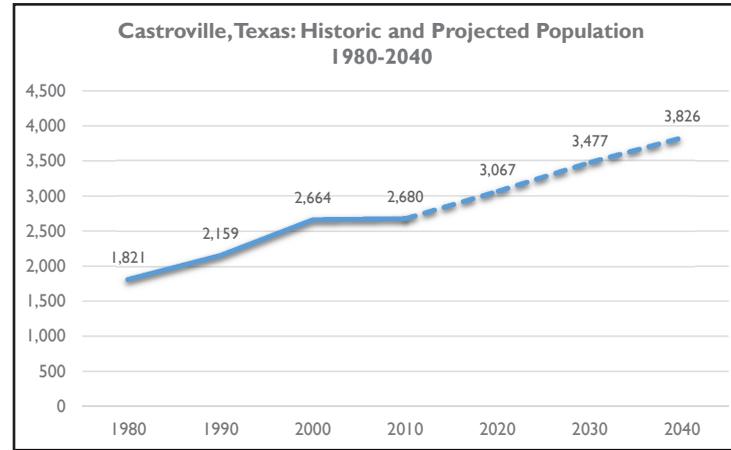


Figure 4: Population of Castroville, Texas, 1980-2040 (projected 2010-2040)

Source: U.S. Census Bureau, Office of the State Demographer of Texas

The projected population estimate for Castroville is expected to show continued growth. The projected population totals

Table 1: Castroville and Medina County: Population Growth, 1960-2050 (projected population for 2020-2050)

Year	Castroville	Growth	Medina	Growth
1960	1,508	--	18,904	--
1970	1,893	25.5%	20,249	7.1%
1980	1,821	-3.8%	23,164	14.4%
1990	2,159	18.6%	27,312	17.9%
2000	2,664	23.4%	39,304	43.9%
2010	2,680	0.6%	46,006	17.1%
2020	3,067	14.4%	52,653	14.4%
2030	3,477	13.4%	59,694	13.4%
2040	3,826	10.0%	65,676	10.0%
2050	4,130	7.9%	70,896	7.9%

Source: U.S. Census Bureau, Office of the State Demographer of Texas

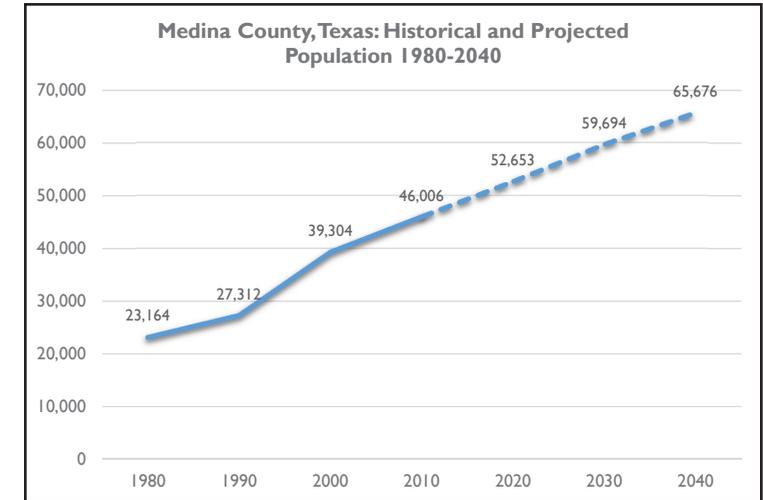


Figure 5: Population of Medina County, Texas, 1980-2040 (projected 2010-2040)

Source: U.S. Census Bureau, Office of the State Demographer of Texas

for 2020-2050 are (shown in Table 1). These projections are based on a migration model used by the Office of the State Demographer (OSD) of Texas. The forecast trends are based on zero in-migration (referred to as ‘0.0’), migration at the same rate as 2000-2010 (‘1.0’), and migration at half the rate of 2000-2010 (‘0.5’). This study uses the ‘0.5’ model, as it represents the middle path, where migration is still significant but not as much as in 2000-2010.

Because the OSD only furnishes population projections for the state and for counties, there is no specific projection for Castroville. For the purposes of this study, the growth rates for Medina County from 2020 to 2050 are extrapolated to the City of Castroville in order to arrive at a reasonable estimate of possible population growth for Castroville over the next four decades.

There is no guarantee that actual growth will follow this pattern. However, since Castroville and much of Medina County are becoming increasingly integrated into the Greater San Antonio urbanized area, there is a strong possibility that both the city and county may show higher rates of growth over the next few decades.

With regard to age cohorts, Castroville has a smaller proportion of young people (under age 25) and a greater proportion of older people (age 65 and older) than does Medina County (see Figures 6 and 7). Castroville has seen growth in the 10-14 year age cohort, the 45-54 year age cohort, the 55-59 year age cohort, the 65-74 year age cohort, and the 85 and older year age cohort. These growth patterns are also similar to the growth seen in Medina County.

When Castroville's population is compared to the state of Texas, it has a larger number of age 45-85 and older population. Castroville has a smaller number of 0-44 population. (Figure 8)

The distinctiveness of this demographic structure becomes apparent when comparing the city and county population pyramids with the population pyramid for the State of Texas (Figure 8). Larger populations tend to have more regular (even and symmetrical) population pyramids, as they aggregate all the variations and distinctive patterns into a more general picture of a very large group. As a result, due to Castroville having a smaller total population compared to Medina County and the state of Texas, its population pyramid looks the most skewed.

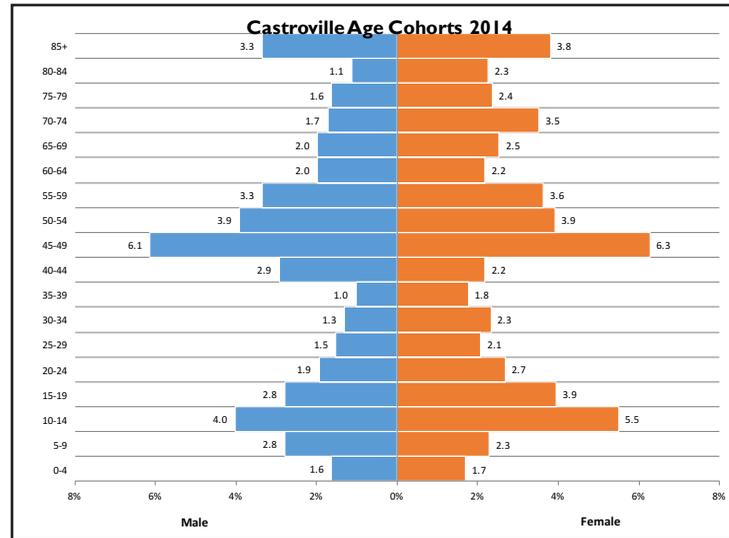


Figure 6: Population by Age Cohort for Castroville, Texas, 2014
Source: U.S. Census Bureau

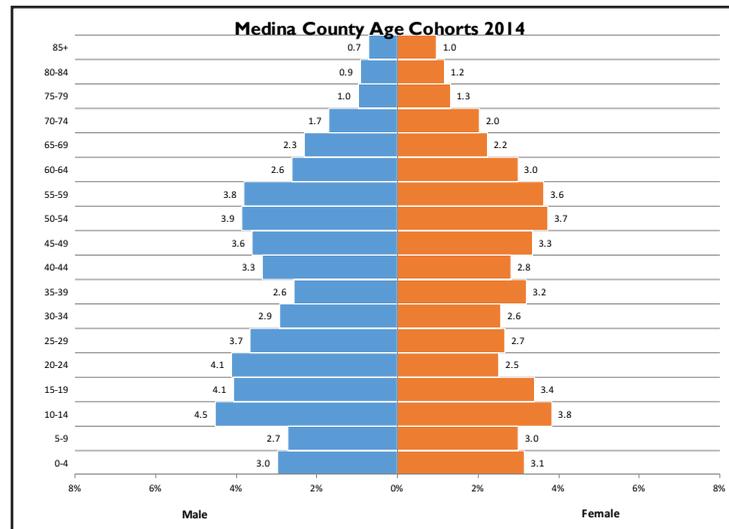


Figure 7: Population by Age Cohort for Medina County, TX, 2014
Source: U.S. Census Bureau

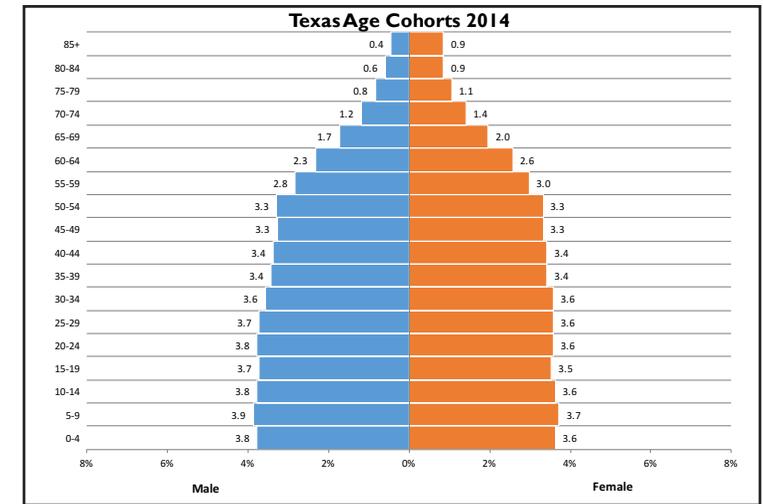


Figure 8: Population by Age Cohort for Texas, 2014
Source: U.S. Census Bureau

Race/Ethnicity

A comparison of the race and ethnicity of the populations of Castroville and Medina County indicates a significant increase in the Non-Hispanic White population from 1980 to 2014. Although the Hispanic population along with the population classified as some other race, two or more races experienced

a dramatic increase in 2000. The 2000 Census was the first time participants were able to give a response of two or more races. The Non-Hispanic Black and Asian populations remained steady from 1980 to 2010, while for Medina County there was an increase in both the Asian and some other race/ two or more races in 2014. From 2010 to 2014 Castroville

experienced a decline in the Hispanic population while during the same time period, Medina County experienced an increase in the Hispanic population.

These population changes generally reflect changes in the state's overall demographic makeup resulting from changes in migration and population growth dynamics.

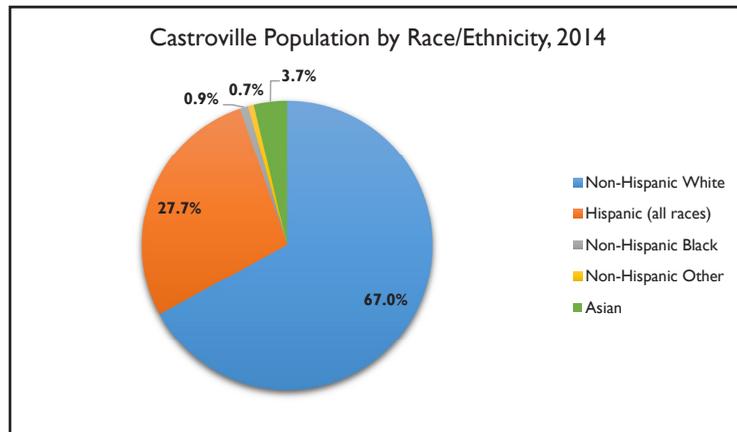


Figure 9: Castroville Population by Race/Ethnicity 2014
Source: U.S. Census Bureau

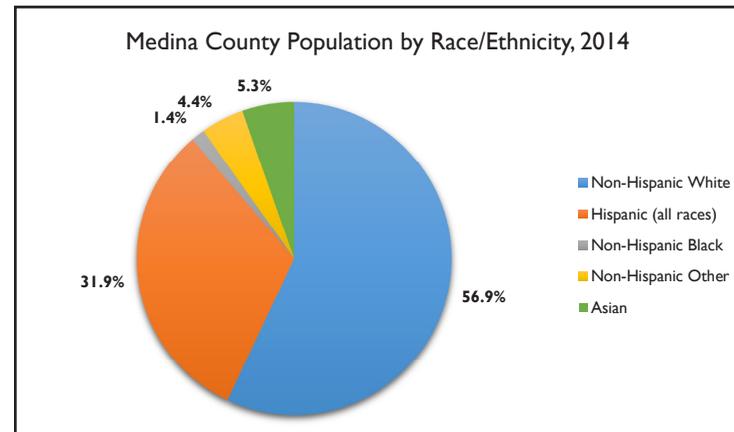


Figure 10: Medina County Population by Race/Ethnicity 2014
Source: U.S. Census Bureau

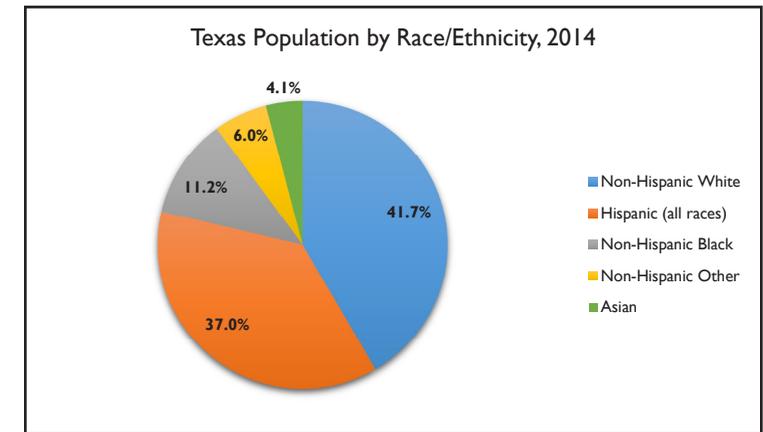


Figure 11: Texas Population by Race/Ethnicity 2014
Source: U.S. Census Bureau

Table 2: Castroville Population by Race/Ethnicity 1980-2014

Race/Ethnic	1980	1990	2000	2010	2014
NHW *	1,020	1,187	2,172	2,472	2,679
Hispanic	790	959	2,664	1,169	1,107
NHB **	7	7	3	11	37
Asian	4	7	25	19	26
Other ***	2	7	458	188	148
Total Population	1,821	2,159	2,664	2,680	2,838

*Non-Hispanic White, **Non-Hispanic Black, ***Some Other Race/Two or More Races Source: U.S. Census Bureau

Table 3: Medina County Population by Race/Ethnicity 1980-2014

Race/Ethnic	1980	1990	2000	2010	2014
NHW *	12,936	14,946	31,200	39,213	42,269
Hispanic	10,042	12,126	39,304	21,996	23,670
NHB **	95	71	866	1,262	1,033
Asian	53	82	149	586	3,966
Other ***	38	82	6,820	235	3,288
Total Population	23,164	27,312	39,304	46,006	49,965

*Non-Hispanic White, **Non-Hispanic Black, ***Some Other Race/Two or More Races Source: U.S. Census Bureau

Educational Attainment

Castroville is included in the Medina Valley Independent School District which takes in the schools for Medina County including La Coste, Rio Medina, Dunlay, Mico, and some sections of San Antonio. Medina Valley's current student population is around 4,500 students, with five campuses comprised of three elementary schools, one middle school and one high school. The Medina Valley Independent School District consistently scores high on state educational benchmarks and the school campuses are rated exemplary and recognized.

In terms of educational attainment levels Castroville and Medina County experienced an increase in those with less than

a high school education, those with a high school diploma, and those with a Bachelors degree or higher while experiencing a decrease in the number of people with some college from 2000 to 2010. Castroville also experienced a slight decrease in the number of people with less than a high school education (from 2010 to 2014), and the number of people with Bachelors degrees or higher (from 2010 to 2014). Castroville also experienced an increase in the number of people with a high school degree and some college (from 2010 to 2014). (See Figure 12)

From 2000 to 2010, Medina County experienced a decrease in the number of people with less than a high school education, and an increase in those with a high school diploma, some

college, and a Bachelors degree or higher. While from 2010 to 2014, Medina County experienced an overall increase in all educational attainment levels.

Sul Ross State University Rio Grande College offers upper level college courses (junior, senior, and graduate) for Bachelors and Masters degree seeking students. In January 2015, Sul Ross State University Rio Grande College expanded to the Hondo/Castroville area. Classes are offered in the Higher Learning Center which is located on the Medina Valley High School campus.

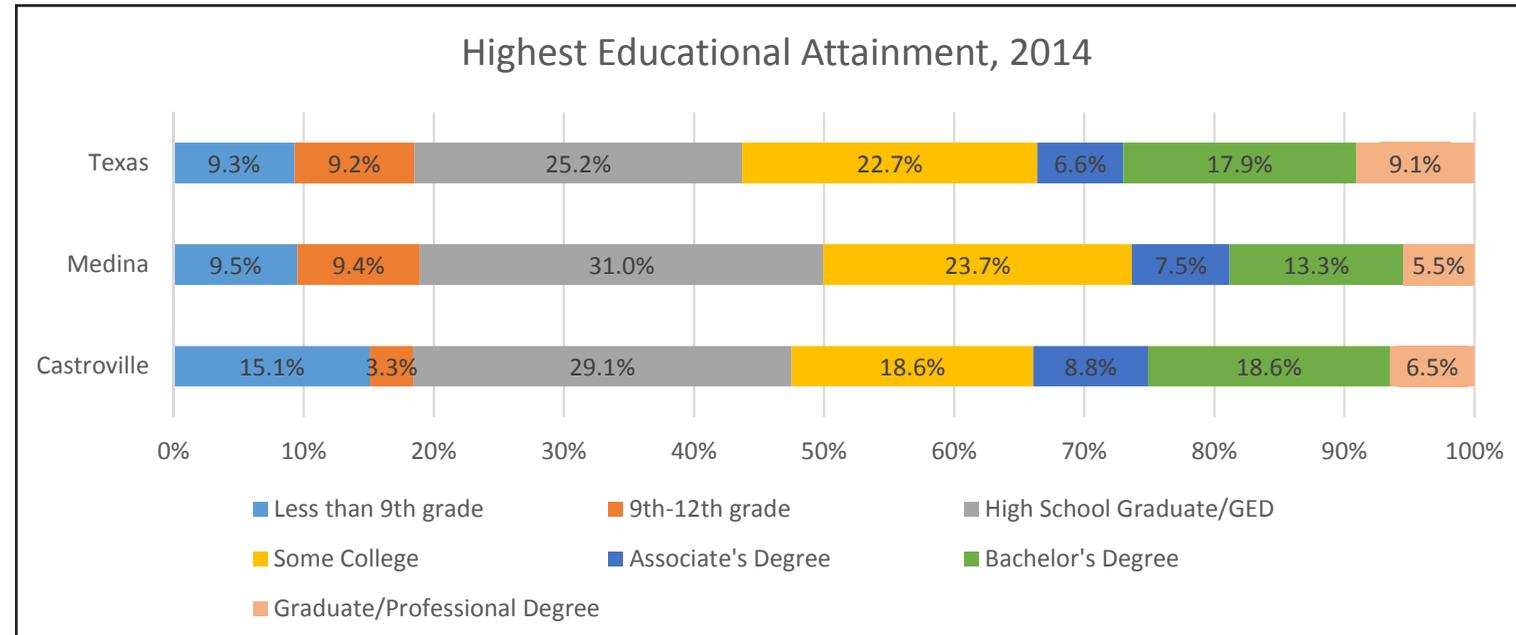


Figure 12: Highest Educational Comparison, 2010-2014

Source: U.S. Census Bureau



Figure 13: Medina Valley High School

Source: CURPR

Current Economic Conditions and Employment

The quarterly sales revenue in Castroville experienced major growth from 2008-2015. However, there has been a decline in sales revenue from 2012 through 2014. There was a modest

decrease in revenue from 2013-2014 in the first and fourth quarters. There was also a significant increase in revenue from 2014 to 2015. The largest quarter revenue was the fourth quarter of 2012. The highest total revenues were in 2012 and 2015 (See Table 4).

Gap Analysis

The gap analysis identifies the industry subsector and industry group gaps and surpluses for an area. The identified gaps refer to areas of opportunity for industry growth. The gap analysis also indicates the areas of supply and demand by industry

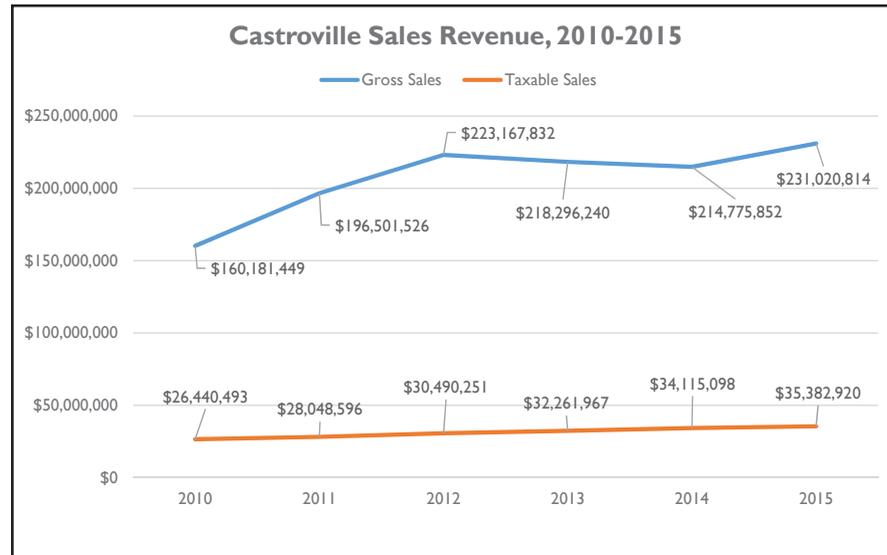


Figure 14: Castroville Gross Sales Tax Revenue, 2010-2015
Source: Texas State Comptroller

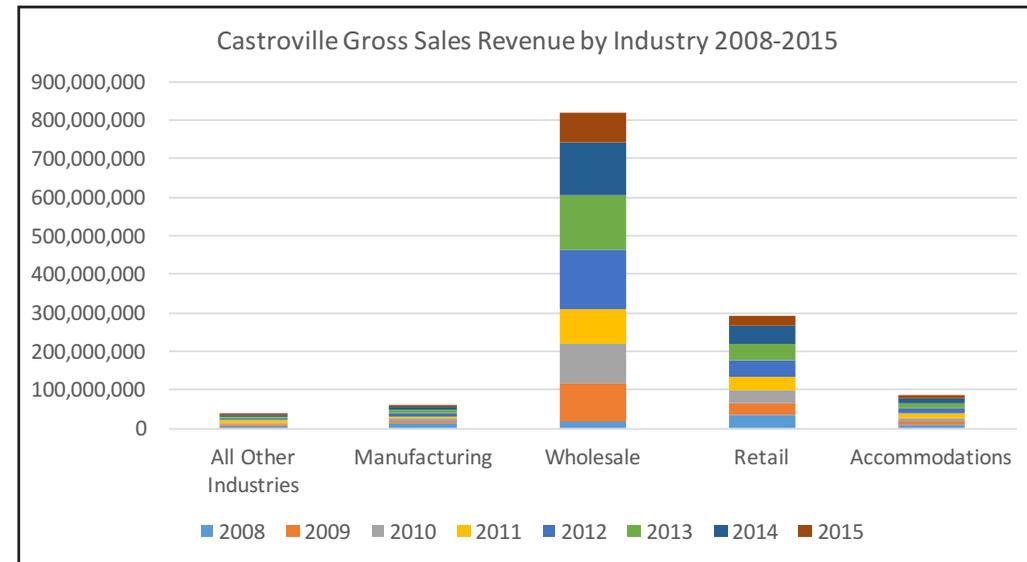


Figure 15: Castroville Gross Sales Tax Revenue by Industry, 2008-2015
Source: Texas State Comptroller

Table 4: Castroville Quarterly Gross Sales Revenue 2008-2015

Quarter	2008	2009	2010	2011	2012	2013	2014	2015
1	38,550,774	25,543,975	34,779,573	45,640,179	53,589,115	52,836,607	50,020,847	37,813,933
2	46,150,478	31,763,928	39,193,571	43,384,651	57,192,766	54,548,791	57,200,208	46,355,840
3	44,410,422	33,059,076	39,633,094	54,378,772	55,182,605	55,383,030	55,893,880	45,503,667
4	33,749,328	99,547,323	46,575,211	53,097,924	57,203,346	55,527,812	51,660,917	101,347,374
Total	\$162,861,002	\$189,914,302	\$160,181,449	\$196,501,526	\$223,167,832	\$218,296,240	\$214,775,852	\$231,020,814

Source: Texas State Comptroller

subsector and industry group along with the associated retail gap for each industry subsector and industry group.

One potential explanation for the retail gap may be due to Castroville being a small town with a relatively small population. As a result, there are fewer stores available in close proximity to meet the day to day needs of the community. Currently

Castroville has a small food market, a hardware store, a smattering of restaurants, and one automobile dealership. In order for Castroville to have a greater impact in meeting the needs of its current and future residents and visitors, it is important to highlight specific industry areas that may be overlooked or could be developed in order to better meet community needs.

The industry subsectors with the largest retail gaps at the 1.5 mile market area are: 1) Motor Vehicle & Parts Dealer, 2) General Merchandise Stores, 3) Nonstore Retailers, 4) Clothing & Clothing Accessories Stores, and 5) Miscellaneous Store Retailers. The total demand for these industry subsectors is \$27,806,335. The total supply for these industry subsectors is \$5,095,648. (Table 5)

The industry subsectors with the largest retail gaps at the 2.5 mile market area are: 1) Motor Vehicle & Parts Dealer, 2) General Merchandise Stores, and 3) Clothing & Clothing Accessories Stores. The total demand for these industry subsectors is \$30,859,622. The total supply for these industry subsectors is \$3,808,827. (Table 6)

The industry groups with the largest retail gaps at the 1.5 mile market area include: 1) Automobile Dealers, 2) Building Materials, Garden Equip. & Supply Stores 3) Other General Merchandise Stores, 4) Department Stores Excluding Leased Depts., 5) Clothing Stores, 6) Jewelry, Luggage & Leather Good Stores. The total demand for these industry groups in 2016 is \$24,355,942. The total supply for these industry groups is \$4,810,935. (Table 7)

Table 5: Castroville Industry Subsector Gap Analysis 2016 (1.5 Mile Market Area)

Industry	NAICS *	Demand	Supply	Retail Gap
Motor Vehicle & Parts Dealers	441	\$11,533,576	\$3,440,336	\$8,093,240
Furniture & Home Furnishings Stores	442	\$1,186,923	\$1,081,720	\$105,203
Electronics & Appliance Stores	443	\$1,042,324	\$223,053	\$819,271
Bldg Materials, Garden Equip. & Supply Stores	444	\$6,513,988	\$11,567,951	-\$5,053,963
Food & Beverage Stores	445	\$7,300,163	\$27,254,681	-\$19,954,518
Health & Personal Care Stores	446	\$3,688,248	\$9,569,312	-\$5,881,064
Gasoline Stations	447	\$4,243,421	\$5,070,759	-\$827,338
Clothing & Clothing Accessories Stores	448	\$2,641,679	\$142,111	\$2,499,568
Sporting Goods, Hobby, Book & Music Stores	451	\$1,000,854	\$339,467	\$661,388
General Merchandise Stores	452	\$6,715,351	\$117,182	\$6,598,169
Miscellaneous Store Retailers	453	\$1,575,775	\$613,190	\$962,585
Nonstore Retailers	454	\$5,339,954	\$782,829	\$4,557,125
Food Service & Drinking Places	722	\$6,659,030	\$7,389,467	-\$730,438

Source: Nielsen

*North American Industry Classification System (NAICS)

Table 6: Castroville Industry Subsector Gap Analysis 2016 (2.5 Mile Market Area)

Industry	NAICS *	Demand	Supply	Retail Gap
Motor Vehicle & Parts Dealers	441	\$17,104,033	\$3,485,832	\$13,618,201
Furniture & Home Furnishings Stores	442	\$1,722,470	\$1,088,761	\$633,709
Electronics & Appliance Stores	443	\$1,518,186	\$255,232	\$1,262,954
Bldg Materials, Garden Equip. & Supply Stores	444	\$9,499,704	\$12,344,820	-\$2,845,117
Food & Beverage Stores	445	\$10,762,026	\$27,727,625	-\$16,965,599
Health & Personal Care Stores	446	\$5,336,077	\$9,631,644	-\$4,295,567
Gasoline Stations	447	\$6,249,046	\$5,323,458	\$925,588
Clothing & Clothing Accessories Stores	448	\$3,883,470	\$143,192	\$3,740,278
Sporting Goods, Hobby, Book & Music Stores	451	\$1,471,011	\$341,703	\$1,129,308
General Merchandise Stores	452	\$9,872,119	\$179,803	\$9,692,316
Miscellaneous Store Retailers	453	\$2,311,441	\$618,433	\$1,693,008
Nonstore Retailers	454	\$7,793,620	\$5,463,217	\$2,330,403
Food Service & Drinking Places	722	\$9,699,803	\$9,607,036	\$92,767

Source: Nielsen

The industry groups with the largest retail gaps at the 2.5 mile market area include: 1) Automobile Dealers, 2) Building Materials, Garden Equip. & Supply Stores, 3) Other General Merchandise Stores, 4) Department Stores Excluding Leased Depts., 5) Clothing Stores, 6) Beer, Wine, & Liquor Stores. The total demand for these industry groups is \$37,266,237. The total supply for these industry groups is \$6,628,540. (Table 8)

A reason for these industry gaps in Castroville can be attributed to various economic determinants and the lack of supply in the market area. Another may be the overlapping of San Antonio's much larger market.

Table 7: Castroville Industry Gap Analysis by Group 2016 (1.5 Mile Market Area)

Industry	NAICS*	Demand	Supply	Retail Gap
Automobile Dealers	4411	\$9,639,675	\$3,398,963	\$6,240,712
Other Motor Vehicle Dealers	4412	\$1,033,684	\$0	\$1,033,684
Automotive Parts/Accessories Tires	4413	\$860,216	\$41,373	\$818,844
Furniture Stores	4421	\$655,147	\$164,519	\$490,628
Home Furnishing Stores	4422	\$531,776	\$917,201	-\$385,425
Bldg Materials, Garden Equip. & Supply Stores	4441	\$5,565,562	\$1,152,679	4,412,883
Lawn/Garden Equipment/Supplies	4442	\$948,426	\$10,415,272	-\$9,466,846
Grocery Stores	4451	\$4,747,421	\$23,846,509	-\$19,099,088
Specialty Food Stores	4452	\$580,490	\$2,210,946	-\$1,630,456
Beer, Wine, & Liquor Stores	4453	\$1,972,252	\$1,197,226	\$775,026
Clothing Stores	4481	\$1,393,513	\$142,111	\$1,251,403
Shoe Stores	4482	\$206,325	\$0	\$206,325
Jewelry, Luggage, & Leather Good Stores	4483	\$1,041,841	\$0	\$1,041,841
Sporting Goods, Hobby, Musical Instrument Stor	4511	\$860,470	\$115,752	\$744,718
Book, Periodical, Music Stores	4512	\$140,384	\$223,714	-\$83,330
Department Stores Excluding Leased Depts.	4521	\$2,944,685	\$0	\$2,944,685
Other General Merchandise Stores	4529	\$3,770,666	\$117,182	\$3,653,484
Florists	4531	\$63,239	\$18,241	\$44,998
Office Supplies & Stationary Stores	4532	\$747,085	\$495,010	\$252,075
Used Merchandise Stores	4533	\$114,601	\$42,443	\$72,157
Other Miscellaneous Store Retailers	4539	\$650,851	\$57,496	\$593,354
Full Service Restaurants	7221	\$3,024,367	\$3,930,731	-\$906,364
Limited Service Eating Places	7222	\$2,648,992	\$3,426,139	-\$777,147
Special Food Services	7223	\$731,522	\$32,597	\$698,925
Drinking Places-Alcoholic Beverages	7224	\$254,148	\$0	\$254,148

*North American Industry Classification System (NAICS)

Source: Nielsen

Table 8: Castroville Industry Gap Analysis by Group 2016 (2.5 Mile Market Area)

Industry	NAICS*	Demand	Supply	Retail Gap
Automobile Dealers	4411	\$14,321,701	\$3,423,612	\$10,698,089
Other Motor Vehicle Dealers	4412	\$1,529,043	\$0	\$1,529,043
Automotive Parts/Accessories Tires	4413	\$1,253,290	\$62,220	\$1,191,069
Furniture Stores	4421	\$949,468	\$165,888	\$783,580
Home Furnishing Stores	4422	\$773,002	\$922,873	-\$149,871
Bldg Materials, Garden Equip. & Supply Stores	4441	\$8,109,728	\$1,676,025	\$6,433,703
Lawn/Garden Equipment/Supplies	4442	\$1,389,976	\$10,668,795	-\$9,278,819
Grocery Stores	4451	\$7,009,871	\$24,277,897	-\$17,268,025
Specialty Food Stores	4452	\$859,637	\$2,243,820	-\$1,384,183
Beer, Wine, & Liquor Stores	4453	\$2,892,517	\$1,205,908	\$1,686,609
Clothing Stores	4481	\$2,070,173	\$143,192	\$1,926,981
Shoe Stores	4482	\$309,452	\$0	\$309,452
Jewelry, Luggage, & Leather Good Stores	4483	\$1,503,845	\$0	\$1,503,845
Sporting Goods, Hobby, Musical Instrument Stores	4511	\$1,267,934	\$116,605	\$1,151,329
Book, Periodical, Music Stores	4512	\$203,077	\$225,098	-\$22,021
Department Stores Excluding Leased Depts.	4521	\$4,321,569	\$0	\$4,321,569
Other General Merchandise Stores	4529	\$5,550,549	\$179,803	\$5,370,746
Florists	4531	\$92,250	\$18,380	\$93,870
Office Supplies & Stationary Stores	4532	\$1,090,311	\$498,071	\$592,240
Used Merchandise Stores	4533	\$168,978	\$44,032	\$124,946
Other Miscellaneous Store Retailers	4539	\$959,902	\$57,950	\$901,952
Full Service Restaurants	7221	\$4,400,885	\$4,114,067	\$286,817
Limited Service Eating Places	7222	\$3,863,396	\$3,506,888	\$356,507
Special Food Services	7223	\$1,066,927	\$1,986,081	-\$919,154
Drinking Places-Alcoholic Beverages	7224	\$368,596	\$0	\$368,596

*North American Industry Classification System (NAICS)

Source: Nielsen

Housing

Castroville has a low rate of vacant housing, which is housing unoccupied by either the owner of the property or a renter. In 2014, according to the American Community Survey, fewer than 6% of all units were vacant. In 2010, over 9% of all units were vacant (see Table 9). That is substantially lower than Medina County which experienced an overall increase in vacant units from 13.8% in 2010 to 15.5% in 2014.

Castroville experienced an increase of about 90 total housing units from 2010 to 2014. Medina County also experienced an increase during the same time period, of about 500 total housing units. Castroville also had experienced an increase in the number of owner occupied units (units occupied by the

property's owner -- typically but not always houses) and renter occupied units (units occupied by renters, not owners of the property -- e.g. apartments). Medina County experienced a decrease in renter occupied units from 2010 to 2014 while experiencing an increase in owner occupied units. The housing stock in both the City of Castroville and Medina County was also considerably older than for the state, as a whole. (See Figure 17)



Figure 16: New Housing Type

Source: CURPR

Table 9: Castroville and Medina County Housing Occupancy Status

2014	Total	Vacant	Occupied	Owner Occupied	Renter Occupied	Average Household Size
Castroville	1,117	67	1,050	791	259	2.53
Share of Total		5.9%	94%	70.8%	23.1%	
Share of Occupied			100%	75.3%	24.6%	
Medina County	18,019	2,798	15,221	12,036	3,185	2.84
Share of Total		15.5%	84.4%	66.7%	17.6%	
Share of Occupied			100%	79%	20.9%	
2010	Total	Vacant	Occupied	Owner Occupied	Renter Occupied	Average Household Size
Castroville	1,030	96	934	724	210	2.52
Share of Total		9.3%	90.7%	70.3%	20.4%	
Share of Occupied			100%	77.5%	22.5%	
Medina County	17,517	2,411	15,106	11,604	3,502	2.81
Share of Total		13.8%	86.20%	66.2%	20.0%	
Share of Occupied			100%	76.8%	23.2%	

Source: ACS Community Survey

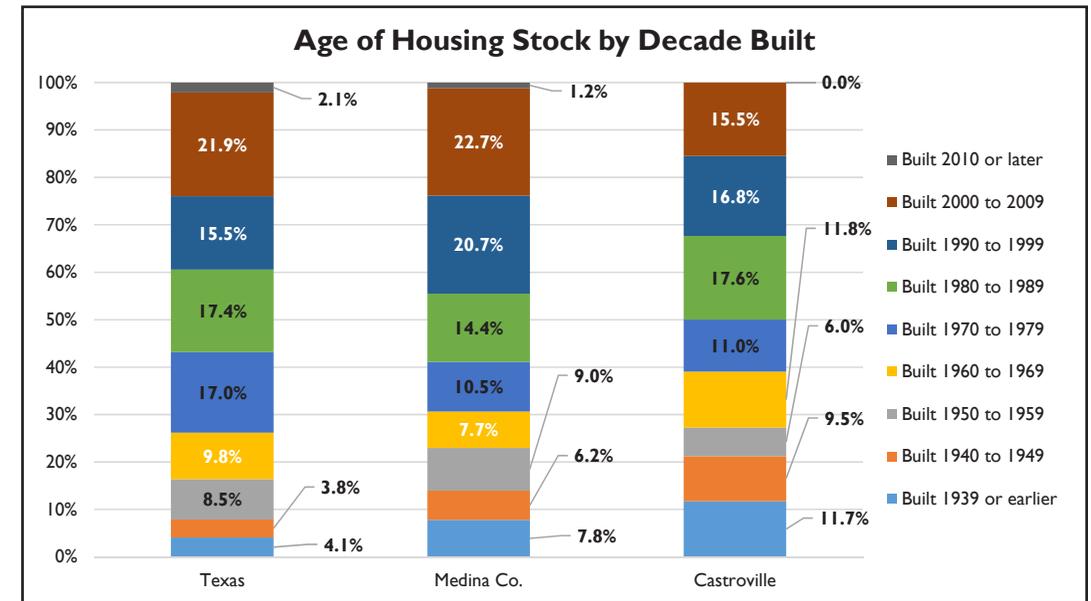


Figure 17: Age of Housing Stock by Decade Built

Source: U.S. Census Bureau

Cultural Assets and Events

Castroville prides itself on its rich cultural history of the founding families from Alsace, France. This rich culture is woven throughout the city and includes annual events and traditions harkening back to the influences of old France.

Castroville's sister cities are Eguisheim and Ensisheim, Alsace, France. Some of the annual events in Castroville include the celebration of St. Louis Day in August, a Volksmark 5k-10k event in October, Farmers Markets every Saturday throughout the year, and an Old Fashion Christmas event at the end of the year. Castroville also has several regular events that occur on a monthly basis, such as Friday Night Fever (second Friday of the month). In addition, it has a number of seasonal or annual celebrations such as Market Trail Days (quarterly), the Tour de Castroville Walk/Run/Ride (First Saturday in April), the semi-annual City-Wide Yard Sale (first Saturday in June and November), the Old-Fashioned 4th of July Weekend (July).

Castroville's annual events highlight not only the rich Alsatian culture through food but also through a blend of Alsatian architecture and Vernacular Texas architecture. The historic architectural features of Alsace brings an old world feel to Castroville which extends to its bakeries, meat markets, and restaurants which highlight Alsatian cuisine.

Castroville's historic architecture features homes made of limestone, oak, and cypress. Many of the homes in Castroville draw from the Old World cottages in Alsace which feature unique, sharply sloped roofs. The homes of Castroville also

feature window treatments that include shutters and attached planter boxes below the windowsill. These distinguished window designs are also common to the homes in Alsace.



Figure 18: Haby's Bakery

Source: CURPR



Figure 20: Steinbach House

Source: CURPR



Figure 19: Old Fashion Castroville

Source: City of Castroville

Existing Land Use Analysis

The existing land use of Castroville can be seen in the very distinct difference in land use patterns between Historic and New Castroville. (See Figure 23)

Historic Castroville is very clearly defined by the Medina River. It generally borders the original city to the north, south and east, and it is the physical feature that clearly delineates Historic and New Castroville. The Medina Irrigation Canal borders the historic town to the west and south. The city was planned as a grid pattern at the time of its founding, similar to the European cities that its residents came from, and this original planning is still in place today. The angle of the grid was tilted, making the streets run northwest-southeast and northeast-southwest. The grid system has contributed to the success of Castroville's downtown since its founding in the 19th century. With some exceptions, each square block tends to be parceled out into eight small lots, twice as long as they are wide. The vast majority of the land use on this side of town is single-family residential, although the area around Highway 90 and the historic downtown are notable exceptions. It's clear that the construction of the highway severely impacted the existing structure and composition of the city, as it cuts directly through the center of Castroville and across the original street grid. Because of the highway there is now a clear divide between the north and south sides of Historic Castroville. Along Highway 90 is where much of Historic Castroville's commercial use occurs, as well as in the downtown district. There are also several acres of public/institutional land use, mostly on the north side. Vacant land can mostly be found further away from

the city center, near the city limits to the west, although there are some areas of it around downtown. The largest area of land in Historic Castroville is the Castroville Regional Park, 126 acres of parkland along the Medina River.

New Castroville includes the area of the city found east of the Medina River. In contrast to Historic Castroville, which was planned 150 years ago, New Castroville's land use pattern has been much more in flux, being put together piece-by-piece in recent years as new development has occurred. While Historic Castroville was built before the construction of Highway 90, New Castroville was built largely around and because of Highway 90. The presence of the highway encouraged both residential and commercial growth on this side of town due to its proximity and ease of access to San Antonio. Most of the parcels of land in New Castroville are very large in size, as agricultural use still dominates. There is scattered single-family residential use, largely near the river, and commercial use can be found along Highway 90. The largest plot of land belongs to the city in the 486-acre airport property on the southeast side of Castroville. Just east of the airport is the Medina Valley Middle School and High School complex, which is another major center of activity in the New Castroville area. These two areas are the defining landmarks in the relatively sparsely developed New Castroville. New Castroville also has a significant amount of land that falls in floodplains, which the current land use does not reflect. A large floodplain, in particular, can be found across the Medina River from Castroville Regional Park, as well as along several creek beds on the east side of town.



Figure 21: The Walter House

Source: CURPR



Figure 22: Castroville Municipal Airport

Source: CURPR,

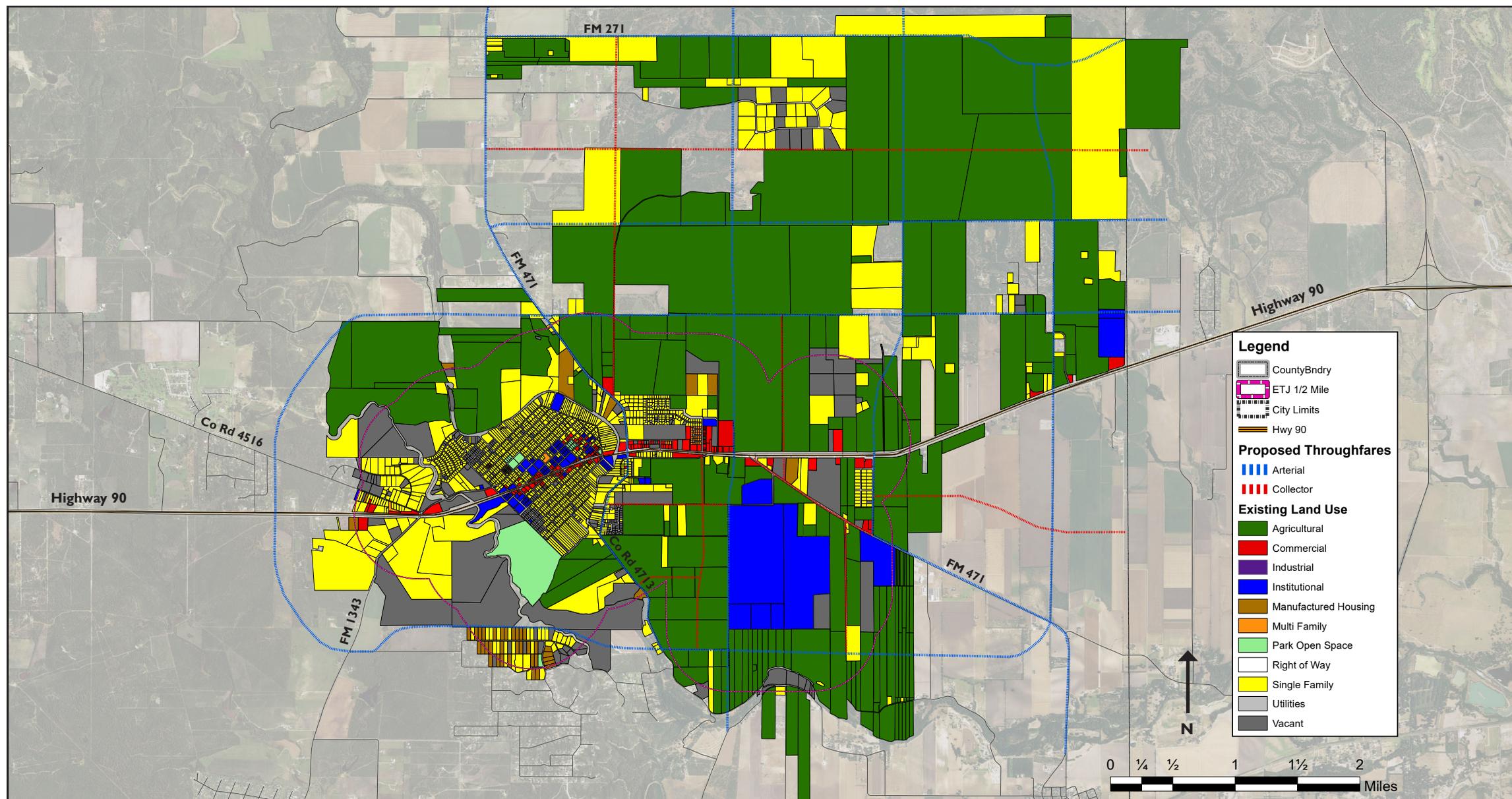


Figure 23: Existing Land Use - Castroville, TX

Source: CURPR, GIS

Existing Zoning

Castroville’s existing zoning ordinance contains descriptions of eleven allowable zoning districts. On the existing Zoning District Map (Figure 28), six districts are defined. Existing district options include:

1. R-A. Single Family Dwelling District
2. R-C. General Residence District
3. P-D. Planned Development District
4. H-E. Historical District
5. C-F. Neighborhood Business District
6. C-G. Central Business District (Historic)
7. C-H. West Commercial District
8. C-H. Central Commercial District
9. C-H. East Commercial District
10. I-I. Industrial District
11. M-H. Manufactured Home Park

The main difference in the commercial district categories is a maximum height requirement of 30 feet in the central commercial district but a maximum height of 40 feet is allowed in the other two commercial districts. While the existing ordinance may serve the city adequately at present with its 2010 population of 2,680, consideration should be given to developing an expanded unified development code for the future when the population and land-use will be much more extensive and varied. The current ordinance does not adequately distinguish between low and high density multi-family residential which will probably occur in the near future. Mixed use and overlay district options will also be needed to

accommodate future development patterns. Special purpose zoning districts are needed for agriculture and public facilities.

Attention should also be paid to gateway corridors along Highway 90 which could be overlay districts.



Figure 24: R-A Single Family Dwelling District Source: CURPR,



Figure 26: C-G Central Business District (Historic) Source: CURPR,



Figure 25: H-E Historic District Source: CURPR,



Figure 27: C-H Commercial District Source: CURPR,

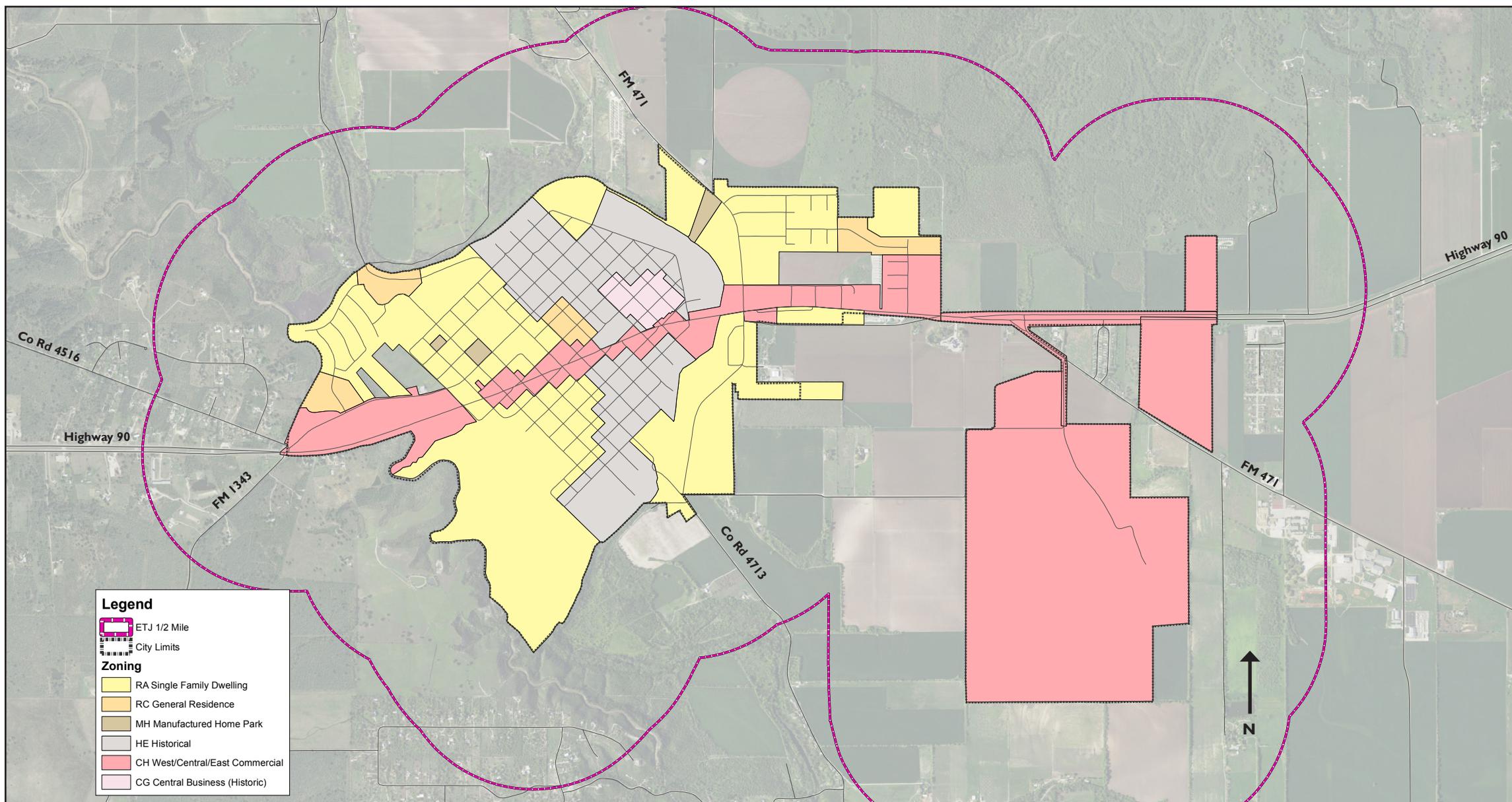


Figure 28: Existing Zoning - Castroville, TX

Source: CURPR, GIS

Extraterritorial Jurisdiction

Castroville's Extraterritorial Jurisdiction (ETJ) consists of the land that Castroville claims jurisdiction over outside of its city limits. The immediate ETJ consists of all the land within a 1/2-mile of Castroville's city limits. This area consists mostly of large agricultural tracts and some residential areas, and has a low population density. Castroville's land area within its city limits is 1,938 acres. When the immediate ETJ is included its land area expands to 4,541 acres.

In addition to the immediate ETJ, an extended ETJ exists for Castroville. It consists of land held by property owners who had requested to be included within the ETJ. Following their requests, Castroville passed individual ordinances accepting each plot of land within the extended ETJ. Most of this land can be found to the north and east of Castroville's existing city limits. This extended ETJ contains 8,524 acres of land, which brings the total acreage under Castroville's jurisdiction to 15,003 acres. A number of the properties in the extended ETJ have been sold to new owners and some of the parcel boundaries have changed. San Antonio's ETJ also overlaps some of the parcels in the northeast sector of Castroville's extended ETJ.

**The Texas Local Government Code (TLGT) provides that all cities in Texas have an extended extraterritorial jurisdiction and that Class A cities have a one half mile limit on its ETJ. As a city annexes a parcel of land, the ETJ area is extended around the newly annexed property adding another 1/2 mile of ETJ area. See Local Government Code Chapter 43. Municipal Annexation. Subchapter A. General Provisions*

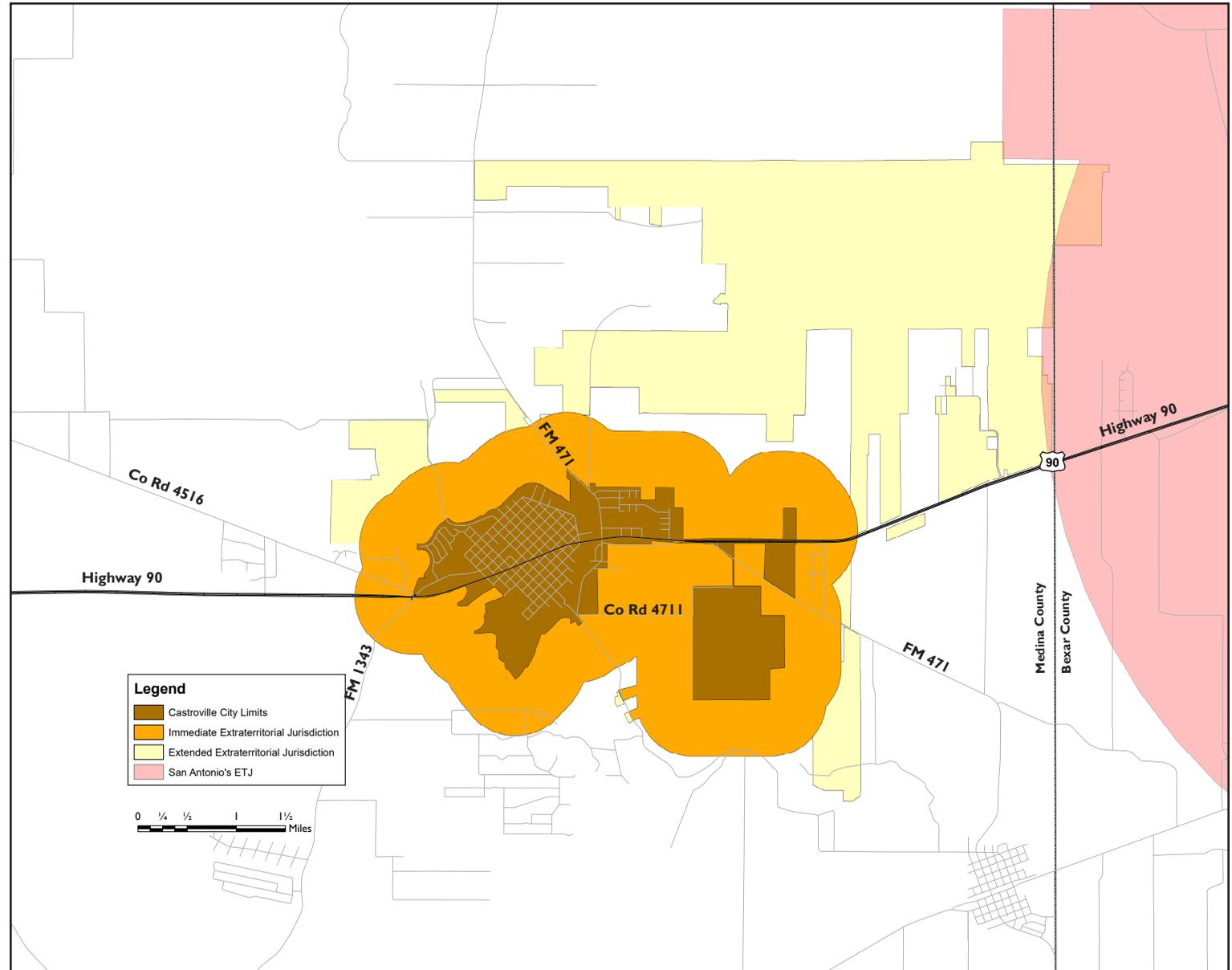


Figure 29: Castroville's Immediate and Extended ETJ's

Source: City of Castroville

Traffic and Circulation Patterns

Castroville is experiencing a significant increase in traffic as a result of Highway 90 which facilitates traffic to and from Mexico and the Border Region of Texas. The Texas Department of Transportation (TxDOT) has traffic counts in the 15,000-25,000 range for Highway 90 near Castroville. In 2015 the highest traffic counts recorded for Castroville were at US-90 west of Farm-to-Market 471, with a count of 23,588. The next highest traffic count in Castroville was 22,949 at Highway 90 and Fiorella Street. There is also Highway 90 at Constantinople Street which had traffic counts of 20,323 in 2015.

For Castroville, U.S. Highway 90 (US-90), which runs approximately east-west through the town, has some of the highest annual average daily traffic (AADT) counts in Medina County. The AADT station at the eastern entrance to the town along US-90 recorded a traffic count of 23,588 vehicle trips per day. The four AADT stations in Medina County with traffic counts higher than that are all located along Interstate Highway 35 (I-35). More importantly, those four stations are located either on the outskirts of towns (such as Castroville) or completely outside towns.

After US-90, the next busiest road in Medina County is Farm to Market 471 (FM-471), which runs approximately northwest-southeast on the opposite side of the Medina River from the Historic Town of Castroville. The busiest traffic station on FM-471 in the Castroville area is just west of Medina Valley High School (which serves most of Medina County). That station

recorded a traffic count of 3,736 vehicle trips per day. Farm to Market 1343 (FM-1343) is the third major road in the Castroville area, with a traffic count of 2,925 vehicle trips per day.

Importantly, all of these roads will very likely become much busier in coming decades as new residential developments are built. Two subdivisions—Cattleman’s Crossing and Alsatian Heights—are located about three miles south of Castroville

along FM-1343. Other major subdivisions planned, under construction or already in place include Medina River West, located about 1 ½ miles south along Lower La Coste Road/ County Road 4713; and, The Hidden View RV park located about a mile north along FM-471. There are numerous residential developments (from single-family residences on large lots to mobile home parks) along US-90 to the east and west of Castroville.

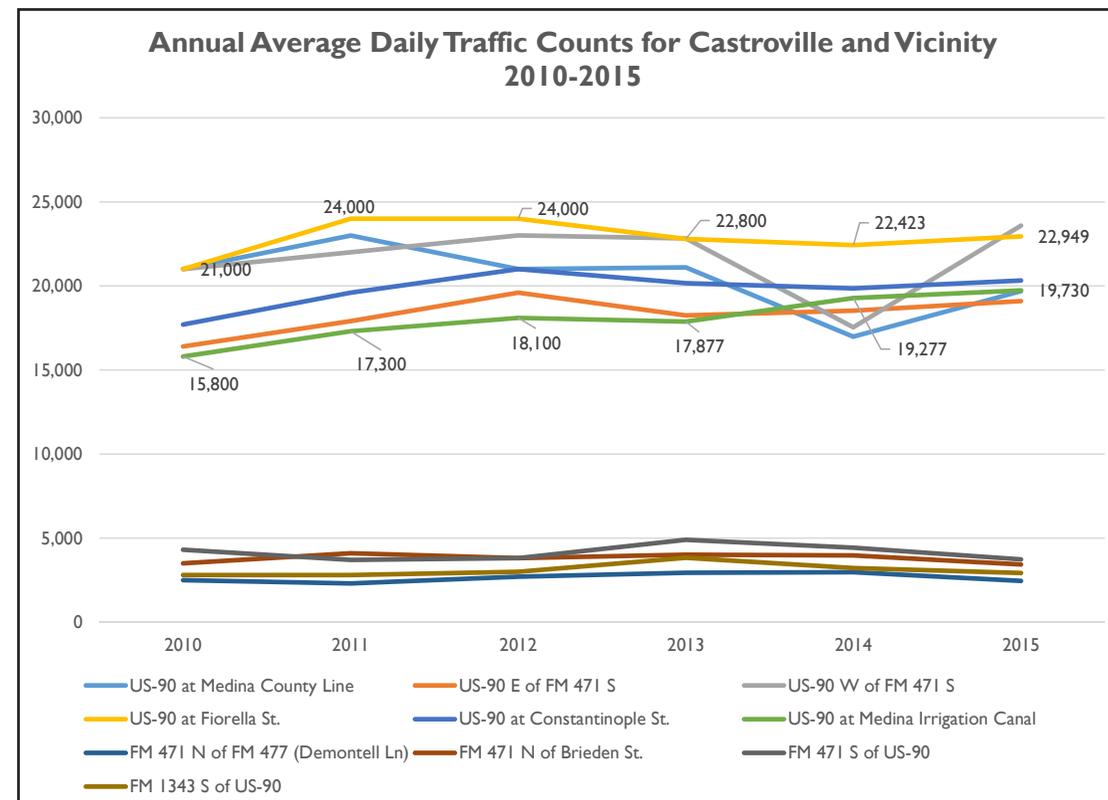


Figure 30: Annual Average Daily Traffic Counts for Castroville and Vicinity, 2010-2014 Source: TxDOT

Environment/Flood Plain

Castroville is located in flat terrain that makes it more likely to be exposed to flooding. The presence of the Medina River and several connected creek beds also puts Castroville at risk for flooding. Significant flooding events occurred in 1978, 1998, and 2002, with the Medina River being a key factor in all of them.

The presence of the Medina River near the heart of Castroville also puts many homes and businesses at risk, although the Medina's 100-year floodplain only reaches the areas of the city that immediately border the river. The floodplain of the river itself is relatively narrow, so it doesn't stretch past San Jacinto or Alamo Street in Historic Castroville, or past FM 471/Lower La Coste Road in New Castroville. At the southern edge of the city limits, the Medina floodplain expands. Most of this expansion is located within Castroville's Regional Park. Kempf Creek which stretches north of Historic Castroville, has a floodplain that affects few existing houses, although this area is expected to develop quickly as Castroville expands. Flat Creek runs from north of New Castroville to the southeast past the airport. Most of its floodplain contains farmland. However, an area of commercial and residential use near Highway 90 also falls within the floodplain.

Overall, the floodplains in Castroville fall around the Medina River and the two creek beds. Most of the land within the floodplain has remained undeveloped, although there are some areas near the creeks, and particularly downtown near the Medina River, that are at risk in the event of a 100-year-flood.

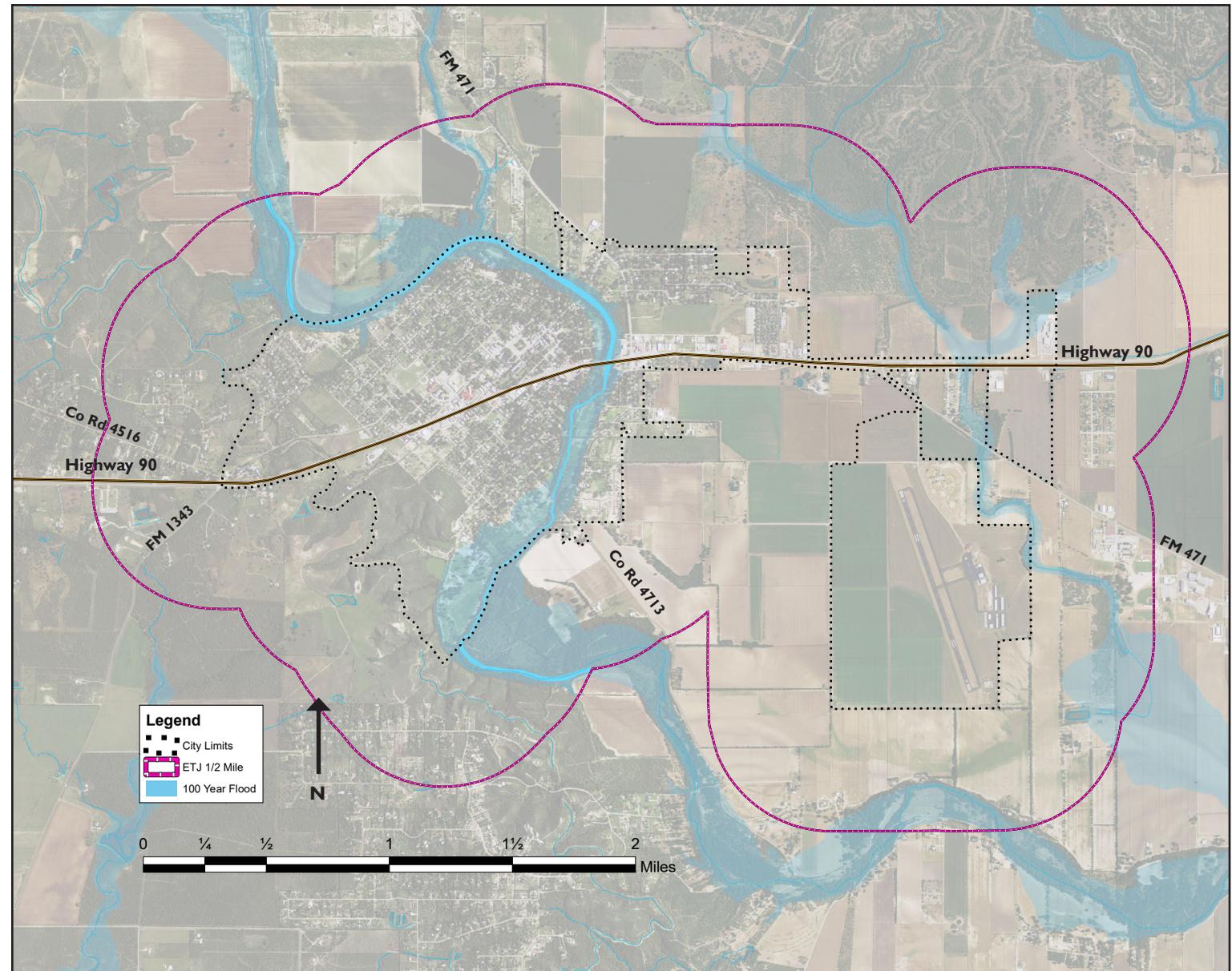


Figure 31: 100 Year Flood Plain - Castroville, Texas

Source: FEMA, CURPR, GIS

Existing Parks

The City of Castroville currently contains four public parks. The largest, Castroville Regional Park, occupies 126 acres of land and is located at 816 Alsace Avenue. This park makes up the vast majority of the city's parkland, and contains RV hookups, campgrounds, hiking trails, sports fields, pavillions, amphitheater, and a swimming pool.

Other parks in Castroville include the Lions Club Sports Complex, consisting of 6.7 acres of mostly sports fields adjacent to Castroville Elementary School on Houston Street. Houston Square is a 2.7-acre town square located adjacent to the St. Louis Catholic Church. September Square, dedicated to the original settlers of Castroville, is half an acre and located between Alamo and Fiorella Streets, just north of Highway 90. In addition to the public parks, there is a 5-acre park

area, Koenig Park, located on San Jacinto Street by the Medina River, owned privately by the Koenig Foundation, Inc. and is not generally open to the public.

No parks are currently located east of the Medina River where new residential development is occurring. (See Figure 33)

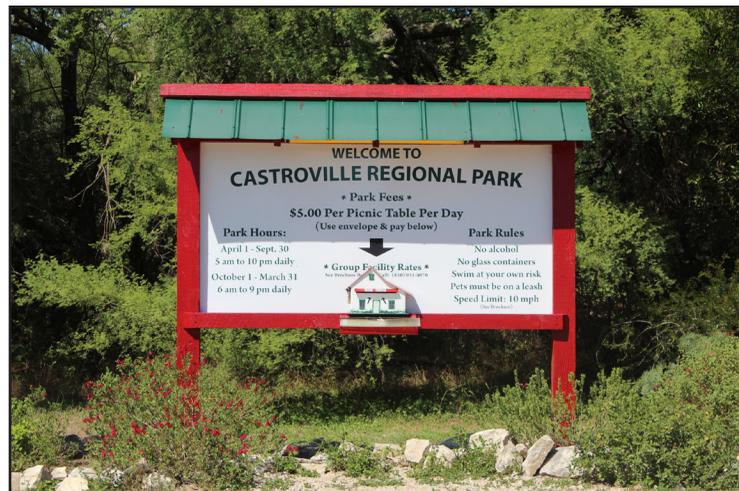


Figure 32: Castroville Regional Park

Source: CURPR

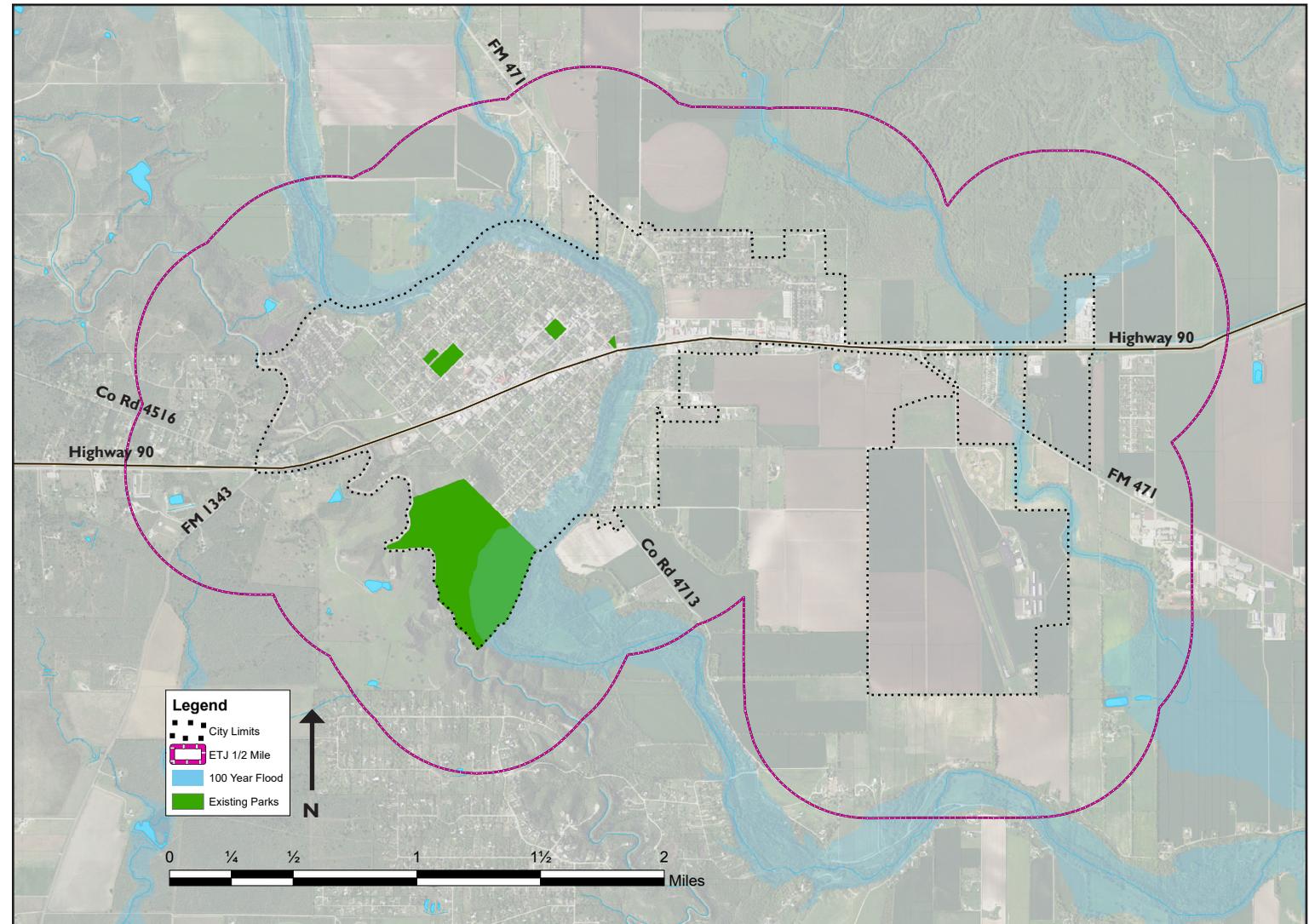


Figure 33: Existing Parks

Source: CURPR, GIS

Development Agenda (2016-2018)

On October 19, 2015 members of Castroville’s City Council and executive staff gathered for a day-long vision development and long-term agenda setting workshop. The goal of that workshop was to identify key community assets, determine short and long-term needs for Castroville, and to establish infrastructure and economic development priorities for the community. The workshop generated several positive outcomes. First, a new vision for Castroville was presented. Second a long-term infrastructure priority list was developed. Third, a 2016 action plan was put together. A number of projects and ideas centered on several economic development initiatives were also addressed.

Participants in this workshop also began to look at the long-term needs of Castroville. The consensus that emerged was that Castroville will likely grow over the next ten years. It was anticipated that this growth would range anywhere from 4,000 to 10,000 people. It was also agreed that the pace of this growth would be largely dependent on several factors including the sustained growth of San Antonio; the continued growth of the local, regional and state economies; and, the kinds of tools and incentives Castroville would be able to employ to manage its own growth and development. It was also agreed that Castroville has a number of assets to draw on to influence the pace of that growth. These assets include an expansive extraterritorial jurisdiction (ETJ), a wide range of historical and cultural assets, the Medina River, and its proximity to San

Antonio. These assets establish the basis for Castroville’s future.

Findings

Over the course of the day-long workshop participants also came to several key conclusions. These included:

- Castroville will experience significant growth and development over the next ten years.
- This growth should be thoughtfully managed.
- There should be a clear delineation between “Old Town” and “New Town” Castroville.
- The village feel of “Old Town” should be maintained.
- Every effort should be made to maintain and leverage the heritage of the community, and to preserve its rich cultural and historic assets as a way to expand its tourism industry.

A new vision statement for Castroville was also unveiled. ‘Castroville – Where history shapes the future.’ That vision statement will serve as the framework for Castroville’s future growth.

In addition to putting together a list of assets, key conclusions and a vision statement, the participants put together an infrastructure priority list. That list included:

- Developing a plan and funding strategy to expand water services in Castroville to address long-term growth and development needs.

- Developing a plan and funding strategy to expand sewer services in Castroville to address current and future growth and development needs.
- Developing and formalizing standard street ordinances in conjunction with storm water planning.
- Implementation of new ordinances and regulations and the enforcement of existing ordinances and regulations related to storm water management.
- Development of an interim/short-term facility needs plan to meet immediate critical needs.

It was agreed that addressing these large infrastructure projects will take time, and will require additional research on possible funding sources. At the same time they also agreed that putting these plans in place was necessary for managing Castroville’s long-term growth.

The workshop participants also put together a One-Year Action Plan for 2016. The key components of that plan are:

1. Review existing plans and assessments to determine next steps. In addition, the City of Castroville should update its Comprehensive Master Plan, and initiate the development of a Unified Development Code.
2. Complete a rebranding project for Castroville centered around its new vision statement.
3. Complete and implement its Facilities Master Plan.
4. Establish a historic district.
5. Develop and implement an Airport Growth Plan, put together an incentive plan to spur development, and conduct an overall workforce analysis.

Recommendations

Several additional recommendations were presented and discussed during the workshop. The consensus was that an assessment of existing plans, and the identification of gaps in these plans needed to be done. Once this is done additional planning services could be obtained to fill the gaps. As this is done it was also agreed that a more formalized framework for future growth and development could be put in place.

Equally important was the idea of rebranding the city. It was agreed that every effort should be made to protect and preserve Castroville's "Old Town," while developing and expanding what is now defined as the "New Town." It was also determined that educating local citizens on its new vision and developing new marketing strategies and materials should be pursued. The emphasis here was on smart growth and historic preservation.

Another key recommendation that emerged was the need for leadership training. It was felt that this kind of training would not only broaden the community's leadership base, it would also enhance communications, increase efficiencies, promote collaboration and improve productivity.

In terms of planning and asset mapping participants in the workshop discussed the advantage of using Geographic Information Systems (GIS) as a means for facilitating these steps. The use of GIS would also help citizens, visitors and tourists to get a better idea of Castroville's historical and cultural assets.

It was also recommended that Castroville develop a greenbelt plan taking advantage of its expansive ETJ, and significant environmental assets. This plan would connect parks, the river and other conservation spaces in the area. It would also complement existing tourism assets in Castroville. In addition, it would improve the community's accessibility, walkability and connectivity assets.

Next Steps

Castroville is blessed with a tremendous array of historical and cultural assets as well as environmental advantages. The key, however, is how these assets and advantages are brought together and used. Underscoring this is the leadership factor. Leadership, in the end, will drive the planning and implementation process in Castroville. It will also play a major role in how the community comes together over the long-term. This workshop illustrated that the leadership is there. The next step is to move forward with the development of an overall strategic framework and plan of action to shape Castroville's future.

Public Input - SWOT Analysis

Communication and coordination with the members of a community is vital to the success of a plan for that community. Community input is necessary to obtaining an understanding of the area that would be unknowable otherwise.

A SWOT analysis – Strengths, Weaknesses, Opportunities, and Threats – is a tool used to generate input from the community. On Thursday October 20th, a SWOT session was held in Castroville. Members of the community enumerated what they believe are the strengths, weaknesses, opportunities, and threats with regards to Castroville. Three different groups contributed their separate opinions, and the summary of what they tended to agree on can be found below. The complete results of the SWOT session can be found in Appendix C along with the responses of an online community assessment survey.



Figure 34: SWOT Session - Castroville, Texas

Source: CURPR

This sort of community input is necessary because an accurate assessment of the city is a necessary step in the planning of the city. With greater knowledge of where the city excels and where there is room to grow, the plan for that city can fully utilize the city’s assets and improve upon its weaknesses.



Figure 35: SWOT Session - Castroville, Texas

Source: CURPR

SWOT is also useful for looking towards the future, at the threats and opportunities that loom for the community.

Strengths

Among what the community members viewed as strengths for the City of Castroville, the small town feel and overall charm and safety of the city was mentioned very often. Also mentioned in each group is the city’s proximity to San Antonio as well as the general location of the city near many assets. The history and heritage, dating back to the first Alsatian settlers, was seen as an important asset, as was the city’s historic



Figure 36: SWOT Session - Castroville, Texas

Source: CURPR

buildings. The Medina River, as well as the city’s many parks and, specifically, the Castroville Regional Park, were brought up repeatedly as points of pride for the community. Participants in the SWOT session all saw the municipal airport as important to Castroville. Finally, the quality of the schools and the school district were pointed to as positives for the city.

Weaknesses

All groups participating saw traffic, specifically truck traffic along Highway 90, as a problem for the community. Relatedly, they also saw the way Highway 90 physically divides the city as a weakness for Castroville. Other infrastructure pieces to be found in the city were seen as aging and in need of improvements, which was a concern for the participants. The lack of funding available to the municipal government was seen as an obstacle by members of the community. Finally, the city’s

limited growth options, because of its inability to annex, was pointed to as worrying for the SWOT participants.

Opportunities

The members of the community present for the session saw that the potential for tourism drawing off the heritage and culture of Castroville is an opportunity that should be seized. Also seen as an opportunity for the city was the expansion and development of the Medina River corridor. Commercial expansion, especially along Highway 90 and in Downtown Castroville, was viewed as an opportunity by members of the community. Many participants saw the ability to control the city's expected growth in a smart and forward-thinking way as a potential positive for the community.



Figure 37: SWOT Session - Castroville, Texas

Source: CURPR

Threats

Despite mentioning its benefits as strength for Castroville earlier, all groups saw the city's proximity to San Antonio as a threat to the city's ability to determine its own future. Members of the SWOT session also saw the possibility of out-of-control developments and growth of the city as a threat. Similarly, all groups were worried about the city possibly losing its small-town feel. Finally, members of the community specified their worry that the city's infrastructure would not be sufficient for the expected growth of the city.

Next Steps

It is imperative that leaders of the community take into account the input from members of the community when planning the way forward for Castroville. Castroville must capitalize on its strength, compensate for its weakness, seize its opportunities, and prepare for its threats in order to continue to succeed. Cooperation between planners, community leaders, and community members is necessary for Castroville.

Conclusion

This section focused mainly on current conditions, assets and policies relating to possible long-term development options for Castroville. This next section will begin to examine, in detail, some of the options that are available to Castroville as it begins to put in place a development agenda for its future. One of the things this section shows is that Castroville has a tremendous array of assets already in place. Moreover, its demographic and economic trends indicate that the community, as a whole,

is well positioned to capitalize on its growing economy and population base. While there are concerns regarding such things as housing, traffic and circulation issues, zoning and the environment, they can be addressed locally. The next section will look at some of Castroville's options as it moves forward. As noted earlier, the key here is how these assets and advantages are brought together and used. Leadership will be a critical factor here.



Options for the Future

Options for the Future

All communities have options. Castroville is no exception. In this chapter we begin to outline a number of possible options or alternatives Castroville may want to consider as it moves forward. They include such things as branding the community in a different way to attract more visitors and tourists; developing a new Cultural and Tourism Center in Historic Castroville to expand its tourism base; and building a new industrial park near the airport in the New Town area of Castroville to grow the local economy. These and other options are presented for your information and consideration. This chapter also examines land use options and the creation of a Unified Development Code to facilitate the long-term development of Castroville. There is also some discussion on capital improvement projects and a thoroughfare plan update. Underscoring these options is the need for priorities. Not all projects or options are equal. Moreover, there are funding issues to be addressed. The goal here is to describe possible alternatives for Castroville to consider. The next step is to carefully evaluate them to determine what is desirable and what is feasible given current and projected resource needs and requirements. Once this is done priorities can be established. It is also important to point out that a distinction between Historic Castroville and New Town Castroville is made because the needs and requirements of each area are different. The options discussed here try to take their differences into account. The intent of this chapter is to come up with a plan of action that Castroville can implement over time. These options represent an initial step in defining that plan of action.

Castroville needs to carefully consider its land-use development options in the decades ahead and what future population it wants to serve. Currently Castroville is a Type A General Law City with a population under 5,000 residents but could become a Home Rule City of over 5,000 residents if a number of planned residential communities in the immediate area are realized and built out in the near future. Home Rule Cities have a greater range of municipal powers including additional annexation authority which would benefit Castroville.

This study also examines the implications of that growth potential in terms of traffic circulation, land-use, community facilities, and recreation needs. A challenge is to preserve and enhance the historical uniqueness of Historic Castroville while guiding emerging development in New Castroville. In time the population residing in New Castroville will exceed the population residing in Historic Castroville. Increased development along Highway 90 east of the City is already occurring. To avoid future traffic congestion along Highway 90, a boulevard treatment is suggested with parallel access roads on each side which could better serve adjoining businesses.

Increased population growth also requires an improvement in City codes and ordinances. An improved Unified Development Code is recommended that is easier to read and comprehend with clear graphic illustrations to help residents, businesses and future investors understand the development rules that apply. A Major Thoroughfare Plan is also very important since it is intended to improve connectivity and lessen traffic congestion through an organized system of major arterials and collector streets. A Land-use Plan with the Major Thoroughfare Plan

provides a vision for the future growth pattern of the City. In the Land-use Plan, neighborhood centers are recommended at the intersection of major arterial roads. These future neighborhoods would have populations ranging from 3,000 to 4,000 residents in their immediate vicinity. The center of a particular neighborhood could contain mixed-uses with higher density residential and some office and commercial activities with a pedestrian walking environment. The development of an organized pattern of growth is important for Castroville's future.

Regional Population Growth

Castroville lies within the San Antonio metropolitan growth area. According to the most recent U.S. Census Bureau population data, from July 2014 - July 2015, San Antonio gained 51,285 people. Due to the increase in population growth, San Antonio had the sixth highest growth rate for metros with populations of one million or more in the United States. The San Antonio Metropolitan Area continues to experience some of the fastest growth in the United States. (Table 10)

Table 10: San Antonio Metropolitan Area Counties

County	2014 Population	2015 Population	Percentage Increase
Bexar County	1,860,274	1,897,753	2.0
Comal County	123,439	129,048	4.5
Kendall County	38,761	40,384	4.2
Guadalupe County	147,272	151,249	2.7
Wilson County	46,440	47,520	2.3
Bandera County	20,916	21,269	1.7
Atascosa County	47,812	48,435	1.3
Medina County	47,876	48,417	1.1

Source: U.S. Census Bureau

Bexar County had the fourth largest population increase for counties in Texas as a result of adding 37,479 people. At the same time, Medina County experienced growth of 1.1%, while Comal County experienced growth of 4.5%. Although the heaviest growth is currently occurring along the Austin/San Antonio I-35 corridor, the area west of San Antonio along Highway 90 is also rapidly developing towards Medina County and Castroville. The majority of this growth is currently in west Bexar County which has already begun to expand into eastern Medina County.

The City of San Antonio has recently adopted a comprehensive plan (SA Tomorrow) to guide its development in the decades ahead. Thirteen existing and emerging urban activity/employment centers have been identified in the planning process that will be nodes for concentrations in employment, residential, and commercial development. Three of the thirteen centers are less than 20 miles from Castroville's City Limits. These include Highway 151/I604, Port San Antonio and Texas A&M - San Antonio. Each center will be planned and developed by the City of San Antonio over the next 10 to 20 years.

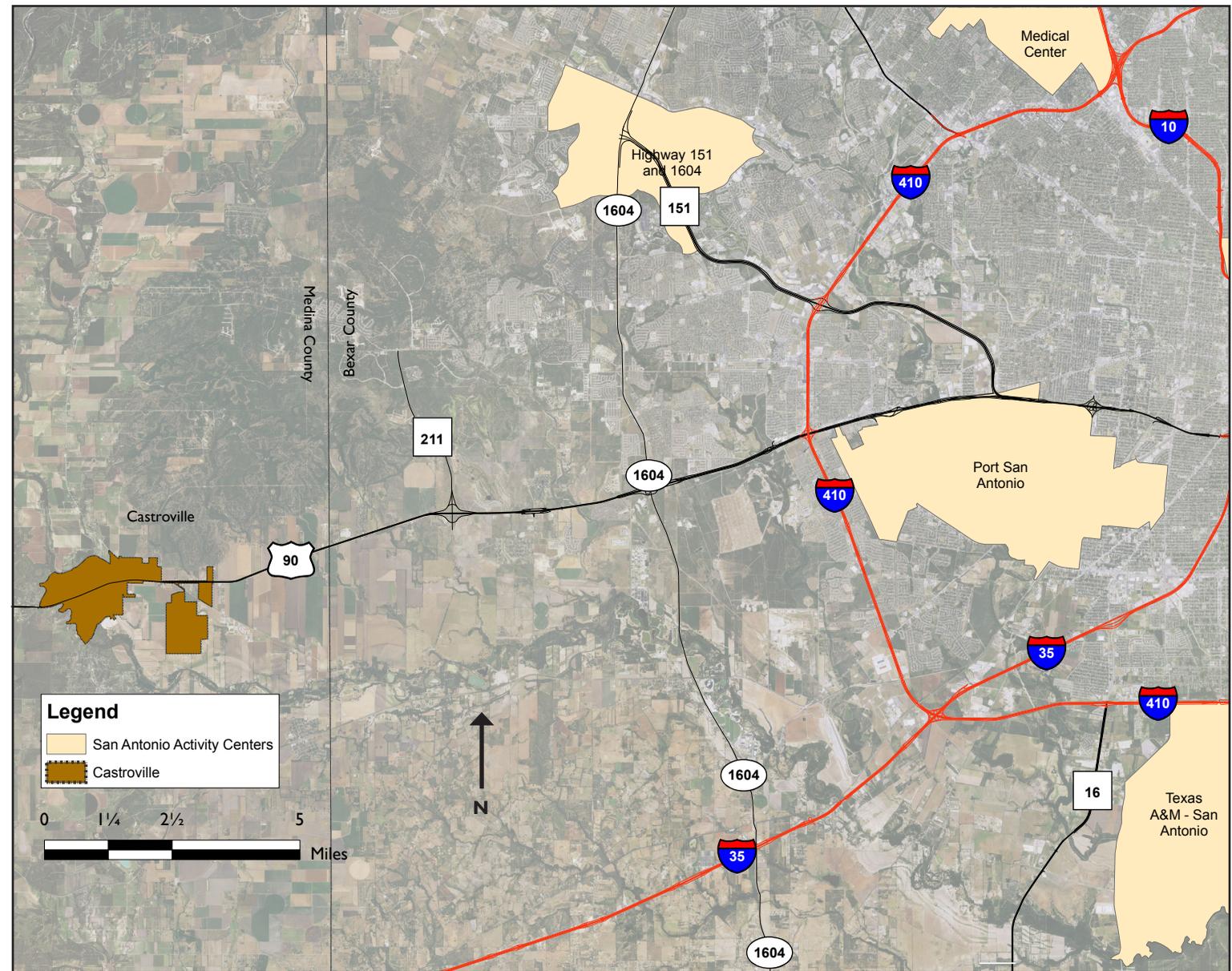


Figure 38: Proximity to the City of San Antonio's Existing and Proposed Activity Centers

Source: CURPR

Future Castroville Land and Population Scenarios

In projecting a future land use and population density for Castroville it is important to examine the density of nearby cities. It is also important to consider the land area that could be brought within the city limits in future years. Decisions on annexation will impact property and sales tax revenue, infrastructure investment and capital expenditures. Three different future land use and population scenarios are examined:

Scenario I: Densification within the existing city limits

Scenario II: Densification within the existing city limits plus annexation of the immediate extra territorial jurisdiction area

Scenario III: Densification within the existing city limits and annexation of the immediate and extended extraterritorial jurisdiction areas

Table 11 looks at the existing population density in selected cities in the larger San Antonio Metropolitan Area. The population density was calculated using the 2010 Census and the land area was defined by each city limit boundary. The cities of Alamo Heights (5.97 population per acre), Olmos Park (5.83 ppa) and Terrell Hills (4.65 ppa) have fully developed land use density patterns and the density in persons per acre would probably reflect what Castroville's density will approach in the future.

Table 11: Incorporated Cities in Bexar and Comal Counties - 2010

Incorporated City	Acres	Population	Population/Acre
Bexar County			
Alamo Heights	1,178	7,031	5.97
Castle Hills	1,600	4,116	2.57
Converse	4,467	18,198	4.07
Leon Valley	2,195	10,151	4.62
Olmos Park	384	2,237	5.83
San Antonio	294,995	1,327,407	4.50
Selma	3,232	5,540	1.71
Terrell Hills	1,050	4,878	4.65
Universal City	3,571	18,530	5.19
Windcrest	1,376	5,364	3.90
Comal County			
Cibolo	4,205	15,349	3.65
Garden Ridge	4,691	3,259	0.69
New Braunfels	28,077	57,740	2.06
Schertz	18,182	31,465	1.73

Source: U.S. Census Bureau

The land area within Castroville's existing city limits is 1,938.3 acres. The Airport property with 500.38 acres distorts the existing density calculation. Subtracting the airport property leaves an area of 1,437.9 acres which is used to calculate an existing density of 1.86 ppa. The city has approximately 134 acres of vacant land available for future residential use within the existing city limits. The average density (5.48 ppa) of Alamo Heights, Olmos Park and Terrell Hills is used to calculate the potential high future density for each of the three scenarios. A density of 1.86 ppa is used to calculate the low future density. A value of 3.67 ppa, the median, is used for medium density.

Table 12 shows the results of the calculations. In Scenario I which reflects a total build out of the existing land area in the

city, the population could range from 2,674 to 7,879 residents. In Scenario II which is a combination of the existing city limits plus the immediate extraterritorial jurisdiction area, the future population could range from 11,120 to 32,762 residents. In Scenario III which includes the existing city limits plus the immediate and extended extraterritorial jurisdiction, the population could reach 26,976 to 79,477 residents.

In the future, population density will increase in Castroville as more multifamily and retirement housing units are built in the New Castroville areas to accommodate expected population increases. Land developers are also moving towards smaller lot sizes because of increasing site development costs. These two factors - increasing populations and its use of smaller housing lots - will have a strong bearing on Castroville's future population density.

Table 12: Potential Population Density for Castroville by 2050

	Area (Acres)	Density (People/Acre)	Population
Scenario I (Existing City Limits)	1,938.3* (1,437.9)**	1.86 (Low) 3.67 (Medium) 5.48 (High)	2,674 5,277 7,879
Scenario II (Existing City Limits + Immediate ETJ)	1,938.3+4,540.6 = 6,478.9* (5,978.5)**	1.86 (Low) 3.67 (Medium) 5.48 (High)	11,120 21,941 32,762
Scenario III (Existing City Limits + Immediate ETJ + Extended ETJ)	1,938.3+4,540.6+ 8,524.5=15,003.4* (14,503.02)**	1.86 (Low) 3.67 (Medium) 5.48 (High)	26,976 53,226 79,477
* Total area of Land			
** Total area minus airport property			

Source: U.S. Census Bureau, ESRI, CURPR

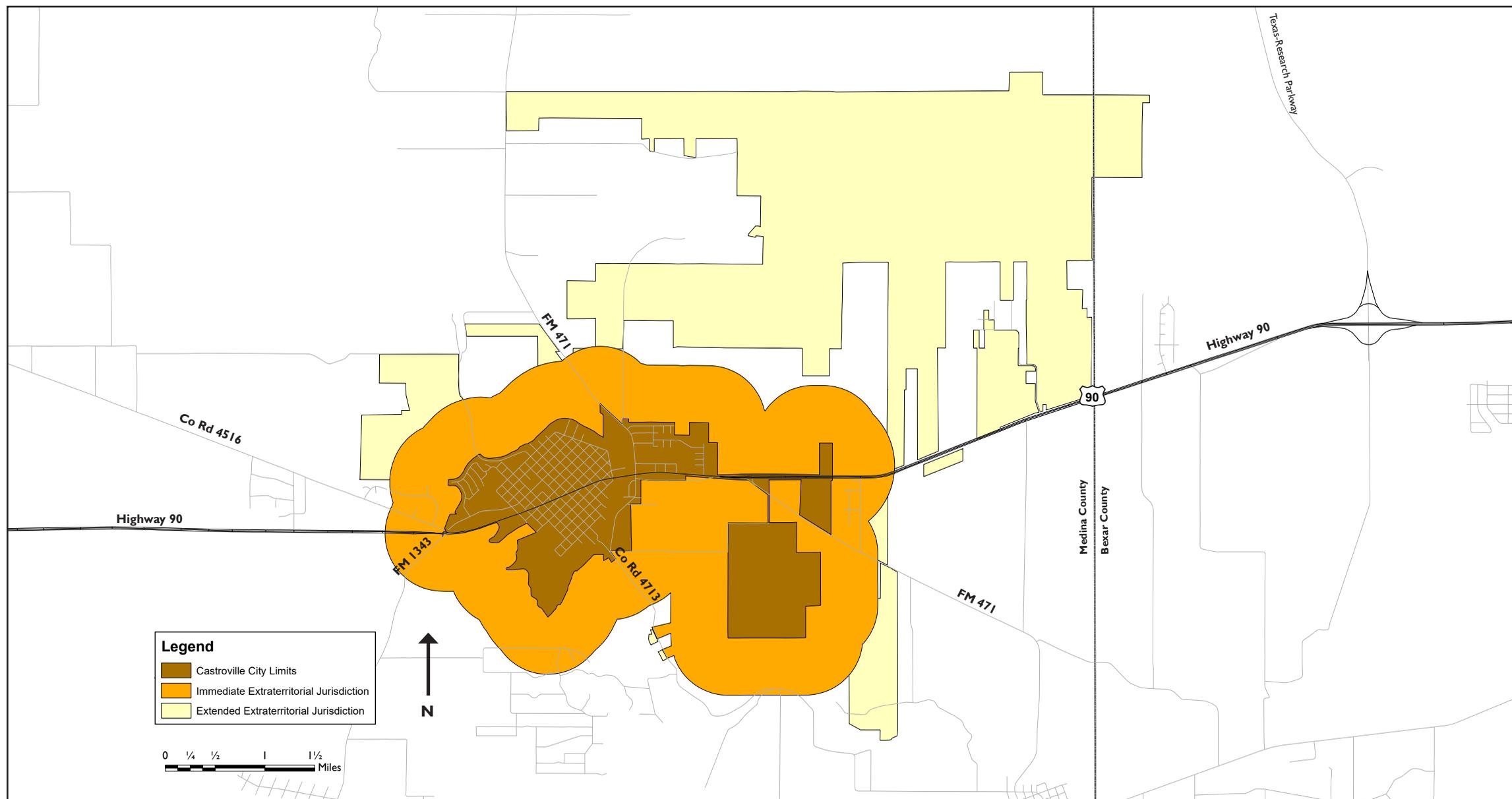


Figure 39: Castroville City Limits, Extraterritorial Jurisdiction (ETJ), Extended Extraterritorial Jurisdiction

Source: ESRI, CURPR

Development Options - Historic Castroville and New Castroville

As Castroville moves forward in defining itself as a destination place, it is critical that the city distinguish between its historic center and the new commercial center along Highway 90. Historic Castroville will include the original platted community which dates from 1844 and is bounded by the Medina River on the north, east and south sides. New Castroville is the developing area east of Historic Castroville along Highway 90.

In order for Castroville to market itself as a destination place it should carefully envision a marketing scheme that properly brands the city as a weekend experience and family oriented community. Once the city has branded itself as a unique place to visit, it is important that visitors are able to experience the local history, culture and niche industries as intended by the marketing scheme with minimal instruction. The most effective way to accomplish this goal is through wayfinding and appropriate signage. This is not only important for visitors and current residents but also for future development.

Branding

Branding helps a city define how it wishes to be seen and known. With effective branding, a city is able to display a culmination of vision and pride to its' local population and visitors. If a city fails to brand effectively, the results can be lackluster and contribute to a diminished interest in the city by residents and

potential visitors. Lacking effective branding can also lead to a disjointed vision for a city that will result in clashes among different visions that are not cohesive and integrated into an overall city vision.

For Castroville, effective branding is needed to define and unite both the historic and new sections of the city. Castroville has an Alsatian heritage dating back to 1844 when several dozen families arrived from Alsace to settle in the newly formed town. This cultural heritage can be capitalized on through cultural branding which would intertwine both historic and new Castroville which is emerging east of the city.

The cultural and historical region of Alsace France focuses on wineries, biking trails, Christmas traditions, and an emphasis on families. Castroville can do the same along the Highway 90 corridor and the Medina River.

In order to develop an effective cultural brand, Castroville should work with outside consultants and agencies which focus on branding in order to take the city's vision and interests into consideration. Having the ability to create the city's vision for their branding in various mediums will lead to a higher rate of buy in for the city's overall brand.

Wayfinding

Wayfinding is important because it helps people to become oriented to new and unfamiliar built environments. Wayfinding, in essence, defines the built environment of a city. Due to the importance of wayfinding to capturing the nature of a city, it is

important to focus on the effect of wayfinding on a city. Some questions that a city can ask about its wayfinding include:

- Does the current wayfinding of the city capture the foundation of what the city is trying to convey about itself?
- Is the current wayfinding system difficult to understand for the local population and to visitors of the city?
- How is the current system of wayfinding benefiting the city?

In order to achieve optimal wayfinding, it is important for Castroville to create wayfinding systems that are inclusive of the local population and also include ease of navigation for potential visitors. The wayfinding system needs to be simple enough for anyone to understand the system. It should also include only the necessary information for ease of understanding. An efficient wayfinding system includes landmark designations, orientation that includes maps and distances, and easy to use navigation that guides people to their intended location.

Historic Castroville needs an improved wayfinding system that guides and informs visitors about the many historic buildings in the area.

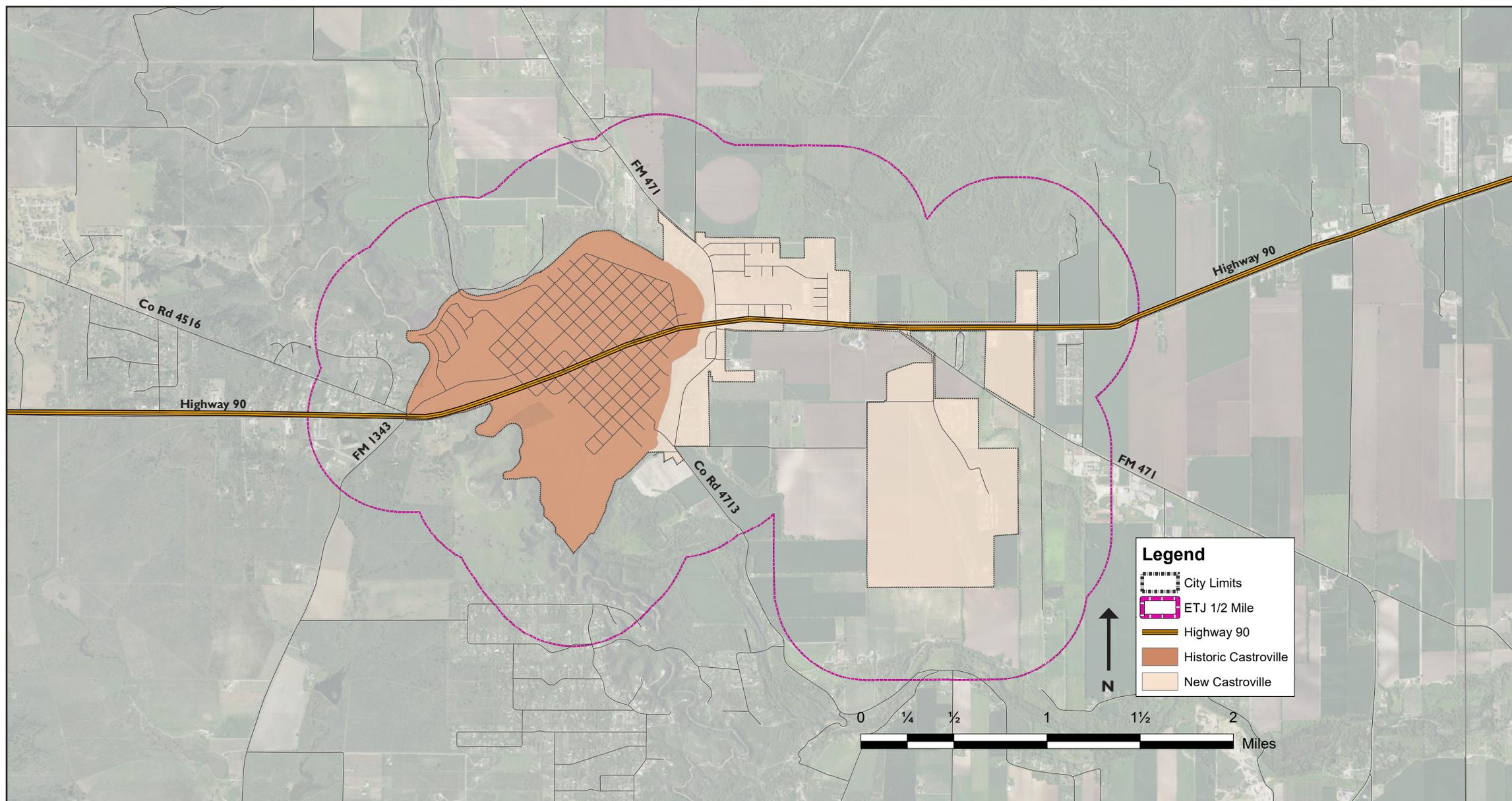


Figure 40: Historic and New Castroville, Texas

Source: ESRI, CURPR

Gateways

Gateways provide an important visual cue that one is entering or exiting a city. They also provide a distinctive symbol of the city to both residents and visitors. There are several key elements a gateway should have to be successful:

- A gateway should be easy to understand and comprehend. Visual symbols which reflect the culture and history of the place are most effective. For Castroville, this could include an architectural style consistent with the Alsatian region of France and the Medina Valley.
- The gateway should be large enough to be seen from a distance by the visitor or resident—that is, in advance of the person actually entering the city limits or approaching the highway exit. This gives the person time to have the gateway register in his or her mind.
- It should be lit at night. This is especially important for cities that rely on food and accommodation services for a significant portion of their revenue. The lighting does not have to be elaborate; as long as it does the necessary job of illuminating the gateway so that it can be seen from a distance as easily as it can be seen during the day.
- It should be placed at or near a location with sufficient traffic so that it can be most effective in achieving its task of attracting the attention of those who pass by.

- The gateway should either be distinctive enough to not need text, or it should clearly identify the city in bold, bright letters. If there is a city name on the gateway, it can be either frontlit or backlit. It should be clearly readable at any time of day or night so that anyone who passes by or through the gateway can easily read the city name from a distance (especially if driving).
- As the “front door” to the community, the gateway should be well-maintained or need relatively little maintenance.

The creation of a gateway can be of tremendous benefit to a city and greatly enhance both its regional visibility and its community identity. One approach is to acknowledge the town’s history and incorporate that into a gateway theme.

Castroville has many options for a distinctive gateway design based on its Alsatian heritage. The general historical architectural style of Alsace consists of half-timbered houses with steeply pitched roofs, wooden exteriors exposing the building timbers, and, occasionally, carved wooden facades. The Steinbach house is an excellent example of this style, and Castroville could design a similar gateway, taking this distinctive architectural style and applying it to a new construction of a narrow, tall roadside symbol. (See Figure 42)

Of much importance is the location of gateways. Currently, there are two small signs located along US Highway 90, but these are neither lit at night, nor easily read from a distance.

This report recommends the placement of gateways at three locations:

- The intersection of Old Highway 90 with Houston Street, County Road 4516, and Farm to Market Road 1343;
- The intersection of US Highway 90 with Farm to Market Road 471 and Lower La Coste Road;
- The intersection of US Highway 90 with County Road 4712.

These locations, being found along Highway 90, are some of the most heavily trafficked intersections in Castroville. The three gateways will also have a very high visibility factor, such that they can be seen from a distance while driving. They will function as brand labels, and so it is important that they convey as simply as possible, not just that the driver is in Castroville, but that Castroville is a distinctive place and worth a further look and visit.

The gateway at Highway 90, FM 471, and Lower La Coste Road would serve as symbol of the entrance to Historic Castroville from the east (See Figure 41). This gateway would be adjacent to the Steinbach House. The combination of the two landmarks would create a strong visual identity for the town. The two outside gateways would be more subdued, with possibly a more modern style, indicating the city limits of Castroville.



Figure 41: Historic Gateway just East of the Medina River Bridge on Highway 90 at FM 471

Source: CURPR



Figure 42: Intersection at Victory Lane and Highway 90 with proposed Gateway

Source: CURPR

Historic Castroville

The presence of historic buildings can be of much economic and cultural value to a city. The style of historic buildings speaks to the history of a city, telling a story that distinguishes it from its neighbors. This uniqueness and cultural legacy reinforces community ties within the city, and a city's focus on preserving and restoring historic building signals that a city is community- and culturally-oriented. If these historic buildings are clustered in what can be considered a historic district, this district can be used for cultural events that further reinforce this sense of community. Aesthetically, historic buildings tend to be more appealing to residents and visitors, and increase the value of living in that city.

Economically, historic buildings can be a boon to a city in many ways. Well-preserved historic buildings are more attractive to businesses, as they help to draw the interest of customers in a way that newer constructions are not able to do. If clustered in a historic district, this area is likely to become a commercial hub within the city, attracting economic activity through its historic value. Generally, historic buildings provide a draw for residents of the city to come to the city center (where historic buildings are typically located), and patronize the businesses and services that are to be found in the city center. This drawing power of historic buildings works on a larger scale as well—specifically, through tourism. The preservation of historic buildings helps small, often remote cities, by bringing to the attention of people who are interested in historic tourism. For those in cars driving along a highway, the difference between

stopping and just passing through a small town can often be the presence of historic attractions like buildings or districts.

Castroville has an impressive number of historic buildings for a city of its size. There are many houses and other structures built around this time when the city was founded in the 19th century. Quite a few were also built in the early 20th century, as well. Importantly, most of these preserved historic buildings are clustered near each other on the eastern side of Historic Castroville, allowing the city to receive the benefits that come from having a downtown historic district.

Castroville's historic buildings have a very distinctive style, Alsatian, which is unique among towns in the region and even Texas overall. This architectural style, coming from the small French-German border region of Alsace, was adapted to the materials and skills available to the Texas settlers who had emigrated from Alsace. The majority of the historic houses were simple and unpretentious, matching the lives of the early inhabitants of Castroville. For an example of a more exaggerated Alsatian-style building, look to the Steinbach House, which was built in the 17th century. It was shipped to and reassembled in Castroville, where it is now a visitor center.

Castroville has done an excellent job of preserving and restoring its existing historic buildings, and it would be best served by continuing to do so. Although it is left up to the city to determine what historic buildings are worthy of preservation/recognition, cities generally pay specific attention to buildings that are aesthetically valuable, associated with historic events/people, or representative of a culture/time

period. Also important is the restoration of historic buildings that have been modernized over recent decades. It is common for historic buildings in some cities to have had their storefronts modernized, which includes the covering up of historic features. Facades, windows, walls, and other aesthetic features were plastered or painted over, an effort that might have been welcomed at the time but is now working to diminish the value of these buildings and historic cities in general. The removal of these coverings would be an easy way to increase the historic value of many buildings.



Figure 43: Hans Meat Market (Castroville Pottery) Source: CURPR

Cultural and Tourism Center

Castroville has significant potential as a destination for historical and cultural tourism, and could potentially be a draw for visitors across the state. The downtown area, especially, is rich in history and landmarks, and should be focused on as a cultural/historical hub for Castroville. Ideally, visitors to Castroville would come and stay downtown to learn about what the city has to offer, and explore its rich cultural and historical heritage.

Currently, Castro Colonies Heritage Association is in the process of restoring one of its most important historic buildings – the Biry/Ahr House, on Paris Street between Fiorella and Isabella streets – and turning it into the Castroville Living History Museum. The museum would teach visitors about the history of Castroville, and encourage them to see it for themselves through walking tours or individual exploration.



Figure 44: Biry/Ahr House

Source: CURPR

The museum’s central location, right off of Castroville’s main street, will draw in visitors to the city center and the businesses located nearby.

Another way Castroville could improve the tourism draw of downtown is to improve lodging options in the area. The only hotels currently operating in Castroville are the historic Landmark Inn, just across Highway 90 from downtown, and the Hotel Alsace, which is far from the city center, near the city limits. There are seven bed and breakfast-style lodgings near downtown that serve a small but significant number of visitors. Castroville should encourage more of these lodging options to develop.

One way to help the downtown lodging situation would be the conversion of the current city hall into a boutique hotel. As the proposed civic center is constructed, the current city hall would be vacated. Once this happens it could be



Figure 45: Concept Renderings of Center

Source: LPA Design Firm

transformed into a hotel taking advantage of the location and history to create an excellent business opportunity that would also benefit the city. This would be very useful for drawing in overnight and weekend visitors to Castroville. In addition, the city should move forward to encourage other kinds of lodging options beyond this.

Selected Retail Opportunities

Historic Castroville is ripe for the development of specialty retail stores downtown. Already, several boutique shops exist in the area, selling pottery, clothing, antiques, and gifts. With boutique stores come similar commercial opportunities, like the expansion of tea and coffee shops in the area. These stores and cafes serve a clientele similar to those who would be attracted by the history of the area, or would come to tour potential wineries proposed later in this section.

A specific industry that Castroville might look to bring to downtown is a brewery. Breweries, like wineries, bring money to a city through both the industry itself and the tourism it encourages. Jobs are created within the brewery itself and through distribution of the beer. It would also create additional opportunities for nearby businesses. Breweries have the added benefit over wineries of needing less space to operate. As a result they could be located closer to the city center.

There is historical precedent for a brewery in Castroville. Alsace is France’s most important beer-producing region, and has a long history of beer production. Although not necessary, the brewery could even replicate Alsace’s most common styles

of beer – blonde and other pale ales, which are currently very popular in America. An Alsatian brewery would also fit in well with the overall aesthetic and charm of the town.

There is also a history of brewing in Castroville itself. The Kiefer-Wernette-Tondre Store building, at the northern corner of the intersection of London and Fiorella Streets, was originally a brewery built in the 1860s. Operated by Ferdinand Louis Huth

and George Louis Haass, it was eventually the site of the Kiefer Brewery and Saloon. It operated as a dance hall for much of the 20th century before lying vacant for two decades. It has since been restored, and the bottom floor operates as retail space. There are many buildings/areas in downtown Castroville that could fit a small craft brewery, but this building, due to its history, size, and central location would be ideal.

A brewery provides yet another attraction to visit in Castroville’s downtown, and draws in visitors who would then patronize other nearby businesses. In combination with the potential for wine tasting rooms, the downtown area could become a hub for boutique businesses. Wineries and breweries attract similar types of visitors, although breweries tend to draw younger visitors.

Infill Housing

Although Historic Castroville does not have a large number of vacant lots, the city should look to make use of the ones that do exist. Most fall on the western edge of the city, surrounded mostly by single-family zoning. Using these vacant lots for the development of more housing would be beneficial to the city, as it gives more housing options for residents and brings the population closer to the city center. In the construction of new homes on these lots, it’s important that the new houses be complimentary and respect the historic architectural style of the original city. While not necessarily needing to fit the Pioneer Alsatian style exactly, new homes should not overshadow the historical aesthetic of the town, and excessive modernism should be avoided.



Figure 46: Keifer-Wenette-Tondre Store Building

Source: CURPR

Primary Governmental Center A Future City Hall and Library

With Castroville’s population projected to grow significantly in the coming decades, the city is in need of a new location for a larger City Hall. The current building on Fiorella Street is inadequate in size and function. A proposed civic center would house the city offices and solve the space issues currently afflicting the city government.

The proposed building would be two to three stories tall, and nearly the length of a city block. With a building this size, the required space for Castroville’s city offices, both now and for the foreseeable future, would easily be met. County, state, and federal offices could also lease space in the building, making this the civic hub of the city. The concentration of these offices in one building would also increase efficiency and create a significant amount of activity in the area around the building.

One use of the extra space provided by the proposed civic center is the relocation of the Castroville Public Library to the ground floor of the building. The current library building provides approximately 1,500 square feet of floor space and houses approximately 15,000 materials (which are limited by the amount of floor space.) While there is no accepted standard for floor space or number of books per population served, both of these numbers are well below the numbers for libraries in comparable cities. The library has very little room to grow to match the city’s expected population growth. Relocating to the civic center would allow the library to get

the space needed for the current population, as well as have the room to grow as the population increases.

This proposed civic center also needs to stay within the historic Downtown District, because of its central location and the need to be accessible for most residents and visitors to downtown. The attraction of Castroville’s downtown is the large number of historic buildings, so the challenge is finding a site to build the new building that would not destroy or interfere with its historical ambiance. The proposed site would be the block located between Paris Street, Naples Street, Madrid Street, and Amelia Street. The Public Works Department is currently using the space as a maintenance yard, but that is being relocated. There are several small historic buildings already located on this block along Madrid Street. However, the proposed civic center could be constructed without disturbing these buildings.

In addition to the civic center, a plaza is also proposed for downtown Castroville. Plazas are useful in providing public space for individual use by everyone in a community, as well as

being a site for community events: fairs, festivals, markets and holidays. An effective downtown would need at least one plaza to fulfill these functions. Houston Square, while important and useful, is not sufficient for all of these purposes.

The proposed plaza, sharing the block where the civic center would be located, would enhance the Downtown District. This plaza would provide an added civic space to the area, as well as make downtown more appealing to visitors. Just a block off Highway 90, the plaza could be seen from the highway and other nearby thoroughfares. It is also one block away from Houston Square, separated by the picturesque and historic St. Louis Catholic Church. The close proximity of these two public spaces would make the area ideal for festivals and events.

As a whole, the block would consist of the plaza to the southeast side, running along Paris Street, and the civic center, parking lot, and historic buildings to the northwest side, running along Madrid Street. Additionally, the plaza side would allow for compatible commercial activity along it, such as a coffee shop.

Ideally, the plaza would be one of many attractions bringing both residents and visitors to the downtown area. It should be attractive, well-lit, and with sufficient seating and gathering areas. While the presence of the Moye Center and neighboring property owned by the Sisters of Divine Providence might prevent the plaza and civic center from being entirely visible to those on Highway 90, there should be adequate signage indicating the direction of the civic area and making clear that this is a center of activity in the downtown area.

The establishment of the plaza along Paris Street would also



Figure 47: Existing City Hall

Source: CURPR

serve to reinforce the importance of this street as a hub of pedestrian activity. Castroville would be best served by the development of Paris Street into a Main Street corridor, running to the Downtown District, which is largely centered around Fiorella Street, running perpendicular to Paris Street. There is already significant downtown commercial activity along Paris Street closest to Fiorella Street, and the development of this Main Street would unify the two areas into one connected, historic Downtown District. This area would stretch to the northeast from the proposed Paris Street plaza to the intersection of Paris and Fiorella, and then to the northwest up Fiorella until it intersects with Madrid Street, and to the southeast until it intersects with Lafayette Street.

This unified Downtown District should be clearly demarcated with unique signage, street furniture, pedestrian-friendly sidewalks and crosswalks, streetlights, etc. This would serve the purpose of distinguishing the area as clearly the central hub of Castroville, letting visitors know that it is worth visiting. The presence of the proposed plaza and civic center in this area would draw in residents and visitors, alike. Additionally, the downtown could easily have blocks closed down to vehicular traffic during festivals and other activities, creating a special atmosphere for the pedestrians attending these events.



Figure 48: Proposed City Hall and Library (conceptual)

Source: CURPR

New Castroville

New Castroville is the portion of the city lying east of the Medina River. It is substantially less developed than Historic Castroville. There are currently some commercial retailers along Highway 90, a few neighborhoods and manufactured homes scattered throughout the area, but the vast majority of the land is agricultural or undeveloped land.

Large Scale Commercial and Office Development

As Castroville and the region develop, this area is likely where much of the new development will take place. The area's relationship to Highway 90 allows for ease of travel to both the downtown to the west and San Antonio to the east. Also, the openness of the land makes development easier and at a lower cost than other areas in the city. Encouraging the development of commercial retailers along Highway 90 would help to reinforce the economic potential of the corridor. In fact, a new Walmart is now under construction in this corridor with an expected opening date scheduled for the Summer of 2017. In contrast to the smaller boutique businesses of Historic Castroville, large chain retailers will be drawn to New Castroville.

Castroville would also benefit from the development of additional office space and hotels in this part of the city. There isn't much room for larger, modern office buildings in Historic Castroville, and a large office building would be out of place in the historic core of the city. As population increases in the



Figure 49: Proposed Mixed-Use Development along Highway 90

Source: CURPR

city and surrounding area there will also be greater demand for medical office space and general office space. New hotels could be built both along this corridor and on the eastern edge of the Medina River north of Highway 90. Figure 51 on the next page, illustrates a concept of what this corridor could look like if such development took place.

New Housing

Much of the new housing development in Castroville will occur in New Castroville, east of the Medina River. There is significantly more area for growth here than on the west side of the city, and the potential for apartments and single family housing to be closer to Highway 90 and San Antonio also contributes to the favorability of the area for development. This new housing will largely come in the form of large-scale housing developments. Some of the potential sites include a swath of

land just northeast of the Medina River (making downtown very accessible from the neighborhood), and a large area north of the new Walmart (currently under construction at the time this report was completed.) This area could house up to 4,000 people. Housing in New Castroville has fewer restrictions when it comes to architecture style, but developers should still be aware of the existing aesthetics of the town and the larger area when constructing new homes.



Figure 50: New Housing around Castroville

Source: CURPR



Figure 51: Proposed Mixed-Use Development along Highway 90 (new hotels and retail concept)

Source: CURPR

Highway 90 Development Options

Highway 90 is vitally important to Castroville's long term development and success as a city. To the east, it connects to San Antonio, and has been the main thoroughfare between the two cities since the 1920's. To the west, it connects to Hondo, Uvalde, and various small towns and attractions along the way to Del Rio. Historically, Castroville's location on this major highway has contributed greatly to its continued growth, and it would not be the city it is today without its presence.

Despite the importance of the highway to the city, it brings along its own share of problems. Being the only major route due west from San Antonio, Highway 90, and the towns along it, have to handle an excessive amount of traffic that is only increasing as the population between San Antonio and Del Rio increases. The area between Castroville and the rapidly growing suburbs to the west of San Antonio will only grow more populated which puts a greater traffic strain on the one route between the cities. Commercial development to the east of Castroville is already expanding greatly. Within the city itself, the highway cuts through Castroville in a way that is unfriendly to both pedestrians and commercial activity, while adversely affecting the aesthetic character of the town. There are a few crosswalks along Castroville's Highway 90 corridor, but the road is so wide as to make pedestrian crossing very difficult, and there are effectively no sidewalks east of the Medina River for pedestrians to use. The only options for cars to travel between parking lots and the high-speed highway lanes are sudden curb cuts, which are dangerous to drivers and discourage potential use of businesses along the highway. The continuation of this

kind of situation is not feasible for the future, and new options need to be explored.

The conventional option would be to transform this corridor through Castroville into an elevated freeway, with access roads along the outside. This approach would be damaging to a city with the size and historical character of Castroville. Much of the city along the highway would need to be destroyed to build this elevated highway, and what remains would be divided by the highway. It would do little to alleviate the pedestrian concerns and would starkly contrast with the historical charm of the city.

Instead, Castroville would benefit from the development of this Highway 90 Corridor into a controlled access boulevard, with separate lanes for highway traffic and local traffic, flanked by sidewalks and separated by medians. The plan calls for a middle median with two 12-foot-wide lanes on each side each way. On the outside of these lanes would be two more medians, 8 feet wide, which would separate the interior highway lanes from the local lanes. The local lanes would also be 12 feet wide, but there would be one eastbound and one westbound lane on each side of the highway. Finally, the road would be bordered by sidewalks all along the corridor.

Wide sidewalks provide enough room for two people to walk side-by-side, with enough space left over for greenery, public street furniture, or extended storefronts and restaurants. These sidewalks would make the corridor much safer and therefore much more appealing to pedestrians, residents and visitors which would be a boon to businesses in the area. The

exterior local lanes provide a slower option for car traffic looking to utilize the businesses along the corridor, as well as for traffic needing to turn onto perpendicular streets. Cars can also travel both east and west on either side of the boulevard, making it more convenient for local travel and erasing the need for U-turns at intersections. The interior highway lanes would also allow traffic to move at a higher speed, with the option to enter the exterior local lanes at intersections. In addition, the three medians of the boulevard allow for further opportunities for greenery. The aesthetic charm of this boulevard would fit in with the rest of the City of Castroville.



Figure 52: Existing Commercial along Highway 90 Source: CURPR



Figure 53: Intersection of Highway 90 and FM 471

Source: CURPR



Figure 54: Proposed Highway 90 Improvements - Walmart

Source: CURPR



Figure 55: Proposed Highway 90 Intersection Improvements - Walmart

Source: CURPR

Develop a Wine Trail

The stretch of Highway 90 heading into Castroville from the east is vitally important to the city. Aside from the vast amount of area with potential for commercial development, the corridor also serves as a visual and aesthetic gateway to the city. With the openness of the area and its symbolic importance to the town, Castroville has the opportunity to develop this stretch in a way to make Castroville stand out among other cities in the region. Based on historical, economic, and geographic contexts, the development of vineyards and wineries in Castroville, as encouraged by the City, would be hugely beneficial for its long-term success and growth.

Though Castroville sits on the southernmost edge of the Texas grape-growing region, it's not unprecedented for wineries to be established this far south. Several wineries exist further south than Castroville, including one in Rockport and one even near McAllen. In the immediate area near Castroville, wineries are currently operating in Poteet, Helotes, Rio Medina, and Dunlay, just down Highway 90 from Castroville. The region is limited in its choice of grape varieties due to the climate and soil type – tough Spanish varieties are typically the best option – but that is not necessarily an obstacle for winery development. Even in the Texas Hill Country winegrowing region, which is much more hospitable to grapes and is the second largest wine region in the country, many of the wineries import grapes and juice from vineyards further north. The vines they have are often just for show, meant to provide atmosphere for tours of the wineries, where a large chunk of income is made. Even if Castroville were to prove inhospitable to many grape varieties, wineries could still flourish in the area.

Historically and culturally, wineries and vineyards could fit easily in Castroville. The Alsatian heritage of the area works well for this venture, as Alsace is one of the most important wine-producing regions of France. Elsewhere in this report, it's been recommended that Castroville respect its history and Alsatian heritage to distinguish the city. The development of a wine industry would complement other efforts made by the city. For those driving on Highway 90, passing rows of grapevines and clear signage for wineries would indicate their presence in a unique and attractive area, and work as lead-in to the Alsatian style of Historic Castroville. Furthermore, the demographics of tourists that would come to Castroville for its history and culture overlap with those who would visit for tours and tastings of wineries.

There is no doubt about the economic power an industry like wine can bring to a city. In Texas alone, the wine industry produced over \$400 million in wages and directly or indirectly employed over 11,000 full-time workers in 2013. Tourists to Texas wineries numbered 1.6 million, and brought about \$466 million in tourism-related expenditures. Just a few wineries along Highway 90 could be an increased boon to the local economy. Aside from the jobs created at the wineries themselves, complementary businesses could and would likely emerge. Restaurants, hotels, and bed and breakfast lodging catering to wine tourists would likely be established. The use of buildings in the historic Downtown District as tasting rooms would attract people to downtown. Over time, the presence and growth of the Castroville wine trail could make Castroville into a destination for visitors in the region and, combined with

the history and culture of the city, create a unique experience for which Castroville could be known across the state.

Castroville would be best served by attempting to incentivize the development of wineries along Highway 90. Independent wineries could be welcomed and would add to the individuality of the town. However, it could be easier to start by contacting an existing winery that is looking to add locations. A well-established winery operating in the Hill Country might appreciate the opportunity to reach a new population further south. Similarly, the city could contact nearby wineries for coordination in the establishment of a downtown tasting room. Regardless of how it's done, a partnership between the city and wineries would likely prove mutually beneficial and advantageous to the residents of Castroville.



Figure 56: Proposed Vineyard along Highway 90

Source: CURPR



Figure 57: Proposed Winery along Highway 90 - New Castroville

Source: CURPR

Recreational Open Space Improvement Options

Future Park Space Needs

A Level-of-Service (LOS) analysis is used to determine whether the amount of parkland and other recreational facilities is adequate for a given city, town, or county, based on its population. Generally, the park acreage serving the jurisdiction is reduced to a ratio of acreage per 1,000 citizens, which can be compared to nearby cities and measured against an accepted if informal standard.

Table 13: Level of Service Comparison between Castroville and Nearby Cities

City	2010 Population	Park Acreage	Acres/1,000 pop
Castroville	2,680	142	52.99
San Antonio	1,327,407	18,284	13.77
Schertz	31,465	374	11.89
Live Oak	13,131	112	8.53
Universal City	18,530	109	5.88
Selma	5,540	24	4.33

Source: U.S. Census

In this case, as seen in the table above, Castroville’s LOS is compared to the LOS of San Antonio and other smaller cities in the San Antonio metropolitan area. Castroville’s LOS is significantly higher than all the cities to which it is being compared. This is almost entirely due to the 132-acre Castroville Regional Park, a park much larger than what can typically be found in cities the size of Castroville. Not only is the acreage per 1,000 residents the highest among the sample,

but Castroville’s raw acreage is higher than that in Live Oak, Universal City, and Selma, all of which are at least twice the population of Castroville. San Antonio is the second highest in LOS, at 13.77 acres per 1,000 residents, due in large part to the annexation of the 12,085-acre Government Canyon State Natural Area. Following San Antonio is Schertz, at 11.89 acres per 1,000 residents.

Beyond just a comparison between neighboring cities, the LOS can be used to compare against a generally accepted standard in order to give some context to the numbers. Although not a specifically stated rule, most municipalities strive to reach a ratio of 10.0 acres for every 1,000 residents. Clearly, Castroville goes well beyond this threshold, with over five times the amount of needed park acreage.

Table 14: Acres needed to reach 10.0 Acres/1,000 People based on Population Projections

Year	Population	Current Acreage	Acres/1,000 People	Acres needed for 10.0 Acres/1,000 People	Surplus (Deficit)
2010	2,680	142	52.99	26.8	115.2
2020	3,067	142	46.30	30.67	111.33
2030	3,477	142	40.84	34.77	107.23
2040	3,826	142	37.11	38.26	103.74

Source: Texas State Data Center

As the LOS is a population-based metric, it will obviously change with a change in population. Since predicting population growth can be done in a number of ways, there can be vastly different projections depending on methodology. Using the linear projection used by the U.S. Census Bureau, Castroville’s population is projected to steadily rise to an eventual population of over 3,800 by 2040. As shown in the Table 14, the

Table 15: Potential Population Density for Castroville by 2050

	Area (Acres)	Density (People/Acre)	Population
Scenario I (Existing City Limits)	1,938.3* (1,437.9)**	1.86 (Low) 3.67 (Medium) 5.48 (High)	2,674 5,277 7,879
Scenario II (Existing City Limits + Immediate ETJ)	1,938.3+4,540.6 = 6,478.9* (5,978.5)**	1.86 (Low) 3.67 (Medium) 5.48 (High)	11,120 21,941 32,762
Scenario III (Existing City Limits + Immediate ETJ + Extended ETJ)	1,938.3+4,540.6+ 8,524.5=15,003.4* (14,503.02)**	1.86 (Low) 3.67 (Medium) 5.48 (High)	26,976 53,226 79,477
* Total area of Land			
** Total area minus airport property			

Source: U.S. Census Bureau, ESRI, CURPR

surplus of acreage provided by the Castroville Regional Park is sufficient to keep Castroville above the 10.0 threshold for the foreseeable future. While some factors are not accounted for in this overall metric—such as proximity and access based on neighborhood—the LOS analysis establishes that Castroville has enough current park acreage to meet the estimated need of the current and future population.

Using a more complicated population projection, however, reveals that there is a distinct possibility that Castroville’s population will grow much greater by 2050 than the linear projection suggests. Castroville’s presence in the rapidly-growing San Antonio metropolitan area and along a major highway would suggest that it may rapidly develop as San Antonio’s population moves further westward. The population projections above are based on population density. The low end

is based on Castroville’s current population density, and the high end is based on the population density of small towns within San Antonio’s metropolitan area that represent the potential density Castroville could grow to. Each scenario calculates the range of possible populations using these density figures and accounting for three different possible sizes of Castroville.

Using this projection, one can see that current parkland is sufficient for only the first three scenarios. While the

current park acreage is sufficient for the linear projection, this projection indicates that Castroville should continue to add parkland in order to maintain its high LOS, particularly as creating parkland now would be significantly less expensive to the city than waiting until the population has a major increase in size. The park additions proposed in this report would allow for enough parkland in Castroville to account for all but the most extreme population scenario.

Table 16: Acres needed based on Future Population Scenarios with Existing Park Acreage

Scenario	Population	Current Acreage	Acres/1,000 People	Acres needed for 10.0 Acres/1,000 People	Surplus (Deficit)
I - Low	2,674	142	53.10	26.74	115.26
I - Medium	5,277	142	26.91	52.77	89.23
I - High	7,879	142	18.02	78.79	63.21
II - Low	11,120	142	12.77	111.2	30.8
II - Medium	21,941	142	6.47	219.41	-77.41
II - High	32,762	142	4.33	327.62	-185.62
III - Low	26,976	142	5.26	269.76	-127.76
III - Medium	53,226	142	2.67	532.26	-390.26
III - High	79,477	142	1.79	794.77	-652.77

Source: CURPR, U.S. Census Bureau

Table 17: Acres needed based on Future Population Scenarios with Proposed Park Acreage

Scenario	Population	Current Acreage	Acres/1,000 People	Acres needed for 10.0 Acres/1,000 People	Surplus (Deficit)
I - Low	2,674	368	137.62	26.74	341.26
I - Medium	5,277	368	69.74	52.77	315.23
I - High	7,879	368	46.71	78.79	289.21
II - Low	11,120	368	33.09	111.2	256.8
II - Medium	21,941	368	16.77	219.41	148.59
II - High	32,762	368	11.23	327.62	40.38
III - Low	26,976	368	13.64	269.76	98.24
III - Medium	53,226	368	6.91	532.26	-164.26
III - High	79,477	368	4.63	794.77	-426.77

Source: CURPR, U.S. Census Bureau

Develop a Hike and Bike Trail Network

There are a number of ways for Castroville to increase its ability to provide more recreational areas and activities for its residents, in addition to increasing the city’s park acreage. There are several creek beds within Castroville’s ETJ that could be transformed into public hike-and-bike trails. Creek beds and the land immediately surrounding them are unsuitable for commercial and residential development due to the high likelihood of flooding. To maximize use of the land, public use as hike-and-bike trails would provide additional recreational space for Castroville’s residents and visitors, while having minimal impact on the land around the trails. The trails would also help the city to do more to take advantage of the natural assets of the area and provide yet another incentive for travelers to visit Castroville.

Castroville’s location along a large river also allows for many opportunities for these trails, and the city would be best served by utilizing as many of them as possible. The main trail would run along the entirety of the Medina River that is within the city’s jurisdiction. Trails would operate on either side of

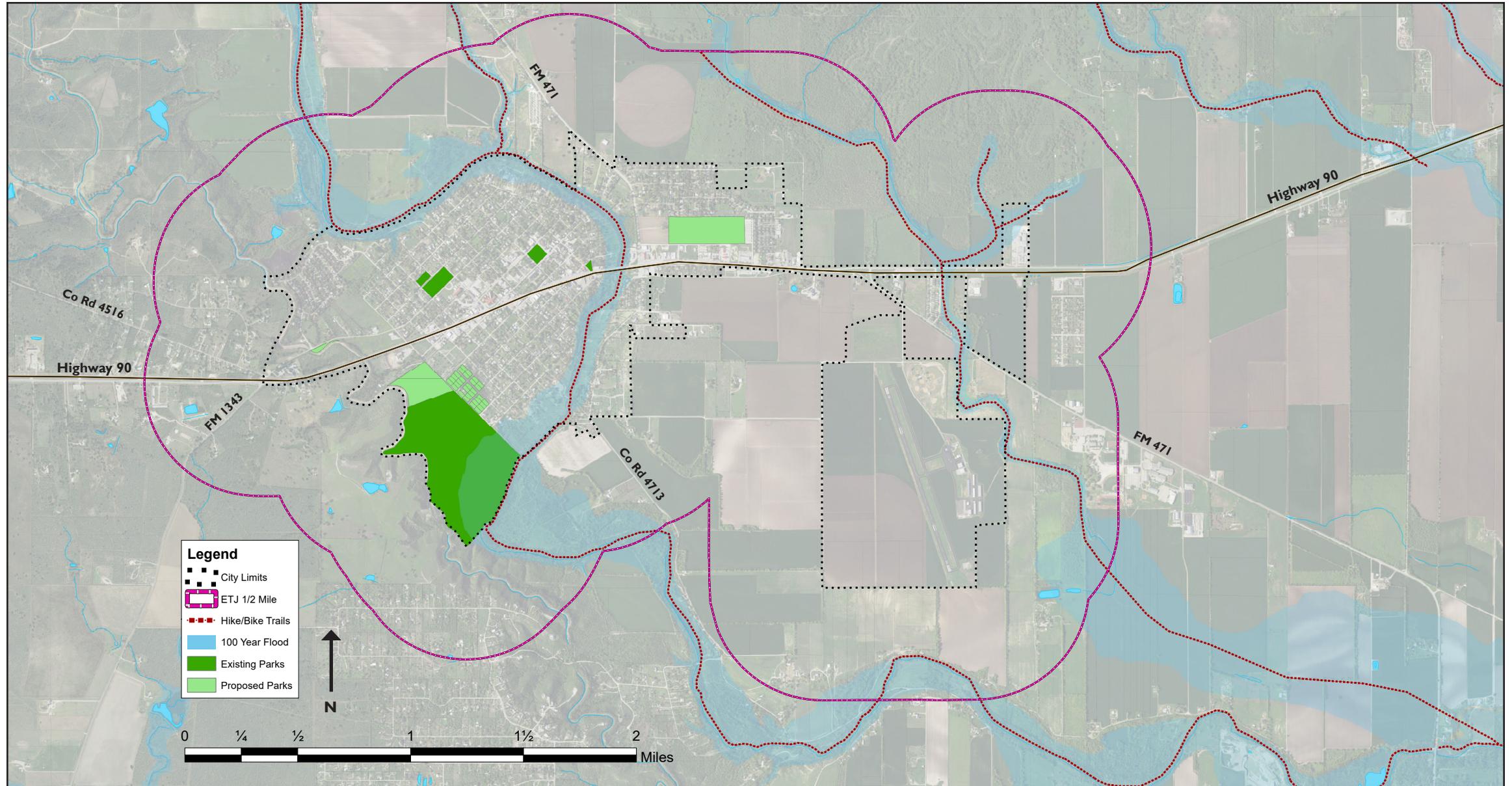


Figure 58: Proposed Hike and Bike Trail and Proposed Parks

Source: CURPR

the river, beginning about three miles north of the city center, running across Highway 90, and to the southeast just north of La Coste. The creation of these trails would coincide with the general development of the Medina River Corridor for recreational public use.

Another suggested trail extends along the three branches of Kempf Creek, which feeds into the Medina River. The western branch begins due north of the city center and makes its way south, where it meets the eastern branch about a mile north of downtown. The eastern branch itself splits into two branches north of the confluence of the west and east branches. It is recommended that trails be created along all three of these sections, eventually converging into one trail that merges into the Medina River trail near downtown.

Flat Creek begins northeast of town and extends to the southeast, ending just past the airport. A suggested trail would begin along Flat Creek about a mile northeast of the city center, following the creek across Highway 90 (where it meets a small trail created along a minor branch of the creek), past the airport, and continuing past where the creek ends, so that it could join with the Medina River trail near the county line.

Little Sous Creek is made up of several branches 3-4 miles west of Castroville's downtown. Three proposed trails would go along these branches, starting at Highway 90 and extending to the north/northwest. The longest would extend for 3-4 miles into undeveloped land to the northeast of the city. Finally, a small trail along the Big Sous Creek would also be created in the undeveloped land, north of the Little Sous Creek trails.

Little work would need to be done for the creation of these trails. The areas would need to become navigable by foot and bike, and signage would be needed both on the trails and along nearby roads indicating the location of the trails, but in general the area around these trails should be left as undeveloped as possible to maintain their natural charm. When finished, these proposed trails would add more than 40 miles of recreational area to Castroville's jurisdiction, while requiring minimum labor and maintenance.

Land for the trails could be acquired through a combination of approaches including purchase where needed, donation by the land owner and development easements for recreational trail use.

Development of the Medina River Corridor

The Medina River is currently being underutilized in and around the City of Castroville. Land flanking the river is largely prone to flooding, making it less suitable for residential and commercial development but ideal for park development. Development of the corridor around the river into a linear park would allow for additional recreational areas for use by residents and visitors alike. Residents of Castroville would benefit from the increase in quality of life in the town, and the improved river corridor would increase the reputation of the city as a destination. This river development could also encourage people to visit the city and increase economic activity. Businesses and attractions along the river, like the Landmark Inn, would benefit especially from the improvement of the river.



Figure 59: Medina River at Regional Park

Source: CURPR

The proposed corridor would include many opportunities for recreation, including campsites along the river and swimming and fishing areas. The varying depths of the river makes it well-suited for the establishment of publicly available individual swimming holes. Canoe and kayak rentals in locations where the water depths are sufficient could be an added economic activity for the city. Additionally, the proposed Medina River hike-and-bike trail would supplement the development of the corridor and provide for a unified recreational area that would connect to Castroville's Regional Park.

The City of Castroville has options regarding the extent of the corridor. While it is recommended that the city develop the river through the entirety of Castroville's jurisdiction, the city could also partner with the state and the county to extend the linear park from, essentially, Medina Lake to where the river meets the county line. Doing so would create an impressive linear park that would serve the area as a whole, and make Castroville an important recreational destination in the region.

Airport Development

The airport in Castroville is a significant asset to the city. Its value largely comes from its proximity to San Antonio and the air traffic that goes through it. The airport is appealing to aircraft owners looking to store their planes in or near San Antonio, as Castroville is only a short drive from San Antonio. Castroville Municipal Airport also receives overflow business from other airports within the area, like Stinson Municipal Airport, which is often at capacity. Castroville's relationship to San Antonio and the airport's hangar space gives it an added advantage against other airports in the area, like the South Texas Regional Airport in Hondo. The airport's ability to handle small jet aircraft is also an advantage for attracting aviation business.

Industrial areas near airports attract specific businesses that tend to relate to aviation in one way or another. At Uvalde's airport, which is similar in size to Castroville's, there are several nearby businesses that specialize in airplane interiors, detailing, and supplies. These are the types of industries that could be attracted to Castroville should the city zone this land as light industry. Castroville would be using one of its assets, the municipal airport, to attract more business and revenue to the city.

There is approximately 200+ acres of airport land on the west side of the airport that could be used for light industry. It is proposed that this land be zoned as light-industrial, as would an additional 304 acres of nearby privately-owned land. The city-owned land would be able to directly generate revenue for the city, and the private land would generate sales tax revenue.

This area would be ideal for light industrial use for a number of reasons. Light industry tends to be zoned best when it is in an area that is less densely populated and isn't of high value for residential development. The land around the airport is also some distance from the city center and, while there are some residential areas nearby the proposed light industrial area would serve as a buffer between them and the airport.

The airport property runs adjacent to a proposed arterial that would run north-south and connect the proposed north

parkway to the south parkway. This road would provide an easy route for commercial vehicles servicing the light industrial developments.

The proposed industrial park could also be an attractive addition to that part of the community. These parks are usually landscaped and carefully designed to fit into the needs of the area. The industrial park would also support aircraft operations at the airport.

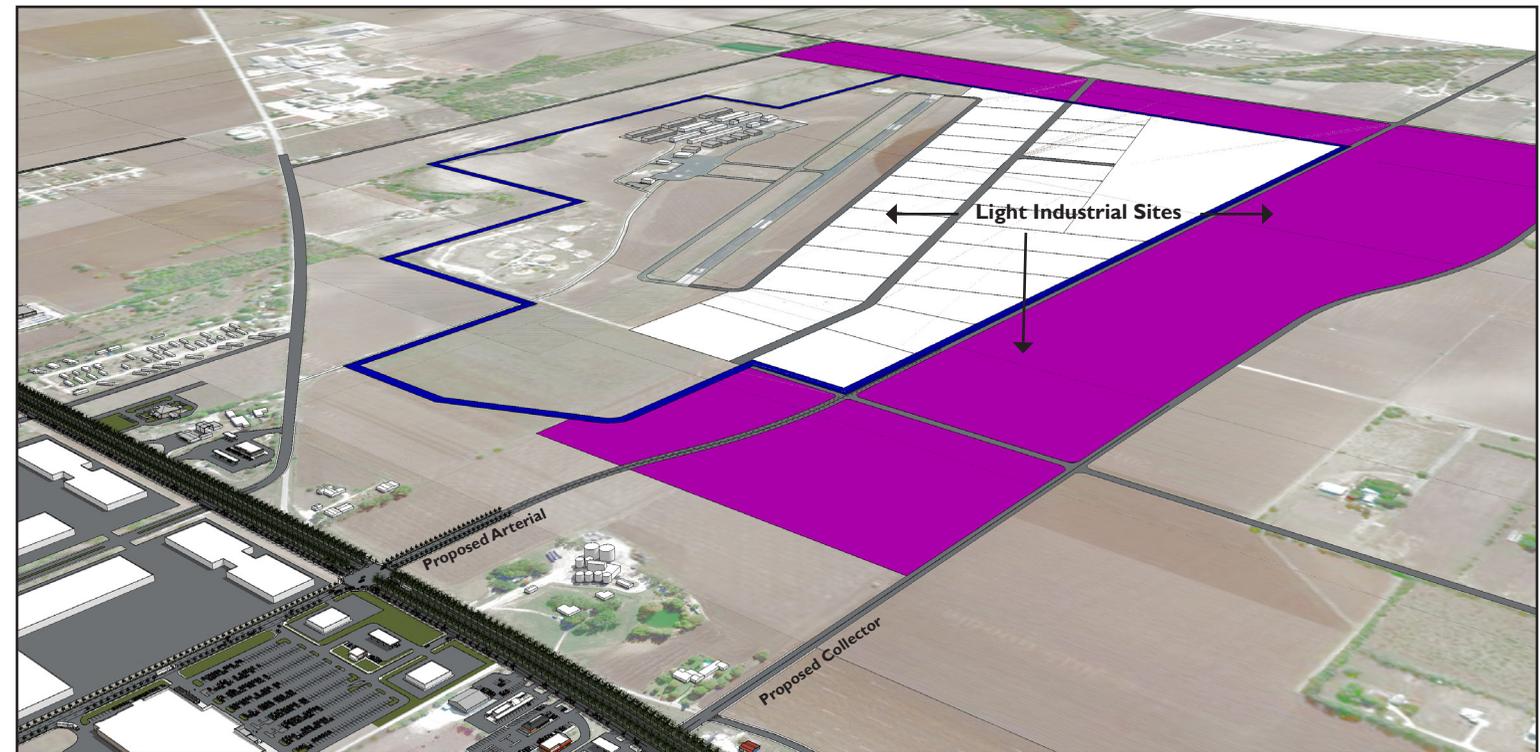


Figure 60: Birdseye View of Proposed Light Industrial Park at Airport

Source: CURPR

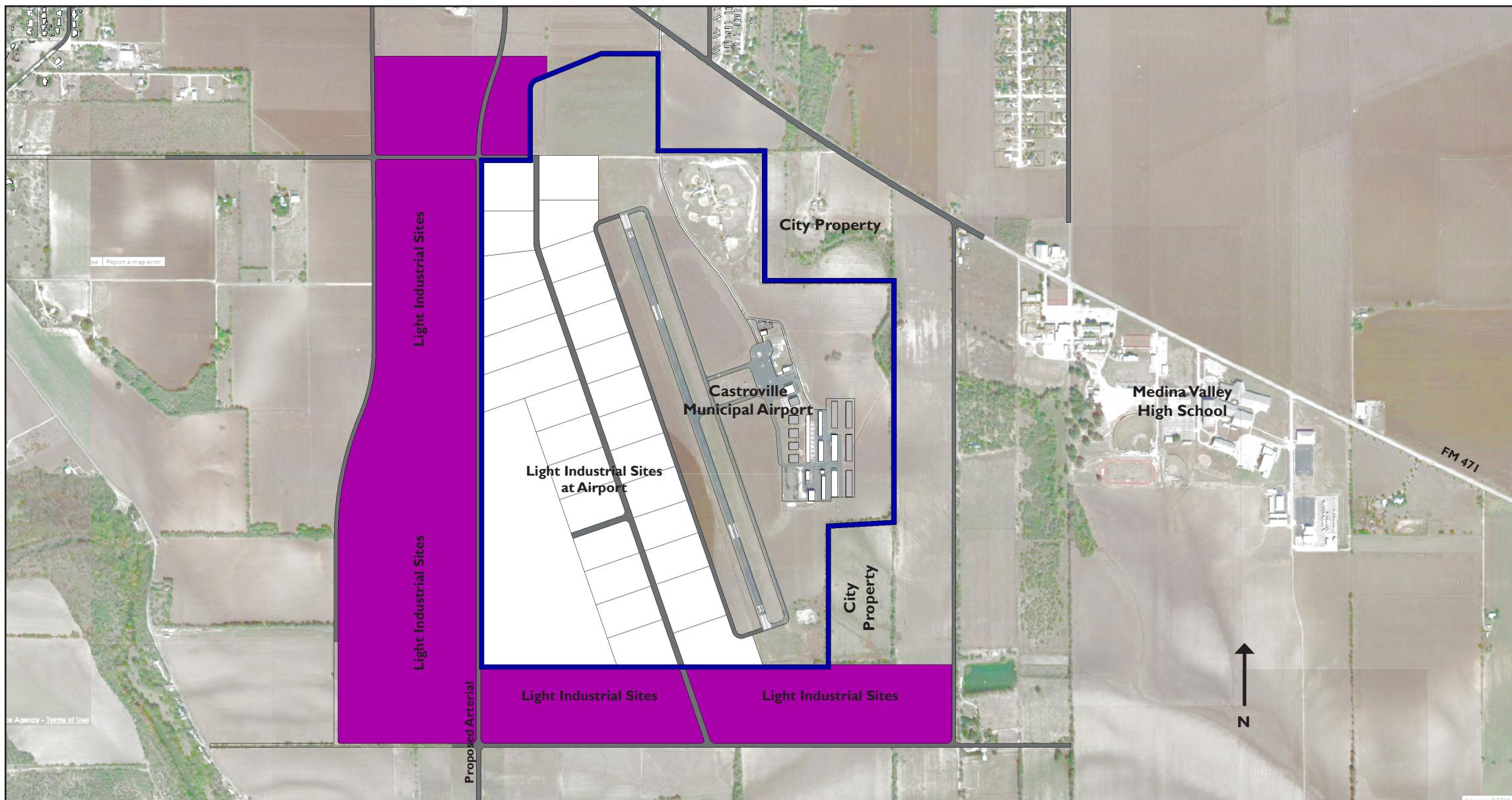


Figure 61: Proposed Light Industrial Park at Airport

Source: CURPR

Proposed Land Use

The proposed future land use for Castroville is quite different from the city's existing land use. Most notable is the diminished amount of agricultural land. This represents a stark change from the existing dominance of agricultural land in New Castroville. Most of the current agricultural land has been zoned as residential under this proposal. This reflects the overall change that is expected to occur in Castroville over the coming decades. Rapid population growth in the region, especially among those looking to live in the San Antonio Metropolitan Area, makes land near major highways like Highway 90 more valuable for residential development and much less so for agricultural.

Also notable is the increase in commercial use. The proposed commercial land follows the pattern of the existing land use – along Highway 90 and in the Downtown District – but increases the amount of it, while also adding commercial use along FM 471. As the city grows, more commercial space will be needed, and it would be most advantageous along Highway 90.

Approximately one fourth of the city-owned land on which the airport exists can be zoned for light industrial use, as well as the land south and west of the airport. There is potential for an increase in aviation-related industry and this land area would be an ideal place for that economic activity. Parcels of this land could also be made available to wineries.

The proposed land use plan also includes additional park space for Castroville – approximately double the acreage of

its current park area. Much of it would come in the form of an addition to Castroville Regional Park, just across the river in New Castroville. This addition would be about the same size as the existing park. Much of its land falls in the floodplain of the Medina River so making use of it as a park would be ideal.

Neighborhoods are the building blocks of cities and provide the necessary structure that residents can relate to. Without neighborhoods we have endless sprawl. As Castroville expands into both the the Immediate ETJ and the Extended ETJ a number of additional neighborhoods will develop. Figure

63 shows where eleven potential neighborhoods could be located. These neighborhoods will vary in size, but could be a mile or less in diameter and have a neighborhood center at the intersection of major arterial roads. Each neighborhood center could also be the focal point for some multi-family housing and selected retail services. They should be pedestrian friendly with sidewalks, bike trails, and contain small parks that families can use. Historic Castroville has functioned as a neighborhood and also has a diameter of about a mile. It can serve as a model for the new neighborhoods but with a slightly different footprint.

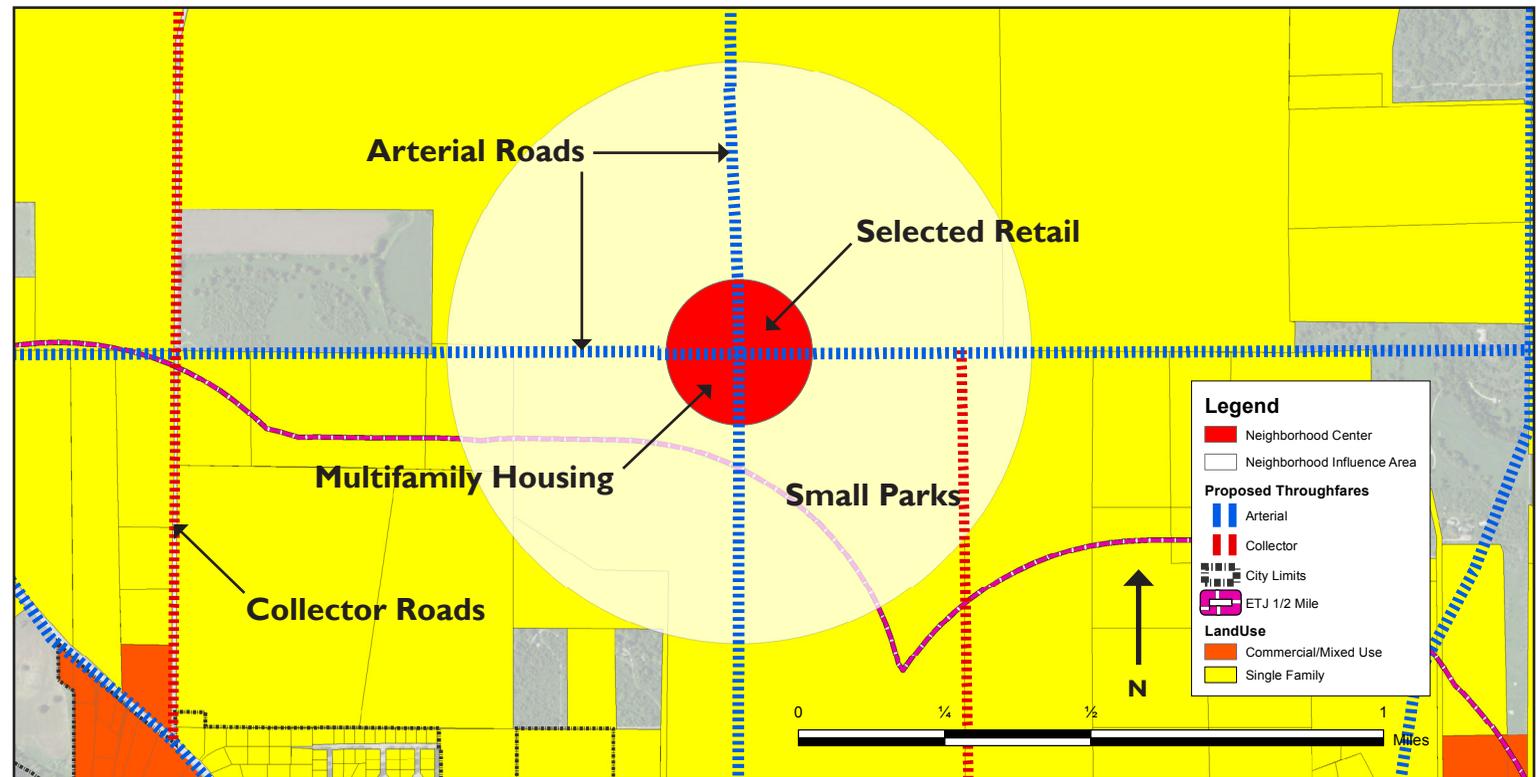


Figure 62: Neighborhood Center Concept

Source: ESRI, CURPR

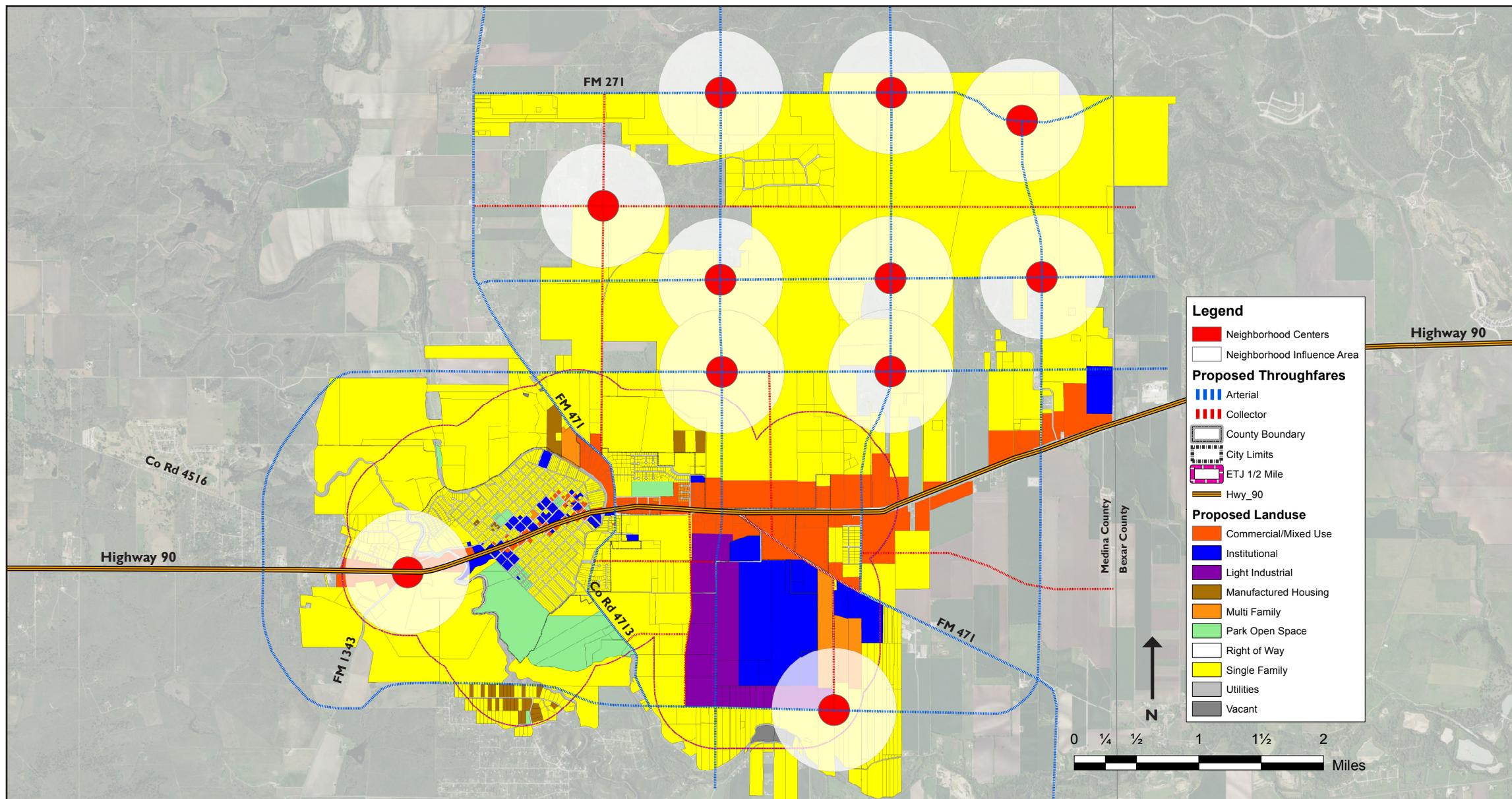


Figure 63: Proposed Land Use

Source: ESRI, CURPR

Develop a Unified Development Code

An important step for the future land-use development of Castroville is updating and improving its land use plan and zoning ordinance which includes the zoning plan. These ordinances and plans provide a framework to guide the city's long-term growth along with the Major Thoroughfare Plan. Equally important, these plans provide the citizens of Castroville with tools to align their planning efforts to control and guide development, preserve key environmental assets, and set the stage for new economic investment in the community. They will also guide the siting of new infrastructure, arterial and collector roads within the city. Finally, they will be an important statement as to how Castroville should grow in the years ahead. Without them the city will be faced with the prospects of poorly planned development within its city limits and extra-territorial jurisdiction.

Castroville is expected to experience significant population growth in the decades ahead since it is located in the San Antonio metropolitan area. This area is expected to increase by over a million new residents by 2040. The city needs to look for a more comprehensive approach to economic development and land use regulation. An improved Unified Development Code (UDC) could be an effective tool to help Castroville in dealing with existing and future land development issues.

A Unified Development Code (UDC) combines existing zoning and subdivision regulations, street design, along with

other desired city regulations. Other regulations could include sign regulations, design guidelines, flood plain and storm water management and historic preservation. By combining all regulations in a single UDC, the development process is streamlined, coordinated and becomes more efficient. Inconsistencies in ordinances and outdated policies can be eliminated as well. A UDC also makes it easier for developers, builders, and residents to understand local requirements related to land-use and development. The UDC should incorporate clear, concise and direct language along with appropriate definitions, tables and illustrations that help readers to clearly understand the regulations. The primary purpose of the UDC is to implement the city's comprehensive plan policies. The UDC should be updated periodically (every 5 years) as updates are made regarding comprehensive and master plan policies. The land-use plan and official zoning map should be maintained as digital maps using geographical information system technology.

A consultant experienced in writing a Unified Development Code should be retained by Castroville to undertake the task of writing an improved unified code. Some of the ordinance issues that need to be addressed include design guidelines, mixed-use, greater range of options in residential districts, and possible overlay districts for gateways.

Mixed-Use Zoning

A category that is missing in the current zoning ordinance is mixed-use zoning. One option is to have a commercial zoning classification that permits a vertical mix of commercial, office,

and residential uses within the same building. Buildings can also have retail, service and office uses on the ground floor with residential units above. This type of building footprint creates a pedestrian oriented street environment with store-front shopping and services. Mixed use developments would provide a much needed new housing option and increase density in selected areas in Castroville. While a planned development district may suggest that potential, it would apply only to development of a new contiguous parcel of land. A mixed use district could encompass both older and new development.

Design Guidelines

Castroville should also consider developing design guidelines for the city to guide development projects in Historic Castroville and New Castroville. Two categories of guidelines are possible: city-wide guidelines and district or area specific guidelines. The proposed Historic District would fall under area specific guidelines (See Page 86). Design guidelines supplement the zoning ordinance and offer more direction for proceeding with the design of projects. As performance goals they illustrate options, solutions, and techniques to achieve excellence in design.

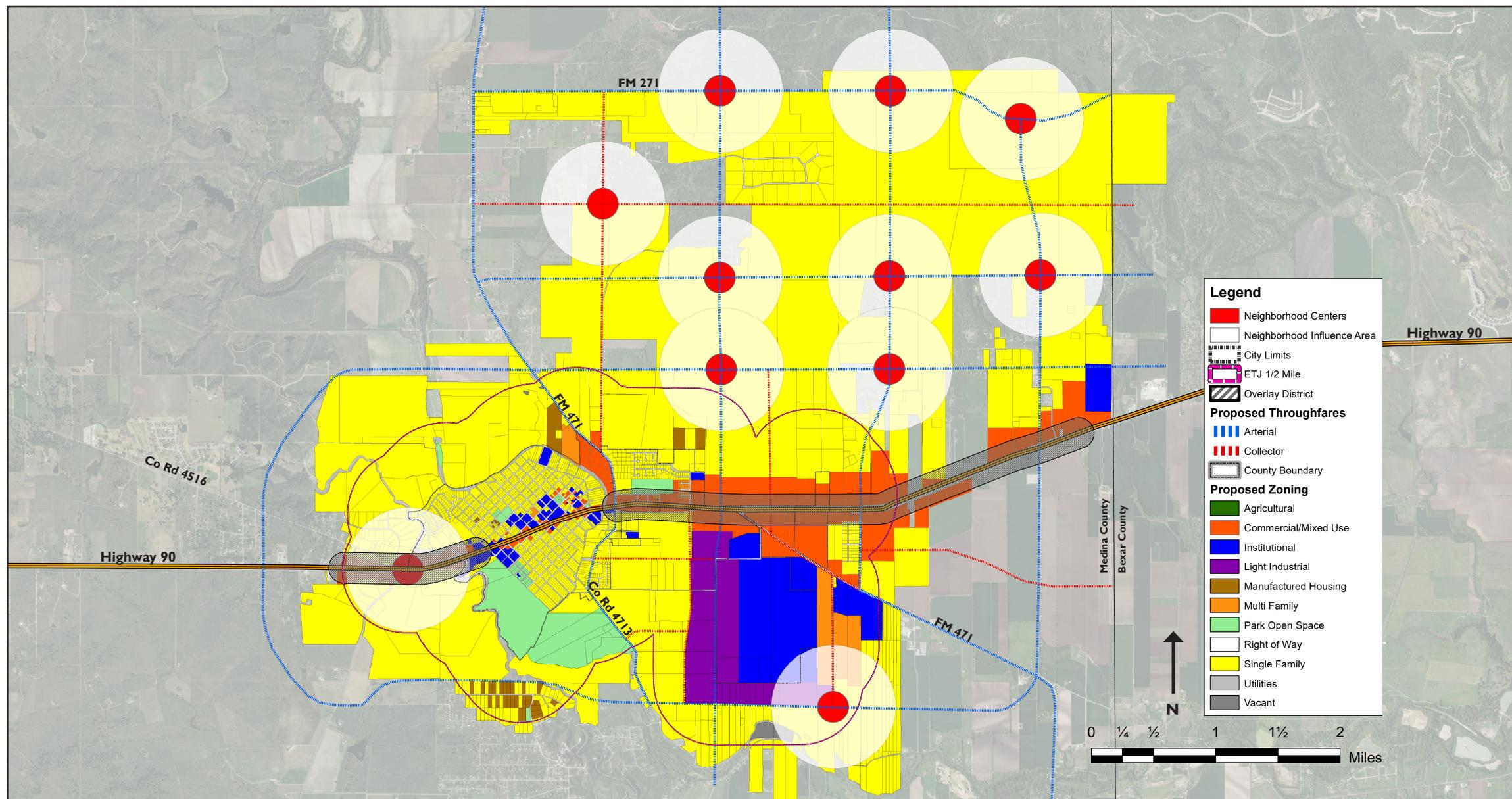


Figure 64: Proposed Zoning Overlay District

Source: ESRI, CURPR

Proposed Thoroughfare Update

The City of Castroville and Medina County need to develop a thoroughfare plan that will be able to serve the city and region as the population continues to grow. Although the present road system in Castroville is mostly adequate for handling the current traffic level, the number of cars driving through and around Castroville will only go up in the coming years. The city should prepare for this inevitability now while it is easier to do so. A thoroughfare plan is proposed here to indicate areas where road construction and improvement would be beneficial to Castroville.

A revised traffic circulation system, utilizing a hierarchical arrangement of roads, can be useful to a city the size and composition of Castroville. Collector roads gather traffic from local roads and residential areas, and funnel that traffic towards larger arterial roads that move traffic faster and towards highways and major roads – in Castroville’s case, Highway 90. What’s important in this system is balanced circulation that does not put undue stress on one area, road, or intersection. A well-balanced traffic system provides more opportunity for growth and development. The system should also be able to serve both car traffic and pedestrians.

An important aspect of a proposed thoroughfare plan for Castroville would be to establish options for both those traveling within the city and for those traveling through it. Currently, most traffic in the city is determined largely

by Highway 90. As Castroville grows, more options will be needed so that residents and visitors aren’t overly reliant on the highway for mobility.

A key feature of the thoroughfare plan is the development of an arterial parkway loop stretching around the entirety of Castroville’s city limits and much of its ETJ. This parkway would provide for easier transportation around the area of Castroville, as well as provide an alternative route for traffic on Highway 90. In particular, the route provides options for large trucks and other commercial or industrial vehicles who would want to avoid driving through the city center.

In addition to the parkway loop, there are several other proposed arterial roads, most of which run north-south or east-west in a large grid pattern. An existing road, FM 4713-Lower La Coste Road, would be turned into an arterial running traffic north-south from near Rio Medina down past Castroville. From there, three other arterials would need to be built parallel and to the east of FM 4713, allowing options for traffic moving north-south. Of particular importance would be the one running adjacent to the western edge of the airport property. Two other arterials would be constructed north of Highway 90, running east-west between the Medina River and the county line, connecting the north-south arterials. Finally, the split of FM 471 that runs southeast from Highway 90 to La Coste would also be another arterial.

Multiple collector roads would also need to be constructed or adapted. Two proposed collectors would collect traffic from potential residential areas north of the city and connect this

traffic to the arterials. Others within city limits would fill in the gaps of the arterial system, serving Castroville’s population and facilitating movement within the city. Finally, others would connect the city to rural areas not easily accessed by arterials. This thoroughfare system would enable Castroville to facilitate growth for the foreseeable future. Multiple route options and an extended network would allow for both population growth within the city limits and an increased population in the areas around Castroville.



Figure 65: Proposed Arterial - FM 471/ Lower LaCoste Road
Source: CURPR

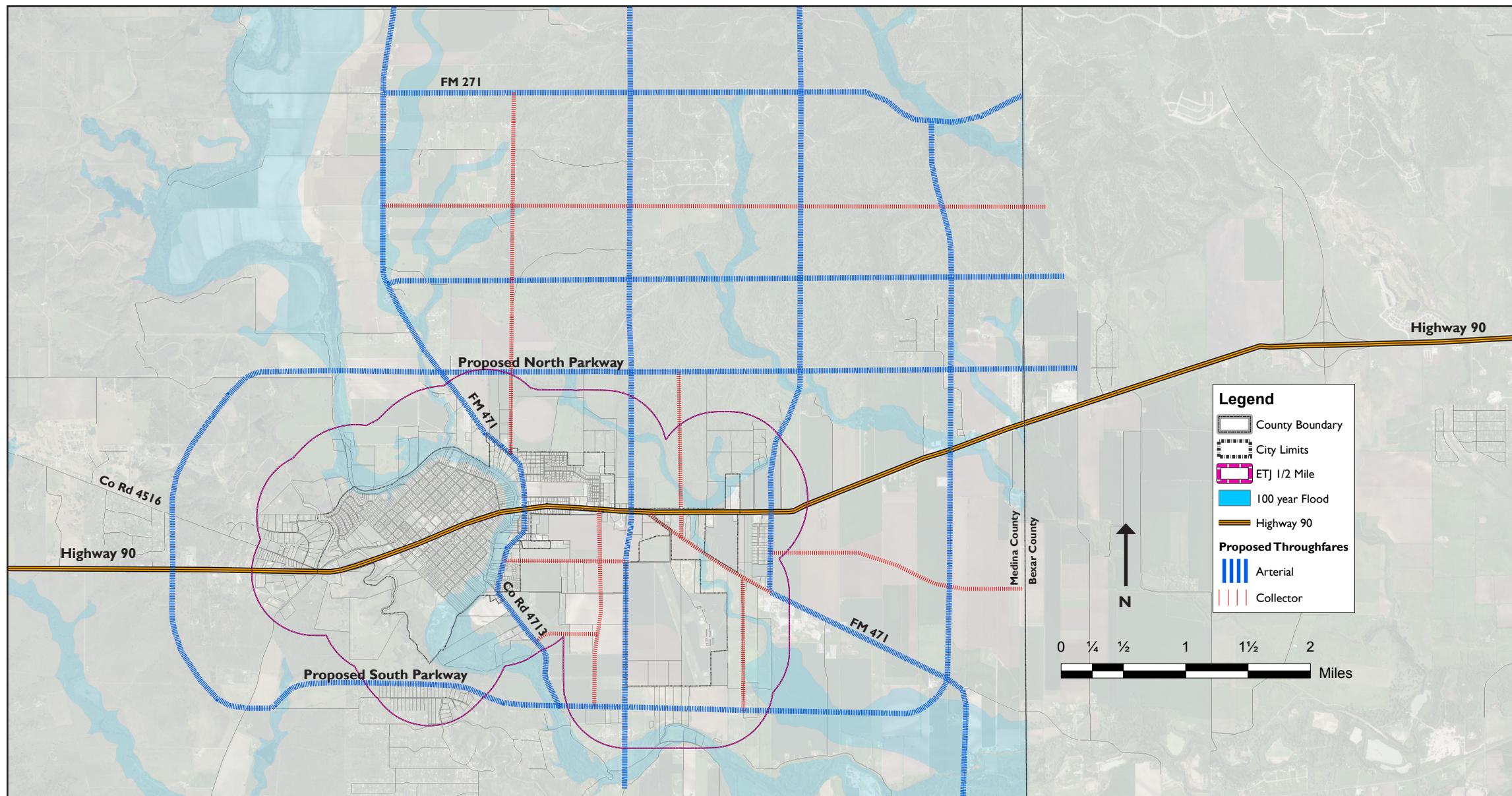


Figure 66: Proposed Thoroughfare Update

Source: ESRI, CURPR

Capital Improvement Projects

The City of Castroville currently has a Five Year Capital Improvement Plan in place that dates from FY 2017 to FY 2021. The plan defines infrastructure improvements within the city that have been approved, and funds have been allocated for these projects. The improvements proposed include a back-up generator for the public works department, several improvements to the water system to assist in the distribution and storage of water, expanding electricity service in neighborhoods near the city limits, and additions to the

wastewater service in Castroville. Additional improvements for Castroville are now being addressed for the fiscal years 2019, 2020, 2021.

In addition to the official Capital Improvement Plan shown in Table 18, there are also other proposed capital improvements that would benefit the city and align with many of the proposals in this report. In the short term, improvements to many streets, particularly in the Historic District, and public areas like Houston Square could be accomplished within the next

one-to-two years. Improved wayfinding signage, a new animal shelter, and the development of the airport industrial park are also short term capital improvements that would benefit Castroville. In the long term, new buildings for City Hall, the Volunteer Fire Department, the Library, and Public Works would be accomplished in the range of five years. Various improvements to Highway 90 and the area around it should also be undertaken over the next five years.

Table 18: City of Castroville - Five Year Capital Improvement Plan

Project Name	Description	FY 2017	Funding 1'	FY 2018	Funding 1'	FY 2019	Funding 1'	FY 2020	Funding 2'	FY 2021	Funding 21	Total
Public Building Projects												
Public Building Projects	Back-up Generator	30,000	UF									30,000
Public Building Projects Total		\$30,000										
Water Projects												
Water Projects	SCADA System (Water Wells)	50,000	UF									50,000
Water Projects	Cross Hill Distribution	1,000,000	CO/GO									1,000,000
Water Projects	East Side Elevated Storage Tank	2,800,000	CO/GO									2,800,000
Water Projects	Plant/Distribution	3,300,000	CO/GO									3,300,000
Water Projects	West Side Elevated Storage Tank			500,000	CO							500,000
Water Projects Total		\$7,150,000		\$500,000								
Electric Projects												
Electric Projects	River Bluff District	1,500,000	CO/GO									1,500,000
Electric Projects	Country Village District	1,100,000	CO/GO									1,100,000
Electric Projects Total		\$2,600,000										
Wastewater Projects												
Wastewater Projects	I & I Smoke Testing	30,000	UF	30,000	UF							60,000
Wastewater Projects	WWTP - Construction	6,978,200	SRF									6,978,200
Wastewater Projects	East Side WWTP Trunk line	240,000	UF									240,000
Wastewater Projects Total		\$7,248,200		\$30,000								
Grand Total		\$17,028,200		\$530,000								\$17,558,200

Funding key: General Fund (GF); G.O. Bonds (GO); Impact Fees (IF); Certificates of Obligation (CO); Grants (G); State Revolving Fund (SRF); Utility Fund (UF); **Special Districts; PID; TIRZ ;PIP,**

Source: City of Castroville

Conclusion

This chapter outlined a number of options or alternatives the City of Castroville could pursue as it moves forward with defining its future. The key point here is setting the stage for its future growth and development. Underlying these options is Castroville's unique cultural and historical legacy, and its focus on revitalizing its historic core while meeting its current and future needs. The next chapter takes this one step further by presenting a number of strategic initiatives, recommendations and an overall implementation plan centered around those initiatives and recommendations. As stated earlier, Castroville's future will always be guided by its legacy and sense of history. Indeed, its historical context will continue to shape its future growth.



Implementation Plan

Introduction

At a day-long visioning and agenda setting workshop attended by members of Castroville's City Council and executive staff in October 2015, a new vision statement for the community was developed. That statement, "Castroville - Where History Shapes The Future" clearly spells out how the community wants to be perceived. It also provides a framework for its future growth. That future will always be linked to its past. How Castroville grows in the years ahead will be guided by its historical context. That context also provides the basis for this study and vision plan.

This study outlines and discusses, at length, a number of strategic initiatives, projects and plans designed to set the stage for Castroville's future growth and development. It also presents a number of recommendations centered around land use planning; the branding and marketing of Castroville as a tourist destination; the development of Castroville's 'Old Town'; development options for the Highway 90 Corridor; and, the implementation of a mixed use development strategy and plan for the Highway 90 Corridor on Castroville's eastern edge to be known as New Town Castroville. In addition, the study presents and examines several long-term options that Castroville could pursue with regard to its Municipal Airport and City Hall complex. These options also address development in Castroville's expansive extra-territorial jurisdiction (ETJ) to the east and northeast; and, the development of the Medina River corridor. Underscoring these options and recommendations is the role that Castroville's historical context will have for its future development.

Setting The Stage

During that day-long workshop held in October 2015, several key decisions were reached by those in attendance. These included:

- Over the next several decades Castroville will likely experience significant population growth. This growth will require the community to develop new housing, provide more public services, add new infrastructure, and create more local jobs. Equally important is how this growth will be managed.
- There should be a clear delineation between "Old Town" and "New Town" Castroville. "Old Town" refers to Castroville's historic core. The "New Town" refers to the area outside the historic core. This area is mainly centered on the Highway 90 Corridor to the east and west of the "Old Town" and the ETJ area around Castroville. The goal should be to retain as much as possible the 'village' feel of the "Old Town's" historic core. Development outside the core area should be encouraged and carefully planned.
- Every effort should be made to maintain and leverage the rich cultural and historic assets in the Old Town as a way to expand Castroville's tourism industry. Equally important is the need to make these assets more accessible through better signage, enhanced connectivity and careful planning.
- The development and expansion of Castroville's infrastructure and related capital improvements should be given a high priority. This includes the need to expand water and sewer services, especially to underserved areas and those areas now undergoing rapid growth; the need to construct new thoroughfares coupled with the improvement of existing streets; and, the construction of new public facilities to meet the needs of an expanding population and economy.
- There is a need to move forward with the rebranding of Castroville to meet its perception of what it wants to be and how it wants to be perceived. As part of this rebranding effort emphasis should be centered on creating a historic district in the "Old Town." By creating such a district the community will not only be preserving its rich cultural heritage it will also help to market its heritage and cultural assets more effectively.
- Take steps to better utilize its municipal airport and surrounding facilities. To move forward with this task every effort should be made to develop an Airport Growth Plan that will manage existing facilities, and set the stage for creating new assets around the airport. This will also help expand the local economy and set the stage for additional development and investment in the area.
- Initiate steps to carefully plan the ETJ area around Castroville as a way to protect significant environmental assets in the region; and, to control future growth in

and around Castroville's core area. The development of the ETJ is also important for the long-term development of Castroville relative to San Antonio's own growth. In addition, it will complement existing assets in Castroville's Old Town and the surrounding area; improve accessibility and connectivity assets in the region; create new parks and recreational opportunities; and, provide additional opportunities for improving and expanding its street and thoroughfare connectivity in the future.

- Expand the local economy by putting in place a new marketing strategy designed to “rebrand” Castroville; creating additional incentives to attract new businesses to the community and expand existing businesses already there; emphasizing tourism as a major economic growth catalyst; creating complementary type industries to take advantage of an expanded tourism market; and, improving the investment potential of the area.
- Improve and enhance the Highway 90 Corridor by incorporating design features that closely distinguish its transition from the “New Town” area to “Old Town.” In the “New Town” section of Highway 90 on the eastern edge of Castroville emphasis should be focused on implementing a mixed-use design concept incorporating controlled access, extensive use of landscaping, use of medians to control traffic flows, planned development and improved signage. Within the “Old Town” section emphasis should be placed on

controlling access, streetscaping, providing improved pedestrian access, use of crosswalks and enhanced storefronts/streetscapes/access design to make local businesses more accessible while highlighting the historical and cultural features that characterize “Old Town.”

- Enhance the Medina River Corridor and transform it into a linear park/greenway to make it an integral part of Castroville's long-term development. The enhancement of the corridor would include the creation of new park and recreational areas, hike and bike trails, flood control facilities and improved river access. This corridor could also be extended to Medina Lake in the future creating the basis for a regional park.

The ideas and concepts discussed during that workshop also underscored the need to put in place a long-term vision and plan of action that will not only preserve Castroville's unique cultural and historical assets, but advance its local economy, enhance its quality of life, and protect its natural environment. Equally important is the need to take into account the forces that are already beginning to shape Castroville's future. For example, San Antonio's rapid growth on its western edge will most certainly have an effect on Castroville's long-term development. Much of that growth is occurring within the Highway 90 Corridor. The consequences of this growth is still not known with any certainty. What is known, however, is that without a long-term vision and a plan of action much of this development will be haphazard and unplanned. This is clearly

not in the best interests of Castroville. This was also recognized by those participating in the October 2015 workshop.

A major focus of this study and vision plan is to devise a strategy that will not only protect Castroville from unplanned growth, but provide it with the means to grow its economy, as well. Another focus is to develop a strategic framework that will allow Castroville to better manage its growth over the long-term. Finally, this study and action plan outlined an implementation strategy that could be used by Castroville to move forward.

The execution of a selected course of action over time, i.e., an implementation strategy, is vital for ensuring that whatever plan is put in place is managed well. While this vision study provides an overall strategy to carry out the necessary steps to move forward, it will still be up to the local leadership in Castroville to make it work. Just as important is the need for involving local citizens and civic groups in the process. It also means that the local leadership will need to both organize and motivate the community to move forward with the implementation process. The sections that follow provide some suggestions to help Castroville in carrying out these important tasks. The key, however, is the leadership factor. This leadership will drive the implementation process.

Organizing The Process

To carry out the proposed recommendations and action steps included in this vision plan it will be important to put in place an overall strategy to make sure that the community's

leadership stays on the same track. The key players here should be the City of Castroville, Medina County and the citizens of Castroville. Also, the City of Castroville should ensure that the community, as a whole, is on board. In addition, it should ensure that local groups such as the Castroville Area Economic Development Corporation (CAEDC), and other community based organizations are brought into the process. Finally it will be important to involve business and community leaders and others who have a stake in the community in the overall planning process.

Closely linked to the organizing process is the task of managing it. The key here is making sure that the planning and implementation functions are carried out, and that the plan's goals are achievable. By carefully managing the planning and implementation process the community should be able to identify problems and issues that could slow it down as it begins to move forward. Forming a strong team involving key players in the community will also help the community to address issues and concerns early enough to take steps to mitigate them by taking corrective action.

As the planning process advances the creation of an implementation process will take on added importance. This, in turn, will require other kinds of mechanisms and processes. At this point a strong public/private partnership will become crucial. This partnership will also drive the implementation process as the overall strategy is defined, and the plan is put in place.

Areas of Responsibility

In implementing this plan a blend of both the public and private sectors will be necessary. This public/private partnership is important because no one entity in Castroville has all of the resources needed to fully implement this kind of plan over time. Equally important is the non-profit sector. This sector includes community based organizations and civic groups that have a stake in Castroville's future. Each sector brings its own set of responsibilities. These are briefly described below:

Public Sector – City of Castroville/Medina County

Both have major responsibilities for planning and constructing infrastructure, the platting of land for various uses, zoning, and the development of ordinances and regulations to guide the community's long-term economic, housing, parks and recreational needs. They are also responsible for developing and maintaining the community's streets, roads and highways. The City of Castroville has the additional responsibility for providing planning and development services to meet the needs of the resident population. As envisioned here the City of Castroville will take on the primary role for coordinating services and activities associated with this plan. It may also want to organize an ongoing community planning/development committee or task group(s) to spearhead this effort. In addition, Medina County and the Texas Department of Transportation will have key roles in planning and constructing streets and highways in the areas they have responsibility for.

Private Sector

The private sector is the primary driver of the local economy in Castroville. It also helps to generate the necessary revenue and investment assets to spur additional growth and development in the community and the surrounding area. It is comprised mainly of local businesses and entrepreneurs that produce and provide goods and services to the local population, visitors and tourists.

Non-Profit Sector

This sector consists mainly of those organizations and groups that contribute to the civic, cultural and quality of life aspects of the larger community. These qualities are extremely important to the community's success, sustainability and livability. They also add a distinctive persona to the community's focus and character. Often times the leadership in these groups are also leaders in the community's public and private sectors. They also bring to the table critical management, resource and organizational assets to grow a community.

Communities are most successful when they are able to pull themselves together when they need to do so. Successful communities are also proactive. They seek to anticipate change rather than merely react to it. This plan seeks to pull Castroville together. It also seeks to create new opportunities for its citizens. To make this happen it will be important to bring them together and involve them as much as possible in the planning and implementation process. This can be accomplished by creating a mechanism such as a task force or working committee that can bring together the public,

private and non-profit sectors to forge and implement a plan to transform the community.

Strategic Considerations

In putting together a community plan/downtown revitalization strategy and a plan of action the ability to think strategically and over the long-term is vital for addressing the needs of the community. This kind of thinking has several important components. First, by thinking strategically and long-term it becomes easier to align the community's vision with its strengths and opportunities. Second, it takes into account the future and envisions the community in a way that is both comprehensive and sustainable. Third, it is centered on outcomes that are linked to the goals the community has set for itself. Fourth, it allows the community and its leadership to examine their options, and to make changes if needed. This is also important because there is rarely one best solution or option.

A critical element in this process is the availability of resources to carry out the plan. From a strategic standpoint resources and their availability will likely change over time. As needs dictate the residents of Castroville and those involved with putting together an implementation strategy and plan will have to decide which options provide the best solutions for them given their priorities and resources at the time. By taking the long-view these kinds of adjustments become easier to make.

Organizing For Development

In pulling together the community to plan and organize its implementation strategy several additional factors need to be taken into account. These factors are centered around a community's strengths, weaknesses, opportunities and threats. Most communities want to build on their strengths, take full advantage of their opportunities, reduce what they perceive to be their weaknesses, and mitigate, to the extent possible, their threats. This can be done by carefully evaluating and assessing the community's overall environment, i.e., its' social, political and economic milieu; its local economy; and, the forces that are shaping it. Also important, is its quality of life and how the community perceives it. Once this is done, the community and its leadership can then begin to formulate appropriate policies, strategies and plan to address them.

In putting together an overall strategy and plan to address the needs of Castroville and plan for its future several themes become evident. First, Castroville is located in an area that is rapidly growing. Most of the growth is occurring on the western edge of San Antonio in the Highway 90 Corridor. Second, that growth is beginning to impinge on Castroville's eastern edge. Third, Castroville's local economy is limited. Many of the residents in Castroville are forced to shop elsewhere to get their basic goods and services. However that may be changing as development continues in the Highway 90 Corridor on Castroville's eastern edge. Fourth, Castroville's Downtown District in the Historic Town is languishing, as new development in the New Town area on the eastern edge of Castroville continues to grow. Finally, efforts must be made to

enhance the Downtown District in the Historic Town, while controlling development in the New Town to prevent urban sprawl and unsightly growth in the Highway 90 Corridor.

From an investment standpoint, there are several key points that must be addressed as Castroville organizes itself for development. First, the maintenance of the status quo in Castroville is no longer tenable. Second, if the local leadership and the citizens of Castroville want to grow their community they will need to make some important decisions regarding its economy. For example, there is a consensus that Castroville needs to "rebrand" itself in order to expand its tourism industry. In addition, decisions need to be made regarding the development of Castroville's "Historic Town," the enhancement of its Municipal Airport complex, and the investment in new infrastructure to name only a few. In order to move forward the community and its leadership will have to focus on the long-term and establish priorities for development. While this plan suggests a framework to do this, the community itself will have to decide on the direction it wants to take.

Equally important is the need for strong management control and oversight to ensure that the development process stays on track over time. Because the planning and development process is ongoing it is recommended that the city's Community Development Office be strengthened. It is also recommended that the City of Castroville establish a coordinating committee or task force to provide input into the planning and decision-making process. That committee or task force would work under the city's community development director. This

arrangement would provide the kind of continuity necessary to allow the City of Castroville to engage in long-range planning.

Funding Considerations/ Resources

Financial resources and funding considerations are an important part of any long-term development effort in Castroville. Financial needs and requirements will always be a key factor in any business or community development project. As a result, priorities will need to be established, and a carefully defined plan of action put in place that will take into account these priorities. Also important, is the need to devise an implementation plan that is both realistic and doable.

In Texas, property and real estate taxes are the main resources for funding local operations, services and capital improvements. In addition, there are local sales taxes, hotel occupancy taxes, state and federal grants, and the issuance of city and county bonds. Local governments also have the power to initiate special programs like municipal development districts, tax increment financing districts and public improvement districts to leverage additional financial resources. These resources, in turn, can be used to incentivize revenue generating development in a community or a special district to improve the local economy, redevelop an area or neighborhood, or improve its quality of life.

The initiatives being proposed for Castroville will likely use several types of funding to facilitate projects like infrastructure

upgrades, streetscape improvements, the development of new parks and recreational areas, and municipal facility enhancements. For example, Castroville could seek funding through the State of Texas, or the Federal Government to develop projects within the proposed Highway 90 Corridor, and the “Historic Town” district. One possibility is the Texas Capital Fund – Infrastructure Program and the Texas Leverage Fund to underwrite specific projects proposed for the “Historic Town” district, and the Highway 90 Corridor. Additional funding may be available through the Texas Department of Transportation (TxDOT) for projects being proposed for the airport complex. Castroville should also examine the prospects for securing funding through the Texas Main Street Program administered by the Texas Historical Commission to revitalize its historic Downtown District. At the federal level, several programs administered through the U.S. Department of Agriculture, the U.S. Department of Housing and Urban Development, and the U.S. Department of Commerce should be looked at for additional funding. However, it is important to keep in mind that these programs are competitive. Because of this, additional research and project clarification on the part of Castroville will have to be taken into consideration before it can apply for state and/or federal grants. A listing of potential state and federal grants that could be used to fund projects in Castroville is included in the Appendices of this study.

Development Options

Tax Increment Finance District

The City of Castroville may also want to explore other ways to finance the development and implementation of specific

initiatives and projects. For example, it could create a Tax Increment Finance (TIF) District to cover development type projects being proposed for the Historic Town and New Town areas of Castroville. Tax increment financing is a valuable tool that is being used by local governments in Texas to finance needed upgrades and infrastructure improvements in a defined area such as a downtown district or an industrial zone. It can also be used to promote existing businesses and for attracting new businesses to a particular area within a community. The statutes governing this kind of financing for local governments can be found in Chapter 311 of the Texas Tax Code.

The idea behind this type of financing is that the cost of improvements in a particular part of a community can be covered and repaid by future tax revenues raised by the City of Castroville. The taxing unit, in this case Castroville, can choose to dedicate all or a portion of the tax revenue generated resulting from an increase in tax revenues derived from improvements made in the designated TIF district. The additional tax revenue that is raised from businesses in a designated district is referred to as the tax increment. Such a district could be used to help finance projects in the proposed “Historic Town” Highway 90 Corridor initiative, or the “New Town” Highway 90 Corridor Project proposed for the eastern part of Castroville. A TIF District could also be used to provide funding support for the proposed Municipal Airport industrial park.

Public Improvement District

Another option Castroville may want to pursue is the establishment of a Public Improvement District (PID) to

provide funding support for designated project areas in the community. The PID is designed to raise revenue to improve existing infrastructure, or to build new infrastructure in a targeted area. It can also focus on other kinds of public improvements to facilitate economic and business development in a targeted area. A PID can either be initiated by the City Council or property owners in the area. If property owners take the lead they would have to start a petition process calling for the targeted area to be declared a public improvement district. The petition would also have to state the nature of the proposed improvements sought and the estimated cost of these improvements. In addition, they would have to include some kind of property assessment method, and an apportionment strategy to allocate funds raised by the district. These districts are especially effective for improving local infrastructure networks within a defined area. The important point here is developing a realistic plan of action, and an assessment methodology that can work for both property and business owners alike in the targeted area. This area could include the proposed TIF project discussed previously, or areas that are more rural in nature such as the proposed Medina River Corridor project, or the ETJ area around Castroville.

Municipal Management District

Still another option the City of Castroville may want to consider is the creation of a Municipal Management District (MMD) to coordinate development within the Downtown District located in the Old Town, or the newer district centered on the Highway 90 Corridor on the eastern edge of Castroville. The MMD is designed to help commercial property owners

and local businesses to improve their physical environment and add amenities to a targeted area to attract more visitors and shoppers. These kinds of districts are usually centered on established commercial areas. Once established they allow the community to finance the development of new facilities, infrastructure and services within a targeted area beyond those already in place or provided. This is accomplished through a combination of self-imposed property taxes, special assessments and impact fees, or through other charges and/or fees imposed on property owners within the district. Chapter 375 of the Texas Local Government Code governs the creation and activities of these districts.

To establish a MMD the owners of a majority of the assessed value of real property in a targeted area, or at least 50 property owners within the area must sign a petition asking that such a district be created. At this point, the procedure for setting up a MMD is similar to that of a PID. The main difference, however, is that the Texas Commission on Environmental Quality (TCEQ) must also approve the district's designation. Once empowered a MMD assumes the authority and functions similar to that of a conservation or reclamation district. The MMD can also impose ad valorem taxes, impact fees and special assessments against what are called "benefited properties" within the designated district to finance development type projects such as street and sidewalk repairs, landscaping, drainage improvements, off street parking facilities and other improvements.

Type A or B - Economic Development Corporation

A final option that the City of Castroville may want to consider is the creation of a Type A or B Economic Development Corporation (EDC) as a way to strengthen the local economy and to finance improvements in the community. The Type A/B Sales Tax, like the TIF concept discussed previously, is an important tool for local governments in Texas seeking to raise additional revenue to foster economic and community development. In fact, over 500 communities have elected to implement either a Type A or Type B Sales Tax to accomplish these ends.

The Type A Sales Tax is generally considered to be the more restrictive of the two in terms of authorized expenditures. The kinds of projects that are authorized under Type A are also more restrictive focusing mainly on manufacturing and industrial type projects. It can also be used to fund certain types of infrastructures that can contribute to the development of new businesses and the expansion of existing businesses in the community. In comparison, the Type B Sales Tax includes many of the same activities listed under the Type A classification. In addition, revenues generated through this tax can be used to fund projects that are considered to be community development related. These include such things as the construction of sports facilities, parks, tourist venues, affordable housing, water related infrastructure and water conservation programs. Type B corporations are also allowed to engage in projects that promote new business development, and facilitate the expansion of existing businesses already in the community.

The revenue generated by Type A or B sales taxes is dedicated by statutes to assist economic and community development type projects in counties having less than 500,000 people. However, communities looking to establish either a Type A or Type B sales tax must also be within their local sales tax cap to allow them to adopt an additional one-half cent sales tax. These taxes and the projects funded by them are usually managed by an economic development corporation operating under a board of directors. The board, in turn, operates under the purview and authority of the community's city council.

While Type A and Type B corporations operate much the same way, there are some differences in how they can be created or altered. For example, a Type A tax is authorized through a local election that has mandatory wording for a ballot proposition. Once adopted, the Type A tax continues until it is repealed by local voters. The Type B tax, in contrast, has no required statutory wording for the ballot proposition. It can be adopted through a general ballot proposing the adoption of the Type B sales tax for economic development. However, no community can adopt a sales tax rate that would result in a combined rate that would exceed 2 % of all local sales taxes. There are other limitations and restrictions, as well. Despite these restrictions this tax has been used extensively in Texas to facilitate economic and community development in communities. The City of Castroville may also want to examine the possibility of initiating a Type A or B sales tax to help facilitate its long-term planning and development options.

Regardless of the approach used the City of Castroville and its development team will still need to put in place a plan that will

finance its long-term development. It will also have to devise a strategy that will provide a sufficient revenue stream to fund specific projects and services over time.

Development Timeline

While this vision plan and study proposes a long-term vision for Castroville to pursue, the next, and perhaps most important step is to define a plan of action and a timeline to help the community achieve its goals. This section seeks to do this by providing a possible framework for a proposed implementation strategy. It also discusses some of the steps the community would need to consider as it begins to carry out its action plan.

In putting together a development timeline it is important to keep in mind several things. First, the recommendations and courses of action put forth in this study and plan are a part of an ongoing process. As noted earlier, planning is a continuous process that constantly builds on past and present successes and changes in a community's economic, social and physical environment. The first step in this process is to carefully review the proposed recommendations and make adjustments as needed. The next step is the need to establish priorities. This will be one of the primary tasks for those responsible for carrying out the action plan. The third step is to determine funding needs to implement the plan. This is critical because priorities will always be governed by the availability of resources, and their relationship to other needs the community has to address.

It is also important to note that adjustments and changes in the plan are likely as the community moves forward with its implementation. As a result, it will be important to constantly monitor the plan's implementation to make sure that it remains relevant. Just as important, is the need to ensure that the effort continues and does not falter because of a lack of resources, disinterest or apathy. Community improvement, if it is to succeed, must be ongoing and continuous. If it is disrupted, or put on the "back burner" the whole thrust of the development/redevelopment/revitalization effort could be curtailed causing additional problems in the future.

The development timeline suggested here is centered on three key phases: Planning, Implementation and Monitoring/Feedback. Each phase overlaps with the other as the implementing entity or team carries out the plan. While it is recommended that the planning and implementation effort should be ongoing, it is important to begin the initial startup implementation efforts over a three (3) year timeline in order to pull together the necessary financial and organizational resources. Once this is done and with the organizational resources in place, planning can be ongoing. The implementation process can also move forward as projects are defined, initiated and completed. The diagram on the next page (Table 19) provides a general framework and timeline for the initial implementation effort in Castroville. As development continues to move forward in subsequent years changes may be required in terms of project timing, resource allocation and priorities. This will require the planning team and the implementation entity or entities to adapt to changes over time. If there is an ongoing monitoring/

**Table 19: Proposed Planning/Implementation Process
Castroville Development Project**

Phase – Timeline	Year 1	Year 2	Year 3
Phase 1. Planning	X X X X	X X X X	X X X X
*Define Issues/Concerns	X X X		
*Analyze Data	X X		
*Conduct SWOT Analysis	X X		
*Set Goals/Priorities	X		
*Prepare Plan of Action	X		
*Secure Funding	X		
Phase II. Implementation			
*Approve Plan of Action	X	X X	
*Define Projects	X	X X	
*Implement Plan		X X X X	X X X X
Phase III. Monitor/Feedback			
*Review Status of Plan		X	X
*Maintain Planning Process			X X X X
*Continue Implementation			X X X X

Source: CURPR

feedback process in place these changes should not cause a problem.

Maintaining the development/redevelopment/revitalization process is a decision the community’s leadership will have to make. The important point here is the need for Castroville to continue this process over time so that it is not blindsided or caught unaware. The ramifications of being caught by surprise can be costly. Even when a condition or situation seems to be well managed for a long time unforeseen events can change the status quo very quickly. To prevent this from happening, it will be important for Castroville to build sufficient capabilities to enable it to continue this process into the future.

Implementation Strategy Proposed Action Plan

The proposed action plan and recommendations presented below are based on discussions with key leaders in the community; extensive research conducted by the Center for Urban and Regional Planning Research located within the College of Architecture, Construction and Planning at the University of Texas at San Antonio; and a comprehensive review of previously prepared plans and studies done for the City of Castroville over the past decade. The recommended action items presented in this section have already been described and discussed at length in previous sections of this study. The intent here is to summarize and put into some kind of context the various initiatives and projects being proposed. While these are addressed separately they are really part of a broader strategy to improve the economic, community and environmental status of Castroville. In this sense, they also become part of a broader action plan that attempts to lay out a coherent set of long-term initiatives that will help to shape Castroville’s future. In some instances, the recommended action items overlap. In others they are largely independent of the other proposed projects. All, however, are focused on creating a better, more sustainable environment for Castroville and its citizens.

Recommendations

As part of a long-term development strategy for the City of Castroville it is recommended that priority be given to the following action items and initiatives:

- **Develop a new marketing strategy for Castroville to broaden its tourism industry and expand its economy.**

To market itself as a destination place, Castroville will need to put in place a marketing strategy that properly brands the city as a family oriented tourist destination. Once the city has branded itself as a unique place to visit, it must create an infrastructure that can support visitors and tourists alike. This infrastructure (Roadways and Pedestrian Pathways) should include the development of appropriate signage, the creation of wayfinding systems that include designated landmarks, orientation points and information kiosks. The goal is to make Castroville a destination where visitors can experience and enjoy the local culture and history of the community.

- **Develop several gateways to provide important visual clues to help residents and visitors to orient themselves when entering and visiting Castroville.**

Gateways are designed to provide an important visual clue that one is entering or leaving a city or a special area. They also provide a distinctive symbol for the city that appeals to both residents and visitors. It

is recommended that gateways be placed at three locations in Castroville. These are:

1. The intersection of Old Highway 90 with Houston Street, County Road 4516 and Farm to Market Road 1343.
2. The intersection of U.S. Highway 90 with Farm to Market Road 471, and Lower La Coste Road.
3. The intersection of U.S. Highway 90 with County Road 4712.

These gateways will also benefit local businesses in the community by enhancing their presence and visibility. They can also help to “brand” the community. Finally, they announce that the area and the community as a whole, is a distinctive place to visit and shop in.

- **Create a Historic District in Castroville’s Historic Town**

The creation of a historic district in Historic Castroville will be a key element in helping to rebrand the community and expand its tourism industry. The proposed district can also be used for cultural events, special ceremonies and festivals that further reinforce Castroville’s sense of history and community. Equally important, it will help to preserve the community’s cultural and historical legacy and provide a major destination for tourists visiting Castroville.

- **Develop a new Governmental/Civic Center for Castroville**

As Castroville continues to grow over the next decade it will need a new City Hall. The present City Hall is inadequate both in size and function. The proposed Governmental/Civic Center will include space for city offices, a public library, and additional space for county, state and federal offices. It is strongly recommended that this facility be located in the historic Downtown District in Historic Town in the area bounded by Paris Street, Naples Street, Madrid Street and Amelia Street. This area is currently being used by the city’s Public Works Department as a maintenance yard. In addition to the proposed Governmental/Civic Center, a public plaza should be incorporated into the complex to provide a central gathering place for special events, festivals and fairs. It would also provide a key focal point for the proposed historic district.

- **Develop a Cultural/Tourism Center in the Downtown District**

Castroville has a tremendous asset centered around its unique cultural heritage and historic buildings in the Downtown District. To better capitalize on these assets it is proposed that the City of Castroville develop a Cultural/Tourism Center that could serve as a hub for both visitors and tourists. This action would also reinforce the city’s efforts to restore the Biry/Ahr House on Paris Street. Plans call for transforming this Biry/Ahr facility into Castroville’s Living History Museum. By creating a central place for tourists and visitors in Castroville the proposed center will

help support the city’s tourism industry and provide another way to rebrand itself.

- **Develop additional lodging accommodations for the Downtown District and the Highway 90 Corridor.**

As a way to improve its overall marketing and rebranding efforts to bring in more tourists and to strengthen its local economy steps should be taken to build additional lodging facilities in the Downtown District and the Highway 90 Corridor. These facilities could be centered around several hotels already operating in the community. In addition, steps should be taken to increase the number of bed and breakfast accommodations in the Downtown District and Historic Town to provide more options for visitors and tourists alike. Also, Castroville’s current City Hall could be transformed into a boutique type hotel once the proposed Governmental/Civic Center complex is built. The intent here is to create an expanded tourist industry for Castroville. It will also create additional job opportunities for local citizens and provide more customers for area stores and restaurants.

- **Expand Castroville’s retail/commercial opportunities.**

It is recommended that Castroville encourage the development of new specialty retail and boutique shops in the Downtown District, and in the Historic Town to attract more tourists and visitors to the area. This area could also serve as a focal point for local

breweries and wineries that would bring in additional tourists to Castroville's historic downtown area. Both types of businesses would also be able to take advantage of the area's historical and cultural heritage to build their markets and attract visitors, local residents and tourists. These kinds of businesses would not only strengthen the tourism market, but add to the local economy as well.

- **Encourage large scale commercial and office development in the Highway 90 Corridor east of the Medina River.**

The New Town/Highway 90 Corridor on the east side of Castroville is currently less developed than the Historic Town/Downtown District. At the same time it is a prime area for new commercial and office development. While some commercial retailers and a few residential neighborhoods and apartment complexes are already located there most of the land in the area is either agricultural or underdeveloped. It is recommended that the City of Castroville take steps to develop this portion of the Highway 90 Corridor into a planned commercial/office/medical mix-use type development. This would enhance Castroville's economic base and provide a key growth area to channel future development in the Castroville area. This area could also serve as a location for new housing and apartment development.

- **Develop a Wine Trail in the Highway 90 Corridor east of the Medina River.**

It is recommended that careful consideration be given to development of vineyards and wineries in Castroville as part of a broader economic growth strategy to strengthen the local economy and generate new jobs in the area. It is also recommended that the focus of this development should center on the Highway 90 Corridor east of Castroville. The rationale for this recommendation is based on the idea that this portion of the Highway 90 Corridor would be an ideal location for the proposed trail. This section also serves as a key visual and esthetic gateway to Castroville linking it to the San Antonio metro area to the east. Because the area is largely agricultural it could also serve as the location for the development of vineyards and wineries, similar to the Highway 290 link between Fredericksburg and Johnson City in the Hill Country. Not only will this kind of development give Castroville a unique opportunity to capitalize on the development of a new industry, it will also help bolster this area's tourism industry and reinforce new development in the Highway 90 Corridor. The development of this industry will also mesh with Castroville's historical and cultural heritage and strengthen other efforts to expand the tourism industry in the area.

- **Transform the Highway 90 Corridor into a controlled access boulevard.**

Highway 90 is vital for the long-term success of Castroville. As a primary transportation link between San Antonio to the east, and Del Rio to the west, U.S. Highway 90 serves as a key economic asset

essential for its future development. However, traffic and population projections clearly show that the Highway 90 Corridor, especially for that section linking Castroville and San Antonio, is in danger of becoming overloaded. Its impact will particularly be severe for Castroville and for the areas around it if steps are not taken to alleviate the conditions that are contributing to this expected overload. These conditions include rapid development in the Highway 90 Corridor and increased traffic flows in the region.

To deal with this it is recommended that U.S. Highway 90 be transformed into a controlled access boulevard with separate lanes for highway and local traffic, flanked by sidewalks and separated by medians within the corporate and extra-territorial jurisdictional areas of Castroville. In Historic Castroville it is proposed that the Highway 90 roadway be modified to allow for slower traffic flows and better pedestrian movement. At the same time efforts should be made to protect the Downtown District's accessibility and amenities through the use of extensive streetscaping and landscaping. This will help to reduce traffic noise while providing an attractive downtown environment. It would also provide access to local businesses along Highway 90, and protect residential areas located on both sides of the highway. The goal here is to continue to take full advantage of the value that Highway 90 provides to Castroville while protecting the environment, the area's cultural and historical assets and its accessibility.

- **Develop additional park and recreational options for Castroville and the surrounding region.**

Current population projections for both Castroville and its surrounding region indicate that the need for additional park and recreational areas is becoming increasingly apparent. While current data shows that Castroville’s parkland is adequate, long-term projections indicate a need to expand its parkland to continue to meet standards. There are several options available for Castroville to explore in expanding its park and recreational areas. One is to expand the regional park located in its southwestern quadrant. Another is to utilize creek beds in Castroville’s ETJ. These creek beds and the land immediately around them are unsuitable for development and are prone to flooding. They would be ideal for hike-and-bike trails and recreational areas. Another option is to develop land around the Medina River to create a corridor that would lend itself to park development. The development of this corridor into a linear park would allow for additional recreational areas that could be used by local residents and visitors. Eventually this corridor could be extended to Medina Lake creating a park that would serve the region, and make Castroville an important recreation destination.

- **Develop Castroville’s Municipal Airport and the area around it into a light industrial park.**

Castroville’s airport is already a significant asset for the city and the surrounding region. It is also strategically located relative to both San Antonio and Castroville. The airport has sufficient hanger space to accommodate future needs. In addition, it is able to handle small jet aircraft giving it an advantage for attracting more aviation related businesses. These advantages also make the airport a logical location for a light industrial park that could specialize in aviation related repair, modification and maintenance type operations. Currently, there are 200+ acres of airport land on the west side of the airport that could be used for these kinds of activities. Most of the projected activities and businesses will likely be clean and environmentally sensitive. In addition, because the airport is not located near any major residential areas its environmental impact would be small. At the same time, the development of such an industrial park facility would contribute to Castroville’s local economy and create additional jobs for residents. It would also reinforce the airport’s current importance, and set the stage for additional growth in the future.

- **Create an updated land use/unified development code and zoning ordinance for Castroville to guide its future growth.**

To set the stage for future growth Castroville should take steps to begin updating its land use, zoning ordinance and development code. With the expected growth in population and increased economic opportunity projected for the Highway 90 Corridor

between Castroville and San Antonio, the need for an updated land use plan and development code for Castroville is apparent. This vision plan clearly shows that Castroville’s future land use will be very different from its current use. The reduced role of agriculture in the region and increasing land values indicate a pattern of change now occurring in the area. With economic growth land uses will also change as new commercial, retail and industrial development takes hold in Castroville and the surrounding region. This is already occurring in Castroville’s ETJ. In addition, the need for updating Castroville’s unified development code and zoning ordinance is vital for aligning its planning efforts to guide and control future development, preserve important environmental assets, facilitating new investment, and siting new infrastructure, roadways and transportation corridors. They also serve to define how Castroville will grow in the years ahead making this recommendation extremely important for its future development.

- **Continue to update and expand Castroville’s thoroughfare plan to handle future growth in the region.**

While the present road system in Castroville and the surrounding region is mostly adequate for handling current traffic flows, the projected increase in the number of cars moving through and around the community will likely increase. To prepare for this increase it is recommended that Castroville begin to update and expand its thoroughfare plan to deal

with future needs. The goal is to create a balanced circulation system that does not put any undue stress on one area, road or intersection. A balanced traffic system is also important for guiding Castroville's future growth, while preserving its environment and cultural assets. Moreover, the plan should be able to serve both car traffic and pedestrian needs. It will also examine other transportation options for the community such as the development of an arterial parkway loop around Castroville; the creation of alternative traffic routes for heavy trucks and other commercial and industrial vehicles; the development of new arterial roads; and, the enhancement of the Highway 90 Corridor. Over the longer term the updating of Castroville's thoroughfare plan will impact its growth and investment options setting the stage for its future development.

- **Continue to update and expand Castroville's Capital Improvement Plan**

The City of Castroville currently has a Capital Improvements Plan that runs through FY 2018. That plan outlines proposed infrastructure improvements in the city and the ETJ. It also includes short-term street improvements, wayfinding improvements, new public facilities and the development of the airport industrial park discussed previously. Longer term projects involving public facilities and public works types of projects are included in this plan, as well. It is recommended that this plan be updated and expanded to take into account some of the new developments proposed in this vision plan. The updated plan should

also incorporate short-term projects targeted for Castroville's Downtown District and historic areas in Historic Town, as well as longer term projects such as the proposed Highway 90 Corridor upgrades in the New Town area.

In carrying out these and other projects in Castroville it will be important to put in place a management team that can coordinate the various activities involved in their implementation. The lead entity for implementing these projects will be the Community Development Office. In addition, it is recommended that a strong public/private partnership be formed involving local civic, business and community leaders along with public officials and private citizens to help coordinate specific initiatives and to maintain some kind of oversight to ensure that the various projects stay on course. It is also recommended that Castroville's City Administrator and its Community Development Director oversee the development/implementation process. The intent here is to make sure that the City of Castroville and its partners are able to successfully move forward with the implementation of projects that will have a significant bearing on Castroville's future development and quality of life.

Economic Development/ Investment Strategies

Equally important for the long-term development of Castroville is the need to expand its local economy, generate new investment in the community, provide job opportunities

for local residents, and create a more sustainable growth process for the community as a whole. To achieve these aims it is recommended that Castroville put in place a broad based aggressive economic and business development strategy centered on expanding its small business sector, enhancing entrepreneurship, bringing in new investment, and expanding its tourism industry. The city should also work more closely with existing local businesses to expand their markets and perhaps build up their operations. To accomplish these ends several initiatives are proposed. These are described below:

Expand Tourism Industry

In order to expand and diversify its economy, and strengthen its small businesses the City of Castroville and its partners should take steps to rebrand itself as a destination community. It has already decided to refocus its brand by adopting a new vision statement, 'Castroville – Where History Shapes the Future.' The next step is to move forward on several fronts to broaden its tourism industry. As part of that strategy, emphasis should be placed on developing a strong marketing strategy and increasing the number of hotels and bed and breakfast accommodations in the city. In addition, it should put in place a business development strategy that is centered on creating new specialty type retail businesses, restaurants and other businesses that could reach out to this market. It should also take steps to create an historic district in the Historic Town as a way to bring in more tourists to enjoy the historical and cultural heritage that Castroville can provide. Finally, additional emphasis should be placed

on wayfinding and connectivity to allow tourists and visitors easier access to various historic sites in the community. The goal here is to enhance tourism in Castroville, and to increase access to its rich cultural and historical legacy.

Diversify Economy

In addition to expanding its tourism industry the City of Castroville should take steps to diversify its economy by attracting new kinds of businesses and encouraging local entrepreneurship. One way to do this is to put in place a range of incentives to attract new businesses to the community, and more specifically to the Downtown District in Historic Town and the rapidly growing New Town District centered on the Highway 90 Corridor. These incentives could include special tax rebates, a development fee reduction program, expedited permitting and a tax abatement program on certain types of businesses. In addition, it may want to consider establishing a Tax Increment Finance District (TIF) encompassing the Downtown District, or the Highway 90 Corridor in the New Town area of Castroville to provide a revenue stream to spur additional economic and business development in these areas. Finally, Castroville should put in place a targeted business development strategy that would focus in on certain types of businesses to locate in the community. These could include aviation businesses to be housed at Castroville's Municipal Airport, new medical facilities, and specialty type stores and markets.

Create a Small Business Support Network

In addition to growing the local economy the City of Castroville and its partners should consider putting in place a Small Business Support Network to further strengthen local businesses in the area. This network could involve several entities including the Small Business Development Center (SBDC) housed at the University of Texas at San Antonio's Institute for Economic Development, the Rural Business Program also housed at the Institute for Economic Development, the Castroville Chamber of Commerce and the Castroville Area Economic Development Corporation (CAEDC). In addition, representatives from the City of Castroville and Medina County along with its partners should be a part of this proposed network. The goal of the network would be to strengthen existing businesses in Castroville and to grow new businesses by providing them with the support they need to better address the needs of their respective markets. The network could also provide ongoing training, technical support and market research to those businesses in the network.

Initiate a Business Development Targeting Strategy

One of the limiting factors being confronted by Castroville is its location within the San Antonio metro area and its relatively small population base. This small population base translates into a small market

for local businesses. This plus Castroville's location relative to San Antonio's market which competes with Castroville's smaller retail/commercial economy reduces the market base for local businesses. This also results in a major income leakage factor for Castroville. Most residents in Castroville do their shopping in San Antonio resulting in a relatively large income leakage problem. In other words, income that could be spent in Castroville is being lost to San Antonio's businesses. This also reduces tax revenue for Castroville and limits the local economy. This can be addressed, in part, by encouraging more people to move to Castroville and the surrounding area. Castroville could also target certain types of businesses that are needed to provide goods and services to the existing population. In the study several key findings describing the economic characteristics of Castroville indicates that there are unmet needs and services that local residents seek from markets outside the community. As noted this contributes to a serious income leakage problem. To deal with this the city could initiate a business targeting strategy to encourage more businesses to set up shop in Castroville. In addition, Castroville could take steps to grow its tourism industry. It can also examine the prospects of recruiting larger retail and commercial businesses to locate in the rapidly expanding Highway 90 Corridor in the New Town area of Castroville.

Foster New Business Development

Another important aspect of economic development

is investing in new types of businesses, expanding the community's ability to grow its economy, and providing an infrastructure that can support long-term growth. Crucial to the long-term development of Castroville is the light industrial park complex being planned for the Municipal Airport. Plans are underway to build an industrial park at the airport to provide facilities to house businesses specializing in aviation support, maintenance and repair services. Other kinds of businesses could also locate in the proposed park. If successful this would also allow Castroville to diversify its economy and create new jobs for area residents. This kind of facility could also generate additional investment in the area contributing to the expansion of the local economy. Another development project proposed in the vision plan is the transformation of frontage property in the Highway 90 Corridor into a planned mixed use development that would be designed to house large scale retail, commercial and professional service type businesses. Land in this area would also be set aside for new housing and apartment complexes. The intent here is to create the means for new investment to grow the local economy.

Focus on Quality of Life Improvement

Quality of life issues are also important for growing a local economy. Communities that have a high quality of life tend to be more successful than those that do not. These communities not only provide a very livable environment they provide a high level of services for its

residents. In the case of Castroville the quality is high. At the same time, however, Castroville must take steps to expand its local infrastructure, improve its services and provide more park and recreational areas. Several initiatives proposed in the vision plan are designed to accomplish that. One has to do with developing new park and recreational areas in Castroville's ETJ. Another initiative is the creation of a linear park in the Medina River Corridor. Also included are proposals to build a new Governmental/Civic Center complex in the Historic Town. These and the other developments proposed in this plan not only meet specific needs they also contribute to the community's quality of life. This also contributes to the ability of Castroville to draw in new investment and businesses to grow its economy.

Economic and community development are closely linked together. Without a strong local economy it will be difficult to move forward in Castroville. At the same time, certain preconditions are necessary to support that economy. If Castroville chooses to move forward with the development of its Downtown District and the Highway 90 Corridor it will have to create not only a long-range strategy to expand its economy, it will have to put in place a mechanism to make it happen. The recommendations and strategies included in this vision plan are designed to provide a framework to help carry out this strategy.

Where Do We Go From Here?

The initiative and strategies included in this section are designed to improve the sustainability, economic potential and investment prospects of Castroville. They are also designed to support business and economic development in the community. In order to move forward with the implementation of these projects and initiatives a more detailed plan of action will be necessary. That effort, in order to be successful, must be cost effective and incorporate realistic goals. The next step is to carefully review the ideas, recommendations and strategies included in this vision plan to determine their feasibility for the community. Once this is done the City Castroville and its partners can put in place appropriate mechanisms to move forward with their implementation.

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Appendix A

Summary of Report Recommendations

I. Castroville Parks and Recreation Master Plan (2014)

Key Recommendations/Proposed Action Plan

1. The City of Castroville should develop an ongoing budget within Parks and Recreation for planning and funding new parks and park improvements. (p.30)
2. The City of Castroville should cultivate relationships with Medina County, the Medina Valley ISD, La Coste and private sports and recreation agencies to help plan for new parks and park improvements in the community. (p.30)
3. The City of Castroville should seek synergies with other organizations when planning new projects to increase the usefulness of each facility for the maximum number of users and to create a body of funding support. (p.30)
4. The City of Castroville should plan to respond to potential rapid increases in development on the east side of town and into its Extra-Territorial Jurisdiction (ETJ) in the next decade. (p.30)
5. The City of Castroville should seek to incorporate and implement standards set by the Texas Parks and Wildlife for all new parks and recreation projects. (p.30)

Implementation Action Plan

To move forward with the development of the Parks and Recreation Plan the City of Castroville should:

- Continue regular meetings of the Parks and Recreation Advisory Board... (p.31)
- Present to the City Council regularly to update it on progress made on goals and objectives outlined in the Plan... (p.31)
- Keep at least one park project in the process of implementation at all times...(p.31)
- Maintain a current library of resource information on parks, recreational facilities, and equipment. This information should be updated regularly. (p.31)
- Establish a relationship with an affordable consultant who would meet quarterly with the Parks and Recreation Advisory Board and City staff to plan and pursue funding for large and small projects. (p.31)
- Report to the Chamber of Commerce periodically and support ongoing economic development initiatives within the city by providing information about the continuing improvements in the City's quality of life. (p.31)
- Initiate a specific funding plan for each selected park improvement project. (p.32)

- Solicit a wide range of applications from the Texas Parks and Wildlife Department and other private and non-profit funding sources to help fund parks and park-related improvements. (p.32)

- Develop a program of recognition of donors related to specific parks and recreation projects in the community. (p.32)

2. City of Castroville 10 Year Facilities Report (2014)

Key Recommendations/Proposed Action Plan

Municipal Services Complex

1. The City of Castroville should secure land east of the river near the highway large enough to construct a municipal services center complex. This should, at a minimum include land for public works and annual control operations of 5 to 8 acres. There should also be land set aside for a municipal administration complex, a library, police department, a future fire and EMS facility and related support functions on the order of 10 to 12 acres. (p.41)
2. The City of Castroville should plan the site for an ultimate build out in an orderly and phased approach with a site master plan and guidelines describing the form and architecture of the various site components in order to ensure consistency in design as the site develops. (p.41)

3. The City of Castroville should vacate the current public works facility when an adequate deal can be reached with a mixed-use developer. (p.41)

4. The City of Castroville should identify and secure a long-term tenant or tenants for the existing historic county courthouse currently in use as a city administrative facility, while maintaining public ownership and control over this important historic and cultural artifact. The goal should be that the activities housed in this facility should pay for the long-term upkeep and maintenance of the structure and grounds. (p.42)

City Administration (pp.17-21)

1. The Medina County Courthouse, which currently houses most of the City's administrative functions, currently requires around \$1.7 million dollars worth of repairs and up-grades. These repairs and upgrades should receive a high priority. (p.17)

2. The arrangement and condition of work spaces in the Courthouse also needs improvement. In addition, an alternative storage facility is needed to house the City's public records. This facility should include a temperature and humidity controlled space, and controlled lighting to limit degradation of printed materials. A system of code retrieval and timely destruction should also be developed and implemented for all documents in storage. (p.17)

3. The proposed storage facility should be provided with controlled access and made accessible only for appropriate

personnel. The facility should also be ADA/TAS accessible. Security issues will also need to be addressed as the storage facility is made operational. (pp.17-18)

4. Mechanisms for generating additional revenue to address current and near-term facility needs should be developed and implemented. During the interim measures such as finishing out space in existing buildings and the possible procurement of lease space in the Medina County Precinct 2 facilities should be examined. (p.21)

Public Works (pp.22-23)

1. The Public Works Department should be relocated as the City's population continues to grow and land in the historic Downtown District continues to increase in value. (p.22)

2. A new public works yard, storage and office facility east of the river as part of a new municipal center complex should be considered. (p.22)

3. Additional office space is also needed. This space should include workstations, accessible toilets, an eating space with facilities for reheating and storing food, a conference room, large display walls, a private meeting room, housekeeping storage, mechanical space, and a secure file and retrieval room. In addition, a covered storage area for parking larger equipment should be included. (p.23)

4. The storage yard should include open bins for loose material such as asphalt, sand, decomposed granite and

landscaping soils. The bins should be made of concrete and located to allow for entry by a front loader. A separate and clearly marked area for hazardous material should be incorporated into the facility. Access to the facility should be provided by means of a tall secure fence and a rolling gate with electronic key access. (p.23)

5. The intended area of this new public works facility should be studied by a civil engineer to identify the Base Flood Elevation (BFE) to determine the finish floor levels for any structure to be built on the site. In order to keep costs down, a minimum utilizing a phased approach to development should be considered. (PP.24-25)

Library (pp.26-28)

1. A new library is needed in Castroville. To the extent possible this facility should be located near other municipal facilities to allow for possible space sharing to reduce costs. The development of a site for future municipal services may make it very reasonable to build a new library facility adjacent to other new city facilities to share site parking and related support services. (pp.26-27)

2. The new library facility should be more than twice the size of the existing facility and the new site should allow for additional growth. To the extent possible synergies with the City of San Antonio's public library system and the City of Hondo's public library should be explored. (p.28)

Animal Control (pp.29-31)

1. A new animal control facility is needed in Castroville. This facility should include pens for at least 12 dogs with indoor cover and outdoor space available. In addition, the facility should include a sanitary floor drain system, at least two quarantine pens, an indoor room for up to 12 cats, a triple sink, a food storage, cleaning supply storage, medical supply storage, an examination table, a public reception counter, and space for pet adoption and counseling. (p.29)
2. The proposed site and facility should be designed to expand up to three times the phase one size in the future. The phase one size should be approximately 2,000 square feet. The site and the facility should lend itself to phased implementation to enable the facility to meet minimal requirements as needs dictate. (p.31)
3. The facility plan should be reviewed with the Texas Department of Health during the design phase to ensure complete compliance with all statues. (p.29)
4. Serious consideration should be given to co-locating the proposed Animal Control facility on the same site with the related Public Works facility. This would provide cost savings and make it readily accessible for the public. (p.30)
5. Mechanisms for generating additional revenue to address current and near-term needs of the Animal Control facility should be developed and implemented. (p.30)

Police, Fire and EMS (pp.32-34)

1. A new police, fire, EMS facility of approximately 5,500 square feet is needed in order to meet current and projected services in Castroville. The facility should include parking with secure fencing for 18 vehicles. This parking area should include access control with an electronic key and horizontal rolling gate. (p.32)
2. The proposed facility would be located with direct access to Highway 90 and situated with high visibility to the public. It would ideally be situated near or within the proposed municipal services campus thus allowing it to share site development parking and utilities cost. It should also minimize travel between City Hall and the Police Department for both staff and citizens. (p.33)
3. The proposed facility should have sufficient space to accommodate future growth. (p.33)

Municipal Airport (pp.35-35)

1. Careful consideration should be given to site logistics, fueling and safety in terms of future on-site facilities at the Municipal Airport in Castroville. (p.35)
2. City staff should build relationships with potential developers interested in upgrading facilities at the airport as part of a broader long-term strategy to bring healthy economic development to Castroville. (p.36)

Biry/Ahr House and Other City Properties (pp.37-38)

1. The Biry/Ahr House is in need of stabilization and historic restoration. To address these needs the City of Castroville should secure funding, enhance site management, and create a non-profit to spearhead the restoration process. (p.37)
2. Steps should be taken to address the health, safety and welfare of the public at the Biry/Ahr House site. A structural engineer should be engaged as quickly as possible to stabilize the structure and secure the site until it is safe and fully restored. (p.37)
3. Careful consideration of some eight acres of city owned land in Castroville should be given as a possible public park site. This area could also be used as a possible site for a relocated Public Works facility and/or an Animal Control and Adoption facility. (p.38)
4. A real estate market study should be undertaken by the Chamber of Commerce and the City of Castroville to determine potential development sites that could contribute to increased tax revenues. These revenues could help with infrastructure development costs, and improve quality of life offerings to attract new businesses to the community. (p.39)

Funding Sources and Mechanisms (pp.43-46)

1. The possibility of creating a Type B corporation should

be considered by the City of Castroville to facilitate economic growth in the community. (p.43)

2. Emphasis should be placed on securing grants and preparing grant applications on a regular basis. (p.44)

3. A discussion is needed regarding the use of municipal bonds with bond counsel, and a program developed to fund the construction of new public facilities should be considered to meet the needs of Castroville. (p.44)

4. The City of Castroville should consider partnering with Medina County in developing new facilities to meet present and future needs. (p.44)

5. A determined effort should be placed on the development of a plan to explore the possibilities of securing federal assistance through the use of a TIF/TIRZ and empowerment zone type program in Castroville. (p.44)

6. The City of Castroville should consider incorporating its ETJ into its corporate limits provided certain criteria are met. (p.45)

7. The City of Castroville should consider selling off some valuable commercial real estate to generate revenue as a means to help develop new projects. (p.45)

3. Castroville Downtown Vision Plan (2013)

Key Recommendations/Proposed Action Plan

Recommendations – Downtown District

1. Physical improvements to streets in the Downtown District should be made more pedestrian friendly and attractive to encourage more resident and tourist interest in the downtown area. (p.58)

2. A new civic center and plaza should be developed to provide a central location for city offices and to create a public square that will be visually identifiable as an additional gathering place for the public. (p.58)

3. Improvements to Houston Square should be made to enhance its historical function as a public gathering place and to facilitate both pedestrian and vehicle access while maintaining needed parking. (p.58)

4. Emphasis should be given to the development of additional retail and commercial type activity in the Downtown District with a particular focus on destination type retail shopping, improvement of lodging options, and improvements in eating, restaurant and cafe options. (p.58)

5. Improvement should be made to the U.S. Highway 90 Corridor adjacent to the Downtown District to make it more pedestrian friendly and attractive. Emphasis should also be placed on improving accessibility to the Downtown District from U.S. Highway 90. (p.58)

6. Gateway landmarks which clearly identify Castroville should be strategically located along U.S. Highway 90... (p.58)

7. Access to the Castroville Regional Park should be improved. (p.58)

8. Emphasis on areas adjacent to Castroville that are currently subjected to encroachment by the City of San Antonio is needed in order to assist with the future development of Castroville. (p.58)

9. Focus is needed on expanding the population base of Castroville in order to move it toward a Home Rule status. (p.58)

Recommendations – Economic/Business Development

1. High priority should be given to the development of an overall strategy to improve Castroville's economy by expanding its small business sector, enhancing local entrepreneurship, and attracting new investments to grow its tax base and generate additional revenue for the city. (p.59)

2. Steps should be taken to capture a greater portion of local consumer expenditures by addressing the local market opportunity gap in specific sectors. (p.59)

3. Tourism related assets in Castroville should be enhanced to increase non-local consumer spending in the community. (p.59)
4. Emphasis should be placed on the development and revitalization of both the historic Downtown District and the U.S. 90 Corridor through in-fill development. (p.59)
5. High priority should be given to the development of a targeted business recruitment strategy to recruit several types of businesses that have been designated as having a high potential for growth in the local market. (p.59)
6. Targeted business recruitment prospects include businesses related to pharmacy and drug stores, limited-services eating places, full-service restaurants, women's clothing stores, and building material and supply dealers. (p.59)
7. It is strongly recommended that steps be taken to develop an overall marketing strategy for Castroville describing its assets, resources, and talents in order to recruit new businesses looking to relocate or expand operations in the area in order to grow its local economy and generate new investments. (p.59)
8. The City of Castroville, the Castroville Area Economic Development Council (CAEDC), and the Airport Advisory Board (AAB) should evaluate the potential for establishing an industrial park at the northwest corner of the Castroville Municipal Airport property to attract more light industry

to Castroville, improve its employment base, enhance the local economy, and generate new investment. (p.59)

9. The City of Castroville, the CAEDC and the AAB should consider the possibility of establishing a solar array on the southwest corner of the airport property, and adding community recreational facilities on the northeast corner of the property. (p.59)

10. The City of Castroville and the CAEDC should take measures to capture as much as possible, the consumer expenditures of the population living in the primary and secondary markets of the community currently being lost of San Antonio. (p.59)

11. The City of Castroville, the CAEDC and the Castroville Chamber of Commerce should develop and implement a broad based tourism marketing/development strategy to attract visitors and tourists from the surrounding region and elsewhere. (p.59)

12. Steps should be taken to expand the supply of available lodging options in Castroville to include additional bed and breakfasts, and hotel/motel facilities in order to attract more overnight stays by visitors, and create new employment opportunities and revenue sources within the local economy. (p.59)

4. Castroville Master Plan (2011)

Key Recommendations

Major Thoroughfares

1. The City of Castroville should review and update its Major Thoroughfare Plan every three years beginning in 2014 (p.5-2)
2. The City of Castroville will revise its Subdivision Ordinance to implement the policies outlined in the Major Thoroughfare Plan. (p.5-2)
3. The City of Castroville will implement a Major Thoroughfare Plan amendment process for any development project that requests a revision to the Major Thoroughfare Plan. (p.5-2)
4. The City of Castroville will take into consideration the Major Thoroughfare Plan during the Capital Improvements Program process. (p.5-2)
5. The City of Castroville will create at least four "City Gateways" into Castroville as shown in the Major Thoroughfare Plan on Highway 90 (both East and West), FM 471 N and FM 471 S. (p.5-2)
6. The City of Castroville will require right-of-way dedication and construction on all major thoroughfares by developers as indicated in its Subdivision Ordinance. (p.5-2)

7. The City of Castroville will conduct traffic counts every three years or as needed, and evaluate the need for transportation related improvements as part of the city's Capital Improvement Program process. (p.5-2)

8. The City of Castroville will prepare a Transportation System Management Plan. This plan should include improvements such as alternatives to on-street parking where feasible, restrictions on driveway access, improvements in intersection signalization, adding right-turn lanes as needed, adding continuous left-turn lanes, and eliminating blind corners. (p.5-3)

9. The City of Castroville will work with the Texas Department of Transportation, Medina County, San Antonio and surrounding municipalities to coordinate the development of its Major Thoroughfare Plan. The city will also participate in the development of a Regional Comprehensive Thoroughfare Corridor Development Plan. (p.5-3)

Future Land Use

1. The City of Castroville will review its Future Land Use plan every three years beginning in 2014. (p.5-4)

2. The City of Castroville will complete a city-wide rezoning process in order to comply with the Texas Local Government Code requiring that zoning regulations must be adopted in accordance with a master plan. (p.5-4)

3. The City of Castroville will revise its zoning and subdivision ordinances in order to implement the policies in its Future Land Use Plan. (p.5-4)

4. The City of Castroville will develop a hybrid zoning code which maintains the traditional zoning ordinance (land use compatibility) and adds form-based zoning techniques (which concentrates on design-based elements such as compatible context, scale, design, architectural style and historic character). (p.5-4)

5. The City of Castroville will revise the Subdivision Ordinance to prohibit development within the 100-year floodplain, require public land dedication, and develop hike and bike trails in the floodplain. The city will also revise its Subdivision Ordinance to allow for the transfer of development rights within the 100-year floodplain. (p.5-4)

6. The City of Castroville will actively engage in the voluntary inclusion of properties surrounding the city, from the ETJ of La Coste north to FM 1957, into the extended ETJ of Castroville and secure that land as future development prospects emerge under the influence of Castroville, and to increase the opportunity for Castroville to secure future groundwater rights. (p.5-4).

7. The City of Castroville will pursue Texas Local Government Code, Section 212.172 ETJ Development Agreements which allow for the city's regulation of land-uses, environmental and development ordinances. (p.5-5)

8. The City of Castroville will revise and update its Impact Fee Ordinance in compliance with the Texas Local Government Code – Chapter 395. (p.5-5)

9. The City of Castroville will complete a Highway 90 Corridor Overlay District to combine the Castroville Design Criteria for Commercial Buildings located in the commercial district along U.S. Highway 90. (p.5-5)

10. The City of Castroville will maintain an agreement with Medina County regarding subdivision regulatory authority in its ETJ according to the Texas Local Government Code – Chapter 242. (p.5-5)

11. The City of Castroville will develop Conservation Trusts and Easements, based on the Texas Natural Resources Code, Chapter 183, and the Internal Revenue Code, Section 170(h), with landowners within its ETJ to preserve the agricultural heritage of the community... (p.5-5)

12. The City of Castroville will prepare a Historic Preservation Plan to be adopted as an element of its Future Land Use Plan. (p.5-5)

13. The City of Castroville will prepare water, wastewater and drainage master plans to implement the policies in the Future Land Use Plan. (p.5-5)

14. The City of Castroville will develop and initiate a program designed to amortize nonconforming signs and

amend the comprehensive sign ordinance to include its ETJ as allowed in the Texas Local Government Code, Section 216.003 and 216.902. (p.5-5)

15. The City of Castroville will prepare and adopt a Watershed Ordinance to control water quality throughout the City and its ETJ. (p.5-6)

Community and Public Facilities

1. The City of Castroville will review its Community and Public Facilities Plan every three years beginning in 2014. (p.5-9)
2. The City of Castroville will coordinate the development and implementation of the Community and Public Facilities Plan with all infrastructure master plans. (p.5-7)
3. The City of Castroville will incorporate the Community and Public Facilities Plan into its Capital Improvements Program process. (p.5-7)
4. The City of Castroville will prepare a Parks and Recreation Plan to be adopted as an element of the Community and Public Facilities Plan. (p.5-7)
5. The City of Castroville will develop a Sidewalk Improvement Program to be incorporated into the Capital Improvement Program. (p.5-7)
6. The City of Castroville will work with the Medina Valley Independent School District to ensure that adequate

infrastructure is in place and coordinated with the future location of schools in accordance with the MVISD Strategic Plan. (p.5-7)

7. The City of Castroville will revise the Subdivision Ordinance to accept a fee in lieu of parkland dedication to acquire parkland for the Castroville Multi-Sports Community Complex, Castroville Regional Park expansion, and community parks at approximate locations shown in the Community and Public Facilities Plan. (p.5-7)
8. The City of Castroville will revise its Subdivision Ordinance to prohibit development within its 100-year flood plan. (p.5-7)
9. The City of Castroville will develop a Comprehensive Emergency Services Plan that will include a 911 expansion, wider streets and center lanes for emergency vehicles access in areas with new development. (p.5-8)
10. The City of Castroville will work with the Federal Aviation Administration to implement the Castroville Municipal Airport Master Plan. (p.5-8)

Historic Preservation

1. The City of Castroville will revise its Historic Preservation Plan every three years beginning in 2014. (p.5-9)
2. The City of Castroville will incorporate its Historic

Preservation Plan into its Capital Improvements Program process. (p.5-9)

3. The City of Castroville will consider applying for Certified Local Government grants to fund its Strategic Historic Preservation Plan. (p.5-9)
4. The City of Castroville shall review and amend its historic preservation ordinance according to Master Plan policies and its Historic Preservation Plan. (p.5-9)
5. The City of Castroville shall maintain a survey of historic resources that is comprehensive, current and accessible to the public. (p.5-9)
6. The City of Castroville shall give local designation to individual landmarks and historic districts in accordance with local preservation ordinances. (p.5-9)
7. The City of Castroville will work with organizations such as TxDOT, the Texas Historical Commission, Keep Texas Beautiful, etc. to secure grants to help implement its Historic Preservation Plan. (p.5-9)
8. The City of Castroville shall promote preservation as a “green” and sustainable planning and development principle. (p.5-9)
9. The City of Castroville shall increase public awareness that historic preservation also contributes to the city’s economic development (p.5-9)

Economic Development

1. The City of Castroville will review its Economic Development Plan every three years beginning in 2014. (p.5-10)
2. The City of Castroville will create a Type A or B Economic Development Corporation to be known as the Castroville Economic Development Corporation (CEDC). The CEDC will be charged with growing the economy of the city to meet the goals of the Master Plan and the needs of the city. The CEDC and the City of Castroville will also have and maintain a professional website to promote its goals and inform the community. (p.5-10)
3. The City of Castroville will incorporate its Economic Development Plan into its Capital Improvements Program process. (p.5-10)
4. The City of Castroville and the CEDC will complete a targeted industries study to determine strategies for attracting the most appropriate emerging industries to Castroville. (p.5-10)
5. The City of Castroville will review those economic development programs allowed by the Texas Local Government Code (TLGC) and the Texas Tax Code (TTC). These include: economic development programs (TLGC– Chapter 380); public improvement districts (TLGC- Chapter 372); municipal development districts (TLGC- Chapter 377); neighborhood empowerment zones (TLGC Section 378.002); tax abatements (TTC, Chapter 312); tax

increment financing (TTC, Chapter 311); tax increment reinvestment zone (TTC, Chapter 311); developer participation agreements (TLGC, Section 212.071); ETJ development agreements (TLGC, Section 212.172); and individual district agreements (TLGC, Section 42.044) to determine which are most appropriate for Castroville. (p.5-10)

5. Castroville Downtown Conservation and Revitalization Study (2010)

Key Recommendations

Social Conditions

1. Provide services for an aging population. These include the promotion of healthy living by providing nodes and interest points within walking distance; places to stop and rest; making available safer routes for walking in order to provide alternative choices of transportation; and, by providing adequate housing to meet the progressive dependency needs of the elderly, (p.58)
2. Take advantage of local volunteer groups to aid the elderly in performing house maintenance. (p.59)
3. Preserve and restore historic landmarks and important buildings. Construct new buildings that fit or complement the existing architecture. Establish and enforce architectural codes to ensure appropriate building forms. (p.59)

Economic Conditions

1. Apply for state and federal grants such as the Texas Leverage Fund and Capital Access Fund in order to facilitate economic development and tourism. Also take advantage of Texas Heritage Tourism Partnership Grants which are focused on heritage tourism oriented projects. These include projects such as interpretation signage, publications and website development, curriculum development, education programs and workshops, and training from the Texas Historical Commission. (p.67)
2. Develop “networks” to promote Castroville’s culture in order to increase tourism. As part of a broader strategy Castroville should consider using vacant or underused buildings in the historic downtown area as a way to recruit local businesses that could fit in with the demographic and cultural themes of the city. These businesses could include local art stores, food shops, quality antique shops, etc. Consideration should also be given to developing the pedestrian environment and streets to enhance safety and increase enjoyment. (p.68)
3. Create an easy access to the river for tourists and residents for recreational purposes. Also, beautify the downtown area, develop attractive signage to highlight the town’s identity and increase tourism. Efforts should be made to provide better connectivity and signage to guide tourists to different historic attractions, as well. (p.68)

Community Services

1. Improve community health conditions by utilizing park and recreational spaces to their fullest potential. (p.76)
2. Address flooding conditions near the Castroville Volunteer Fire Department and Medina Valley EMS facilities. (p.76)
3. Establish an urgent care center near the core of the city. (p.76)
4. Explore alternative routes for moving through traffic in and out of town to allow better access by emergency vehicles. (p.77)
5. Address pedestrian safety along U.S. Highway 90, and allow for safer and more accessible crossing options. (p.77)
6. Adopt and enforce ordinances that protect community assets that are considered to be historically and culturally important. (p.77)

Circulation and Traffic

1. Provide alternative routes for regional traffic. Also reduce the speed of traffic along U.S. Highway 90. This should be done by reducing the scale of the road width along Highway 90 especially within the historic Downtown District. (p.92)
2. Improve access across U.S. Highway 90 by providing more and safer crosswalks, wider crosswalks, providing

different paving along the crosswalks to increase visibility, and increasing the allotted time for pedestrians at all crossing lights. (p.92)

3. Post signage at all entrance and exit points in Castroville welcoming visitors and illustrating the culture and heritage of the city. Signage should also be posted to better locate points of interest including historical sites, and historical districts as well as other points of interest in the city. Steps should also be taken to replace existing historical site signage with larger signs for easier identification by tourists. (p.92)

4. Redesign Houston Square to accommodate more parking. Additional parking areas such as vacant lots, outside the city and public parking areas should be considered to accommodate large events. In addition, formal street side parking in downtown Castroville should be considered to enhance access to the area. (p.92)

Utilities and Services

1. Use materials for underground utilities that are not affected by corrosion from soils. Also, ensure that all utility lines are carefully located and placed. In addition, every effort should be made to ensure that these lines are durable and are economically efficient. (p.106)

2. Upgrade all water lines within the City of Castroville that are smaller than 6". Utility lines should be kept inside Right-Of-Way's (ROW) to facilitate maintenance. (p.106)

3. Establish a consistent, unique and recognizable design for all utility fixtures (manhole covers, street lighting, utility poles, signage, etc.) throughout the historic district. (p.106)

4. Due to the cost and inconvenience of burying electrical lines, the City of Castroville should consider burying these lines in separate phases over time. To maximize efficiency it would be in the city's best interests to bury these lines at the same time adjacent roads are being reconstructed and repaved. High priority should be given to line work scheduled for Madrid Street, Paris Street and Fiorella Street to enhance their local cultural assets and to remove visually obstructive electrical lines. (p.106)

5. Provide stricter standards regarding the installation of buried utility lines in order to reduce future maintenance due to poor installation practices. (p.107)

6. All new development or upgrades should incorporate feasibility studies to ensure that the most economic methods and materials are being used. Development phases should also be incorporated to maximize development opportunities without jeopardizing the budget of the city. (p.107)

7. Ensure that the new Public Works facility is carefully sited to effectively serve the city as a whole. New development on the existing Public Works site should maximize the economic opportunities of its ideal location. (p.107)

8. New standard drainage inlets should replace all existing dangerous inlets. Storm drains should also be located in the lowest part of the downtown area to collect rain water and prevent flooding. (p.107)

9. The City of Castroville should explore more viable and economical uses for excess water from the wastewater system instead of dumping it into the Medina River. (p.108)

10. The City of Castroville should avoid planting trees directly underneath or near existing power lines. The city should also maintain and properly prune existing trees that interfere with utility lines. Emphasis should be placed on planting low growing trees or shrubs rather than on large growing trees that could interfere with electrical lines. (p.108)

11. Reinforce, maintain and expand the waste management system to effectively adapt it to meet future needs. Also ensure that all proposed water lines, electrical lines and sewer upgrades meet standards provided by standing contract development. (p.108)

12. Provide alternative solutions for those utilities impairing the visual quality of the historic district. Consider the implications of using overhead versus buried electrical lines. Also provide screening for relocating utilities that would be highly problematic. Emphasis should be placed on relocating utility components that enhance the aesthetic quality of Castroville. Locate utilities to promote design

conditions and prevent adverse effects on the physical and functional integrity of the community. (p.108)

13. Ensure that all proposals, improvements and plans regarding utilities carefully consider effects on the Medina River. Explore opportunities to use detention/retention ponds to limit pollution and control water volume to prevent flooding from the Medina River. Also, provide storm drains in the lowest part of the downtown area to collect sheet flow and to prevent flooding. In addition, the city should explore low elevations along the bank of the Medina River that could be built up to prevent flooding. (p.109)

Land Use

1. Ordinances should be enforced to maintain the quality of developments. Commercial development on land directly adjacent or around the Medina River should be discouraged. (p.116)

2. A more clearly defined edge needs to be established outside the City of Castroville using land use as a tool. Also, acquire more land in the ETJ outside of the eastern part of Castroville to prevent the encroachment of San Antonio on its eastern boundary. The ETJ and zoning ordinances should be strictly enforced to maintain the quality and character of Castroville. (p.116)

3. New development focused on reusing existing vacant lots and buildings in the city's core should be carefully reviewed. Also new facilities for the growing elderly

population in Castroville such as assisted living and nursing homes should be considered. To the extent possible, every effort should be made to avoid developing new parks in these areas. (pp.116-117)

Zoning and Ordinances

1. Adopt a conservation easement ordinance to help maintain Castroville's agrarian culture and prevent possible loss of agricultural land due to future expansion. Also adopt an ordinance to protect Bald Cypress and Pecan trees in Castroville which are important to the community's character and cohesive appearance. In addition, existing zoning ordinances and design guidelines should be upheld and kept current in order to prevent new development from taking away from Castroville's strong character. (p.122)

Geology

1. Ordinances and codes should be put in place to regulate the use of fertilizers, pesticides and herbicides for residential and agricultural uses. Bioswales should be used to minimize the absorption of pollutants from street runoff into the groundwater. (p.123)

Soils

1. Changes in agricultural systems could reduce erosion, increase permeability, and enhance fertility through the use of strip agriculture in clay soils east of Castroville. (p.140)

2. Native and adapted crops require less irrigation and chemical fertilizer to grow. Crop types should be matched to specific soil conditions. Crops should be specialized for use in alkaline soils. (p.140)

3. Development outside the clay areas can be more effective with less cost. Primary development in the gravelly clay areas west of Castroville is also encouraged. Development in clay soils should be designed to move with soils. Installation of utility lines and underground electrical lines should be designed to withstand expansive soils onsite. Building foundations should be designed to withstand the expansive soils, as well. (p.140)

Topography

1. Avoid development on and directly at the base of hills. Do not increase the amount of impervious surfaces on hills. Also, do not allow new development to block existing drainage patterns down hills. Retain existing vegetation for slope stabilization. To the extent possible use hilly terrain for minimally invasive forms of passive recreation such as walking, hiking and nature observation. (p.150)

2. Concentrate development on level areas such as within the central district in Castroville. (p.151)

3. Do not allow new development within the city to block existing drainage patterns of surface water from the northwest corner to the eastern side of Castroville. (p.151)

4. Avoid new development on hills and along the Medina River in Castroville. Also, take steps to maintain existing vegetation on hills to stabilize soils and prevent extensive run-off. Do not allow new housing/commercial development to block existing views of surrounding hills and the river. (p.151)

Hydrology

1. To reduce water pollution in Castroville seek to limit the use of pesticides and fertilizers on farm lands by city ordinance and encourage organic farming. (p.159)

2. Take steps to have all septic and sewage systems in Castroville thoroughly sealed. Also eliminate standing stagnant water in poor drainage areas. (p.159)

3. Use existing flood zones in Castroville as locations for open spaces such as parks and recreation areas. (p.159)

4. Site planning in Castroville needs to address wide ranges of water depth due to flooding and seasonal fluctuations. This is especially true when considering river side development. In addition, the carrying capacity of the Medina River must be taken into account when considering new development along its banks. (p.159)

5. To the extent possible, storm water/surface water should be collected and recycled. Also sewage water should be reviewed to conserve ground water levels. (p.159)

6. Create an effective trash removal system in Castroville to preserve and protect the quality of water in the Medina River. (p.159)

7. New development in Castroville should have a finish floor elevation higher than 774 feet to deal with local flooding. (p.159)

8. Provide for alternative travel routes in flood zones and flood affected areas. (p.159)

9. Maintain clear water flow for the evacuation of storm water on the south side of Castroville. (p.159)

Vegetation

1. Preserve and maintain the Bottomland area in Castroville to help sustain the local environment and quality of life for residents in the community. Also encourage the development of trails and related attractions in this area as a way to promote tourism. (p.166)

2. Take steps to preserve the Upland Area in Castroville in its natural state to prevent erosion, sustain the local environment, and limit the opportunity for unwanted new development. Also take steps to create natural opportunities in the area to encourage tourism. (p.166)

3. Utilize natural landmarks/sites to help promote Castroville's identity. Enhance areas of interest by providing potential connectivity to natural features in the area. Use vegetation and the natural landscape to help create

potential buffers. Also make use of existing vegetation to provide natural connections with people and promote health. Native and adaptive plants can also be used for streetscaping and landscaping. (p.167)

Wildlife

1. Ensure the safe and free passage of all types of wildlife along the Medina River corridor by allowing native vegetation to take hold and limiting development within an easement of 200 feet on both sides of the river. This easement would limit the type, height and number of barriers built in the area immediately adjacent to the river. (p.173)

2. Design planting schemes and variations of open and enclosed spaces to allow a clear passage for wildlife. Also, establish connections between major brush locations in the river corridor. These connections should range from 10 to 20 feet wide to open up additional grassland connecting one habitat to another. (p.174)

3. Priority should be given to the use of native plants over invasive exotic species when planting around and within Castroville. (p.174)

Climate

1. Give priority to plants that are low in maintenance and have low water requirements. Priority should also be given to more drought tolerant plants that are native to the area, and handle temperature extremes well. (p.182)

2. During the summer months Castroville should take advantage of the area's natural airflow to create a more pleasant outdoor environment. The orientation of northerly sited streets will create an angle acceptance to better utilize the summer breeze that normally comes from the southeast. This will help promote outdoor activities in the community during the hottest times of the year. Microclimates created by shaded areas along with a light wind will create more desirable outdoor use areas in Castroville. During the winter months these same areas will help to block colder winds coming from the northeast. The use of deciduous trees to allow for more sunlight penetration in winter will also help to increase outdoor activities in these areas by making them warmer with less wind which is common at this time of the year. (pp.181-83)

3. Plants that are well adapted to a humid subtropical region with low water requirements and maintenance should be encouraged. Extensive lawn areas that also reduce both absorption and reflection of radiation should be encouraged, as well. Pavements with higher albedos (light or buff color) tend to absorb less energy and are cooler. Where paved surfaces are required using these kinds of materials they will reduce the heat island effect. They will also save energy by reducing the demand for air conditioning, and improve air quality. These materials should be consistent with the surrounding environment. This will help maintain a unified appearance in the environment. (p.183)

4. Emphasis should be placed on collecting rainwater where feasible. This will reduce the need to use municipal water for landscape maintenance. A simply system using water storage tanks is the preferred solution. These tanks come in a wide range of sizes and are available for use above or below ground. (p.184)

5. Areas of high use in Castroville such as Houston Square should incorporate extensive shaded margins to make the hot summer months cooler and more comfortable for its users. Shade provided by large trees or manmade structures should be considered, as well. (p.184)

Visual Quality

1. To the extent possible use similar building facades and buildings that reflect Castroville's historical and cultural influences in order to strengthen its sense of place and create a more unified appearance. Building codes and ordinances that enforce historical roof pitches and building techniques should also be emphasized. These codes and ordinances should be based on official Castroville design guidelines. (p.187)

2. Ensure that sight lines to prominent buildings in Castroville are clear and intentional. High priority should be given to renovating those structures that are showing signs of wear. Steps should also be taken to determine which, if any, of the buildings are beyond repair. If any are found, they should be removed for aesthetic and safety concerns if there are no historical designation constraints. (p.188)

3. Establish portals for special areas in the community. Provide additional recognition to key areas in the downtown district starting with September Square. Designate pedestrian walkways within the downtown district to establish paths, edges and nodes in the area. Street character in the area should also be reinforced. Finally, important nodes in the downtown district such as Houston Square and September Square should be enhanced. (p.188)

4. Steps should be taken to reduce the number of parking spaces around September Square to decrease the visual dominance of the asphalt and open up sight lines. Also, the visual quality of the square could be improved by clarifying its spatial edge. In addition, amenities such as benches, shade trees and other streetscape improvements should be added to enhance the area's attractiveness. (p.189)

5. Emphasize and accentuate views of the Medina River from several locations in the downtown area of Castroville such as the Landmark Inn, the Regional Park, and streets such as Alamo, San Jacinto and Washington by providing viewing spaces and interaction opportunities. (p.189)

6. Incorporate potted plants and window boxes that reflect the Alsatian heritage in the downtown area and surrounding neighborhoods. Also provide shade trees where possible to create a sense of scale, enhance comfort and improve the area's attractiveness. Street furnishings such as lamp posts and benches should also be incorporated

to make these streets and areas more accommodating to pedestrians. (p.189)

6. Castroville Historic Preservation Action Plan (2002)

Goals and Actions

Goals

1. Protect the historic character and buildings of Castroville through progressive preservation policies. (p.35)
2. Effectively communicate and educate the public on the importance of preserving Castroville's history, culture and character. (p.35)
3. Develop heritage tourism and encourage economic development through preservation. (p.35)
4. Undertake physical improvements to enhance Castroville's historic character. (p.35)
5. Be proactive about shaping growth and development outside Castroville's city limits. (p.35)
6. Develop a coordinating committee to implement Castroville's Preservation Plan. (p.35)

Actions

- 1.1 Develop a user-friendly preservation ordinance that is incentive-based and enforceable. (p.36)

1.2 Develop illustrated design guidelines for the historic districts in Castroville. (p.36)

1.3 Verify, update and use a Historic Resources Survey and Inventory. (p.36)

1.4 Hire a preservation planner using city and grant funding. (p.36)

1.5 Evaluate city ordinances to ensure compatibility with historic character. (p.37)

1.6 Research and develop appropriate incentives for preservation. (p.37)

1.7 Develop proactive strategies for enforcing the preservation ordinance. (p.37)

1.8 Research and examine ways of incorporating the preservation of cultural and historic landscapes and vistas into a preservation ordinance. (p.37)

1.9 Designate landmarks and high priority properties as local, state and national landmarks. (p.35)

2.1 Create a package of information on what it means to live in the historic district and be a steward of Castroville's history and fabric. (p.38)

2.2 Involve and keep elected officials and agencies informed about what Castroville is doing in preservation. (p.38)

2.3 Develop a plan for a museum/heritage center in Castroville. (p.38)

2.4 Develop an education/information packet on preservation in Castroville targeted to difference audiences. (p.39)

2.5 Develop a series of local newspaper articles on Castroville's history and preservation efforts. (p.39)

2.6 Educate the youth of Castroville on its history, culture, architecture and preservation efforts. (p.39)

2.7 Implement plan for a museum/heritage center in Castroville. (p.39)

2.8 Develop a video teaching tool to educate people on the Alsatian culture and language. (p.39)

3.1 Leverage local, regional, statewide and international partnerships to advertise and promote what Castroville has to offer the heritage tourist. (p.39)

3.2 Develop a network to promote Castroville. (p.40)

3.3 Develop a plan for the Steinbach House and the property around it. (p.40)

3.4 Identify local model businesses and programs and their success. (p.40)

3.5 Encourage appropriate commercial uses along Fiorella and Paris streets leading to Houston Square. (p.40)

3.6 Develop Houston Square as a vital retail center. (p.41)

3.7 Ensure that special events and products sold in Castroville are high quality. (p.41)

3.8 Develop a model Alsatian house (partners with Task 3.9) (p.41)

3.9 Develop a museum/heritage center (see Task 2.3 and 2.7)

4.1 Sponsor a Trans Tex Alliance pedestrian workshop. (p.42)

4.2 Form a taskforce to work with TxDOT on plans for enhancing pedestrian access on Highway 90. (p.42)

4.3 Develop a comprehensive plan to enhance pedestrian access to various historic sites in Castroville. (p.41)

4.4 Pursue partnerships to encourage compatible development along Highway 90. (p.43)

4.5 Develop simple and cost-effective strategies for streetscaping and landscaping along Highway 90 that takes into account Castroville's historic character. (p.43)

4.6 Create incremental enhancements to public squares

and parks in the community. (p.43)

4.7 Improve signage in the historic district. (p.43)

4.8 Improve pedestrian linkages between landmarks, the historic district, cultural attractions and natural areas. (p.43)

4.9 Develop gateway concept in keeping with Castroville's character and using its assets to the greatest extent. (p.44)

4.10 Develop incentive programs for landscaping and improvements in keeping with design guidelines and plans for physical improvements. (p.44)

5.1 Develop strategies to manage growth outside city limits in the ETJ area. (p.44)

5.2 Work proactively with developers on plans for new development outside the city limits. (p.44)

5.3 Develop strategies to protect significant historic properties outside the city limits and within the ETJ. (p.45)

5.4 Work with and educate property owners along Highway 90 about the importance of farmland preservation. (p.45)

6.1 Establish a coordinating committee that closely resembles the volunteer base and population of Castroville. (p.45)

6.2 Provide leadership and implementation training to members of the coordinating committee. (p.45)

Conclusion

Communities are most successful when they are able to pull themselves together to deal with their needs. Successful communities are also proactive. They are not willing to let things just happen. Instead, they seek to anticipate change rather than simply react to it. The various studies and their recommendations outlined above reflect that desire to deal with needs and change. The recommendations also underscore the need to pull together the leaders of Castroville to tackle some really difficult concerns. By presenting and outlining the many recommendations made by various consultants over the years, we are struck by their comprehensiveness and depth. The task now is to carefully review these recommendations and determine those that are still useful and valid. The next step then is to put together a comprehensive strategy for Castroville's future.

Appendix B

Community Resources - State/Federal Grant Options

U.S. Department of Agriculture-Rural Development Programs (USDA-RD)

Business and Industry Guaranteed Loans (B & I)

B&I loans are offered to improve the economic and environmental climate in rural communities. Cooperative organizations, partnerships, non-profits, public bodies, or individuals can apply for a loan provided that the funds are used for specific purposes. They can be used to start up or acquire a business if doing so will prevent employment loss and/or create employment opportunity. Funds can also be used to modernize a business or purchase equipment, land, buildings, or easements. Further information can be found on the USDA-RD website: http://www.rurdev.usda.gov/BCP_gar.html

Rural Energy for America Program

This program is available to rural small businesses and agricultural producers through local lenders approved by the USDA. The loans and grants must be used to purchase renewable energy systems or make energy efficiency improvements. More information is available at: http://www.rurdev.usda.gov/BCP_ReapResEei_Eligibility.html

Rural Business Enterprise Grants Program (RBEG)

The RBEG Program provides grants for the development of

rural businesses, provides funding employment rated adult education programs, and funds distance learning networks in order to give employees access to adult education programs. Examples of eligible projects include construction or renovations, training and technical assistance, and distance adult learning for training and advancement. More information can be obtained by visiting the RBEG Program website: http://www.rurdev.usda.gov/BCP_rbeg.html

Intermediary Relending Program (IRP)

The purpose of the IRP is to alleviate poverty and increase economic activity and employment in rural communities. Low-interest loans are provided to community organizations for the establishment of revolving loan funds. These organizations can then provide loans for activities like construction or repair of businesses, purchasing and development of land, or pollution control and abatement. More information can be found at: http://www.rurdev.usda.gov/BCP_irp.html

Rural Business Opportunity Grants (RBOG)

These grants are designed to promote sustainable economic development in rural communities with exceptional needs. Funds can be used for strategic planning, feasibility studies, leadership and entrepreneur training, and more. This program is designated for any area not within the boundaries of a city that has a population of more than 10,000. More information can be found at: http://www.rurdev.usda.gov/BCP_RBOG.html

Community Facilities Grants

This program provides grant funds to develop essential community facilities in rural communities and areas up to

20,000 in population. Funds may be used to build healthcare facilities, child care facilities and other public facilities. More information on the program can be found at: http://www.rurdev.usda.gov/HAD-CF_Grants.html

U.S. Department of Housing and Urban Development (HUD)

HUD's mission is to create strong, sustainable communities and ensure everyone has access to an affordable home. They accomplish this through a variety of grants and programs that offer assistance for a variety of needs including disaster recovery, home-improvement, and housing for the elderly.

HOME Investment Partnerships Program

This program offers grants to states and local governments to implement local housing strategies for increasing home ownership and affordable housing opportunities for low-income Americans. Funding can be used for the rehabilitation of housing, provide assistance to home buyers and facilitate the construction of new housing. Participating jurisdictions must match 25% of HOME funds. More information can be found at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-12.pdf>

Good Neighbor Next Door

Law enforcement officers, teachers, firefighters, and EMT's are given the opportunity to buy homes in revitalization areas at a significant discount. The goal is to make the neighborhoods safer and stronger. More information can be found at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-21.pdf>

Community Development Block Grant Program (CDBG)

The CDBG Program is a national program whose goal is to develop viable communities by providing decent housing, suitable living environments and expanding economic opportunities principally for those of low to moderate income. Funds can be allocated for several uses including disaster relief, water and sewer infrastructure improvements, and renewable energy pilot programs. More information can be found through the Department of Housing and Urban Development website at: <http://portal.hud.gov/hudportal/HUD?src=/hudprograms/toc>

Rural Housing Stability Assistance Program

This program offers competitive grants to private non-profits, counties, and local governments for re-housing of individuals placed in emergency or transitional housing, and for improving the housing situation of low-income families in a geographical area. Funds can also be used to help low-income residents keep their homes and/or improve their access to affordable housing. Additional information is available at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-15.pdf>

Self-Help Housing Property Disposition

This program makes surplus federal properties available to state and local governments at less than fair market value for the purpose of building self-help housing for low-income residents. Residents of the property must make a substantial contribution of labor towards the construction, rehabilitation, or renovation of the property. More information can be found by visiting the HUD website at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-47.pdf>

Community Challenge Planning Grant Program

These grants are given in partnership with the Department of Transportation and the Environmental Protection Agency for the development of affordable, economically vital, and sustainable communities. Funds can be used to modify master plans, zoning, and building codes to promote development and the re-use of older buildings with the goal of promoting sustainability at the neighborhood and community levels. More information can be obtained at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-85.pdf>

Other Federal Agencies and Programs

U.S. Economic Development Administration (EDA)

The EDA has several programs designed to improve communities throughout the country. The Public Works Program provides funding to revitalize, expand and upgrade infrastructure in distressed communities to draw in new business and job opportunities to an area. They also provide planning and economic development strategies to designated Economic Development Districts, communities and councils of government. More programs and information are available at: <http://www.eda.gov/>

U.S. Small Business Administration (SBA)

The SBA offers a number of financial assistance programs for small businesses. They also set guidelines for loans through lenders and community development organizations, help small business contractors obtain surety bonds, and provide mentors and counseling through its Service Corps of Retired Executives (SCORE) Program. While they do not directly provide grants,

they have several sources of funding listed on their website at: <http://www.sba.gov/content/what-sba-offers-help-small-businesses-grow>

Federal Emergency Management Administration (FEMA)

FEMA offers a variety of grants not only for victims of natural disasters, but for mitigation activities that avert future damage. They also offer grants to local fire departments for staffing, volunteer firefighter retention, and reducing injuries and deaths among high-risk populations. More information can be found at <http://www.fema.gov/grants>

Texas Historical Commission Programs

Texas Main Street Program

The Texas Main Street program was formed over 30 years ago and is operated through the Texas State Historical Commission. The program's goal is to provide technical expertise, resources and support to Texas communities to preserve and revitalize historic downtowns and commercial neighborhood districts. Communities can apply annually, and each year up to five cities are selected for Texas Main Street designation. Once accepted, cities pay a nominal annual fee based on population and have access to strategic planning reports, design services, resources for funding projects, and much more. More information can be obtained by visiting: <http://www.thc.state.tx.us/preserve/projects-and-programs/texas-main-street> or by contacting the Texas Main Street State Coordinator at (512)463-6092. (Texas Historical Commission)

Museum Services

The Texas State Historical Commission also helps small history museums through its Museum Services Program. Staff provides free consultations and assistance in a number of areas including museum development, strategic planning, exhibit design, fundraising and volunteer training. Additionally they offer training on various museum topics through workshops and online. More information can be found by visiting: <http://www.thc.state.tx.us/preserve/projects-and-programs/museum-services> or contact the Museum Services Coordinator at (512)463-6427.

Cemetery Preservation

The Historic Texas Cemetery (HTC) designation provided through the Texas Historic Commission protects these cemeteries by recording boundaries in the county records to alert current and future owners of land surrounding these areas. This designation does not impose any restrictions on the private use of land. The site must be designated as an HTC before it is eligible for a historical marker. More information is available at: <http://www.thc.state.tx.us/preserve/projects-and-programs/cemetery-preservation>.

Texas Historic Courthouse Preservation (THCP)

The THCP Program was established in 1999 to help counties restore their historic courthouses. The program provides partial matching grants and is regularly funded by the Texas Legislature. Training and education is also provided to county staff for future preservation needs. Further information can be found at: <http://www.thc.state.tx.us/preserve/projects-and-programs/texas-historic-courthouse-preservation>

Certified Local Government Program (CLG)

The CLG Program is a partnership for historic preservation of state, federal, and local government. Local governments work independently to develop and maintain a successful preservation program. To qualify, a city or county must enforce legislation that protects historic properties, establish a qualified review commission, maintain a survey and inventory of historic properties, and provide for public participation in the preservation process. More information is available at: <http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government>

Texas Department of Agriculture Programs

Texas Capital Fund (TCF)

This program allocates funds to incorporated cities and county governments that do not meet the standards set by the U.S. Department of Housing and Urban Development's Community Development Block Grant program. Funds can be used for real estate development, infrastructure improvements, and downtown revitalization efforts. The TCF can also help attract new business and grow the local economy. More information can be found at: <http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund.aspx>.

GO TEXAN Rural Community Program

This program is designed to encourage the growth of rural communities throughout Texas. It is a membership-based program that promotes economic activity in rural areas through restaurants, tourism, and special recognition of products made in Texas. Restaurants as well as items manufactured or grown in Texas can receive the special GO TEXAS label.

More information is at: <http://www.gotexan.org/ForMembers/GOTEXANPartnerProgram.aspx>

State Office of Rural Health (SORH)

The SORH works with local healthcare providers, county leaders and state partners to support access to quality healthcare for rural Texans. It also assists healthcare providers through programs that provide information and referrals, medical licensing, grants, and educational awards. A complete list of programs can be found by visiting: <http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/StateOfficeofRuralHealth.aspx>

Other State Agencies and Programs

Texas Education Agency (TEA)

The TEA provides grants to schools and school districts throughout Texas for the academic enrichment of students. Examples of grants offered are the Algebra Readiness for Small and Rural Schools Grant, the Online College and Career Preparation Technical Assistance Grant, and the Public Charter School Start-up Grant. More Information can be found at: <http://www.tea.state.tx.us/index2.aspx?id=2147487872>

Texas Department of Housing and Community Affairs (TDHCA)

The mission of the TDHCA is to improve the quality of life of all Texans through the development of better communities. They act as an intermediary for federal grant funds for housing and community services. They also act as a financial and administrative resource that provides essential services and

affordable housing to those who qualify and provides resources for first-time home buyers. More information is available at: <http://www.tdhca.state.tx.us/index.htm>

Texas Department of Transportation (TxDOT)

TxDOT offers a number of grants for infrastructure and accessibility improvements. The Safe Routes to Schools Grant is designed to improve the safety of children in grades K-8 that walk or bike to school. The routine Airport Maintenance Program matches local government grants up to \$50,000 for basic improvements like parking lots, fences, or other similar needs at airport facilities. TxDOT also administers funds from several federal grant programs designed to help cities with planning and research, rural public transportation, and transportation for individuals with disabilities. Further information can be found at: <http://www.txdot.gov/government/funding.html>

Texas Water Development Board (TWDB)

The TWDB offers grants and loans for the planning, design, and construction of water related infrastructure and improvement programs. They also offer grants to local governments and technical assistance for agricultural water conservation, flood mitigation, and clean drinking water programs. More information can be found at: <http://www.twdb.state.tx.us/financial/programs/AWCG/index.asp>

Texas Commission on Environmental Quality (TCEQ)

The TCEQ offers both competitive and non-competitive grants to local governments for a variety of uses. Funds can be provided for cleanup or prevention of pollution, research

into pollution reduction, or for replacing old municipal vehicles with newer, more efficient models. The Texas Clean School Bus Program provides money to school districts to replace old school buses with new ones or retrofit them with new technology to reduce the pollution from diesel exhaust. More information can be found at: http://www.tceq.texas.gov/agency/governments_main.html

Texas State Soil and Water Conservation Board (TSSWCB)

The TSSWCB offers a matching funds program for soil and water conservation assistance. Through local conservation boards they also offer technical and planning assistance to agricultural producers to incorporate best management practices on their farms and ranches. Additional information can be found at: <http://www.tsswcb.texas.gov/programs/swcdassistance>

Texas Parks and Wildlife Department (TPWD)

The TPWD offers 50% matching grant funds to municipalities, counties, and other units of government for the development of parks, nature centers, urban outdoor recreation, and recreational trails. They also offer 75% matching funds for the construction of public boat ramps throughout Texas. Further information on programs and deadlines can be found at: <http://www.tpwd.state.tx.us/business/grants/trpa/#outdoor>

Texas Veterans Commission (TVC)

The TVC awards reimbursement grants to local government agencies and Veterans Service Organizations that provide direct assistance to Texas veterans and their families. Grants

are offered for limited financial assistance, transportation services, housing assistance, and family and child services. More information, grant applications and deadlines can be found at: <http://www.tvc.texas.gov/Apply-For-A-Grant.aspx>.

Texas Commission on the Arts (TCA)

The TCA offers a variety of grants to municipal and county arts agencies to provide services and support in the advancement of the cultural arts. Information and deadlines can be found at: <https://www2.arts.state.tx.us/tcagrants/TXArtsPlan/TAPTOC.asp>

Economic Development

Type A and B Economic Development Sales Tax

These voter-approved taxes are used by cities to promote economic development. To date, more than 583 cities in Texas have collected over \$500 million annually in sales tax revenue. (Office of the Attorney General of Texas) There are key differences between the Type A and Type B sales tax mainly in the ways cities can adopt a sales tax, use tax revenue, and the oversight of project expenditures. Not every city can collect Type A sales taxes, but every city in Texas can collect Type B.

Type A is considered more restrictive and allows more traditional types of economic development initiatives that assist manufacturing or industrial activities. It can fund things like buildings, equipment, facilities, distribution centers, and infrastructure improvements. It can also fund business related airports, port facilities, and some airport activities within 25 miles of an international border. (Office of the Attorney General of Texas)

Type B Sales Taxes fund the same projects that Type A can, as well as projects considered to be community initiatives. Facilities and expenditures for a professional or amateur sports park, entertainment facilities, tourist facilities, and affordable housing are allowed under Type B funds, but with additional procedural requirements. More information is available through the Office of the Attorney General of Texas: https://www.oag.state.tx.us/AG_Publications/pdfs/econdevhb2013.pdf

Hotel Occupancy Tax (HOT)

The HOT is imposed on anyone paying for a room or space in a hotel, motel, or bed and breakfast costing \$15 or more per night. It also applies to condominiums, apartments, and houses that are rented for less than 30 consecutive days. The State of Texas charges 6% of the cost of the room, and local city and county taxing authorities are allowed to impose an additional percentage provided it does not go above 15% of the room rate. Funds collected must be used to directly enhance and promote tourism. They must also fit into one of the nine statutory categories outlined in the tax code. These categories include the funding of a visitor's center, tourism related advertising, programs that enhance the arts, historical preservation, and others. Additional information can be found at: <http://www.window.state.tx.us/taxinfo/hotel/index.html>

Property Tax Incentives

Attracting new businesses and encouraging economic growth can be accomplished using the right property tax incentives. Property tax abatement, tax increment financing, and the Texas Economic Development Act are three ways a municipality can

grow economically, attract new industries, and retain existing employers.

Property tax abatement is where incorporated cities, counties, and special districts are permitted to enter into an agreement with a taxpayer (i.e. a business) that exempts all or part of the increase in property value from taxation over a period of up to ten years. (Texas Comptroller's Economic Development & Analysis Division)

Tax increment financing can be used by a city or county to publicly finance needed improvements to infrastructure and buildings within a designated reinvestment zone. (Office of the Texas attorney General) The cost of improvements is financed by future tax revenues levied against property in the improved area.

The Texas Economic Development Act also gives school districts the ability to create jobs and attract investment. A school district can provide tax credits and an 8-year limitation on appraised value of a property on the school district property tax to eligible corporations or limited liability companies (LLC). In return, the companies are required to use the property for manufacturing, research and development, clean energy generation and other similar uses. (Office of the Attorney General of Texas) More information on property tax incentives can be found by visiting: https://www.oag.state.tx.us/AG_Publications/pdfs/econdevhb2013.pdf

County Development District (CDD)

Counties with a population of 400,000 or less can be petitioned

by landowners to establish a CDD in an effort to promote and develop tourism in the county. They are allowed to levy taxes for such purposes provided that they do not exceed the 2% cap on local tax rates. More information can be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.383.htm>

Public Improvement Districts (PID)

PID's provide a way for cities make necessary public improvements by allowing them to collect special assessments on property within the city and its extraterritorial jurisdiction. A PID can be formed to improve drainage and wastewater facilities, construct or improve libraries or off-street parking, acquire and install pieces of art, or other similar projects that improve public safety and economic development. More information of PID's can be found at: http://www.texasahead.org/tax_programs/pubimprovement/

Municipal Management Districts (MMD)

Also called a downtown management district, a MMD is created within an existing commercial area as a supplement to municipal services in the area. Improvements to infrastructure and facilities are paid for by a combination of self-imposed property taxes, impact fees, and special assessments. Many cities in Texas have used this tool with great success. Additional information can be found by visiting: https://www.oag.state.tx.us/AG_Publications/pdfs/econdevhb2013.pdf

Neighborhood Empowerment Zones (NEZ)

A NEZ can be established by a city to promote economic development activities within a designated area. The zone must promote the creation of affordable housing; an increase

in economic development; an increase in quality of social services; education, and public safety; and, the rehabilitation of affordable housing. The city has certain development powers within the zone to draw in economic activity. They may grant waivers for building fees, issue municipal sales tax refunds, offer property tax abatements, and establish baseline performance standards and environmental goals on construction projects. More information can be found at: <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.378.htm>

NAFTA Impact Zones

Cities with areas affected by the North American Free Trade Agreement are authorized to establish this zone. The rules are nearly identical to Neighborhood Empowerment zones. Additional information can be found at: <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.379.htm>

Appendix C

SWOT ANALYSIS/Community Assessment Survey

SWOT 2:00 PM

Group I (Paul)

Strengths

1. Small community
2. Everyone knows each other
3. Keep an eye on each other
4. Neighborhood watch
5. Close to San Antonio/Hondo
6. Still rural
7. Conservation
8. Public park w/ walking trails, rivers, rv park
9. Bicycle friendly/farmer friendly
10. Airport
11. Historical
12. Council leadership accessible
13. Historical value
14. Family friendly (all ages)
15. Quiet residential districts
16. Preserving
17. Unique architecture
18. Diverse population
19. City leadership, invested in infrastructure and moving forward
20. Strong community voice

21. Library/wifi
22. Schools

Weaknesses

1. Growth faster than city can
2. Added traffic
3. Added security issues
4. Takes from small town feel
5. Loss of small business to large retailer
6. Not enough for youth to do
7. Bo transportation for elderly
8. Gap of teen care/center (free)
9. Traffic on us 90
10. Not enough sidewalks (us 90)
11. Not enough parking
12. Us 90 divides city
13. Not enough or any citizen socials
14. Labor opportunities, limited overnight accommodations
15. Poor signage
16. Lack of advertising (info)
17. Funding sources (none)
18. Not enough opportunities for youth to want to stay
19. No affordable housing
20. No social services
21. Older infrastructure (roads)
22. Eligibility for funding sources while keeping quality of area
23. No major thoroughfare or main street
24. Limitations on expansion

Opportunities

1. Small town charm
2. With easy access to major cities
3. Us 90/ council of government
4. Historic district
5. River expansion
6. Accommodations to come in
7. Opportunities for commercial developers
8. Charging stations (cars)
9. Broadband (growth)
10. Business growth/vacant historic buildings
11. Large wedding venues could bring bridal shops
12. Northern expansion
13. Bridge over river

Threats

1. San Antonio
2. Developers with big money
3. Growth affecting security
4. Funding can hinder being proactive
5. Flooding concerns
6. Water
7. Lack of funds
8. Us 90 restorations
9. No walkways on us 90 (physical harm)
10. New strictures
11. Ordinances not up to date
12. Controlled growth
13. Loss of farms/farmers
14. Increased tax/evaluations affecting rural/town
15. Developers not paying for self

- 16. Zoning issues
- 17. Non integrated services

Group II (Bert)

Strengths

- 1. School districts
- 2. Family
- 3. Historic character
- 4. Structures
- 5. Location
- 6. Highway 90
- 7. Safety
- 8. Small town culture
- 9. Medina river
- 10. Airport-expansion
- 11. Economic generator
- 12. Planning by the city
- 13. Proximity to San Antonio
- 14. International heritage
- 15. Regional park
- 16. Facilities
- 17. Proximity to med center in San Antonio
- 18. Agriculture
- 19. Quiet
- 20. Escape from the city
- 21. Expansion west from San Antonio
- 22. Convenience to resources (shopping)
- 23. Tourism (city parks, recreational parks, culture history)
- 24. Friday night fever (car show)

- 25. Recreational events
- 26. Youth activities
- 27. Sense of community
- 28. Variety of churches
- 29. Annual events
- 30. News media
- 31. Internet
- 32. Big box stores

Weaknesses

- 1. Infrastructure
- 2. City streets
- 3. Utility service
- 4. Telecommunications
- 5. City debt
- 6. Traffic on 90 (truck majority)
- 7. Need more commercial
- 8. Lack of lodging
- 9. School district (academics)
- 10. Lack of grocery options
- 11. Community facilities (assets)
- 12. Improvements on all parks
- 13. Pedestrian circulation
- 14. Lack of sidewalks
- 15. Connectivity
- 16. No emergency
- 17. Division of city by 90
- 18. Cities ability to provide services
- 19. Inability to annex
- 20. Lack of mixed use/multi-family

Opportunities

- 1. Airport
- 2. Highway 90 (commercial development)
- 3. Regional park
- 4. Controlled growth
- 5. Proximity to interstate and rail
- 6. History/culture/tourism
- 7. Proximity to San Antonio
- 8. Higher education
- 9. Rural buffer
- 10. Utility owned
- 11. Regional linear park
- 12. Medina river access
- 13. Recreational use

Threats

- 1. Proximity to San Antonio's growth
- 2. Medina river (flood)
- 3. Cost of living
- 4. Traffic
- 5. Loss of small town feel
- 6. Infrastructure
- 7. Community population distribution
- 8. Reduced property tax
- 9. Lack of the ability to control growth
- 10. Lack of residential opportunities
- 11. Assisted living
- 12. Multi family
- 13. Potential for increased crime
- 14. Big box stores

- 15. Lack of available workforce (service industry)
- 16. Workers commute from San Antonio

SWOT 6:00 PM

Group I (Paul)

Strengths

- 1. Small town feel
- 2. Heritage
- 3. Proximity to san Antonio
- 4. Strong school district
- 5. Rural drive (disappearing)
- 6. Picturesque
- 7. Top of hill country
- 8. Historical protection (original structures)
- 9. Unique shopping (boutiques)
- 10. Restaurants
- 11. Large green way
- 12. Landmark inn and state thc
- 13. River/regional park
- 14. Agricultural base
- 15. Airport/golf course
- 16. Health care dentist
- 17. Public parks (5)
- 18. Higher household income
- 19. Religious diversity
- 20. Aging population
- 21. Educated work force
- 22. Property values (so far)
- 23. Strong volunteer corp.

Weaknesses

- 1. Heavy traffic
- 2. Highway 90 divides city
- 3. Aging infrastructure
- 4. Limited housing
- 5. Funding availability
- 6. Aging population
- 7. Lack ability to annex
- 8. Being too close to San Antonio
- 9. General law limits
- 10. Population too low
- 11. Property values potentially decreased
- 12. Lack of professional operations
- 13. Lack of things to do/entertainment
- 14. Broadband/telecom
- 15. Private property on river

Opportunities

- 1. Vacant property (private)
- 2. Smart development
- 3. Medical operations for growth
- 4. Area medical centers
- 5. Recycled water
- 6. River development
- 7. Advanced educational operations
- 8. Sports/health destination
- 9. Hunting/recreational sports
- 10. Wine/cuisine
- 11. Airport expansion
- 12. Expand walking trails
- 13. No access from landowners – paper streets

Threats

- 1. San Antonio
- 2. Citizen apathy (noninvolvement)
- 3. Not in my back yard
- 4. Losing identity and small town feel
- 5. Access and availability to water
- 6. Funding/truck traffic
- 7. Outside control due to city committee
- 8. High density uncontrolled development
- 9. Growth without infrastructure
- 10. Outdated ordinances
- 11. Lack of staffing (qualification) city/county
- 12. Clear cutting (trees)

Community Assessment Survey

There were five online surveys completed see the results below.

- 1. Does Castroville involve local citizens in planning the community?**
 - a. Yes: 40% (2)
 - b. No: 20% (1)
 - c. Don't know: 40% (2)
- 2. Does Castroville have a sufficient tax base to meet its need?**
 - a. Yes: 0% (0)
 - b. No: 20% (1)
 - c. Don't know: 80% (4)

- 3. Does Castroville have responsive local leaders?**
a. Yes: 60% (3)
b. No: 0% (0)
c. Don't know: 40% (2)
- 4. Are a variety of housing choices available?**
a. Yes: 40% (2)
b. No: 40% (2)
c. Don't know: 20% (1)
- 5. Is there an adequate supply of affordable housing units?**
a. Yes: 20% (1)
b. No: 40% (2)
c. Don't know: 40% (2)
- 6. Does Castroville have a clearly stated vision?**
a. Yes: 40% (2)
b. No: 20% (1)
c. Don't know: 40% (2)
- 7. Is Castroville forward looking?**
a. Yes: 40% (2)
b. No: 40% (2)
c. Don't know: 20% (1)
- 8. Does Castroville have a positive attitude towards business growth?**
a. Yes: 80% (4)
b. No: 0% (0)
c. Don't know: 20% (1)
- 9. Does Castroville have a vibrant civic culture?**
a. Yes: 60% (3)
b. No: 20% (1)
c. Don't know: 20% (1)
- 10. Does Castroville have a good quality of life?**
a. Yes: 80% (4)
b. No: 20% (1)
c. Don't know: 0% (0)
- 11. Does Castroville have adequate parks and recreational areas?**
a. Yes: 60% (3)
b. No: 40% (2)
c. Don't know: 0% (0)
- 12. Does Castroville have good schools?**
a. Yes: 60% (3)
b. No: 20% (1)
c. Don't know: 20% (1)
- 13. Does Castroville take advantage of its assets, resources, and talent?**
a. Yes: 60% (3)
b. No: 0% (0)
c. Don't know: 40% (2)
- 14. Does Castroville have an open planning process?**
a. Yes: 0% (0)
b. No: 20% (1)
c. Don't know: 80% (4)
- 15. Does your leadership take a long-range view?**
a. Yes: 60% (3)
b. No: 0% (0)
c. Don't know: 40% (2)
- 16. Are local citizens generally involved in the community?**
a. Yes: 60% (3)
b. No: 40% (2)
c. Don't know: 0% (0)
- 17. Do residents know what is happening in the community?**
a. Yes: 40% (2)
b. No: 60% (3)
c. Don't know: 0% (0)
- 18. Is access to local officials easy?**
a. Yes: 80% (4)
b. No: 20% (1)
c. Don't know: 0% (0)
- 19. My community plans ahead to meet future needs.**
a. Yes: 20% (1)
b. No: 40% (2)
c. Don't know: 40% (2)

20. My local government provides adequate services.

- a. Yes: 80% (4)
- b. No: 20% (1)
- c. Don't know: 0% (0)