

Uniquely Boerne!

BOERNE 2018 MASTER PLAN



SUMMARY PLAN

Adopted August 28, 2018



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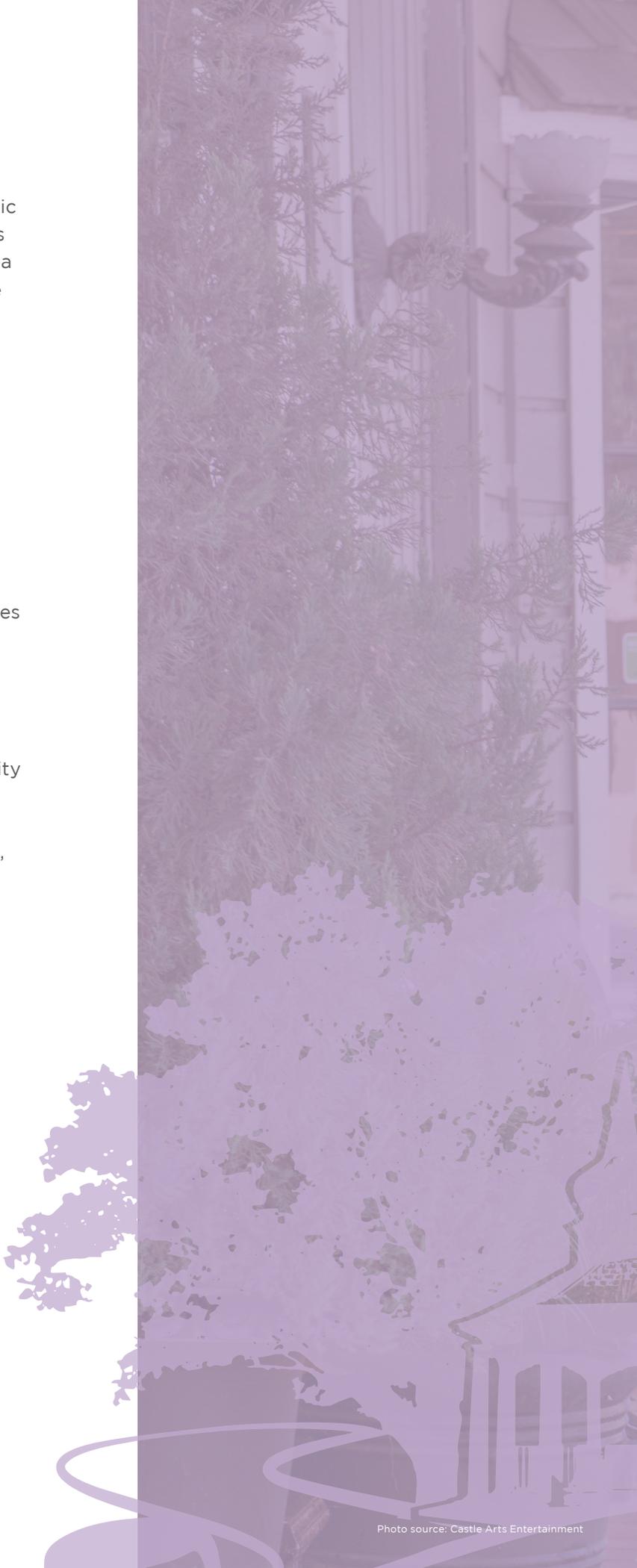
Introduction

The City of Boerne is a community nestled in the heart of the Texas Hill Country surrounded by scenic natural areas. First settled in the 1800s, Boerne has a charming and historic downtown/Main Street area that runs alongside the Cibolo Creek. Boerne is the county seat of Kendall County and is located just 15 miles northwest of San Antonio on Interstate 10, providing easy access to jobs within the greater metropolitan area. Abundant natural amenities, a charming small town atmosphere, parks and trail systems, excellent schools, and easy access to employment centers have prompted a substantial increase in growth for Boerne.

As the City and larger region continues to grow, Boerne City leaders recognize the importance of proactive planning. The Boerne Master Plan provides a vision that will serve as a blueprint for future development in Boerne for the next 10 years and beyond.

For a vision to be implementable, it must truly represent a collective vision of where the community wants to go. As such, development and vetting of the vision statement occurred throughout the planning process, from early stakeholder meetings, through the online survey and public meetings, to the MPAC, and eventually the City Council.

Moving forward, the vision statement for Boerne is as follows:





Boerne - As Unique As Our Name!

The distinctive character of Boerne is embodied in a unique blend of historic Hill Country character and small-town charm, our warm and welcoming people, and our vibrant and tourist-friendly downtown.

- We understand the importance of embracing our German heritage and culture because it makes Boerne a special place to live and play, raise a family, work, visit, and retire.
- We recognize that high quality education and diversity in housing and employment opportunities will allow today's residents and future generations to live our "Texas Hill Country" experience throughout their lifetime.
- We value building a community as unique as our name through open and transparent government, balanced and sustainable growth, protection of our natural resources, diversification of housing and jobs, and a continued promotion of our distinguishing sense of place.

Our vision and values are timeless even as land use and growth policies may change. Our City goals and actions reflect practical application of these values and aspirations.





1

Master Planning Purpose

A community master plan (also known as a comprehensive plan) is a guide. It serves as a blueprint to guide future development and redevelopment in a community based on an established vision. It considers existing and future needs and determines actions that the community should pursue over time to realize the overall plan vision. Once adopted, city staff and decision makers use the community master plan to direct and enact changes to regulatory documents such as zoning and subdivision regulations.

A community master plan process is important because the resulting plan document provides an established, community-driven vision that elected officials and city staff can refer to when making development decisions in the future. This proactive approach provides guidance to city officials which helps to preclude reactionary decisions. Proactive community planning also helps direct limited municipal funds more efficiently and can create more predictability in the development process.

In 2017, the City of Boerne initiated an update to the 2006 Boerne Master Plan. The Boerne Master Plan identifies key challenges and opportunities, defines goals and objectives, develops a strategic vision, and establishes implementation strategies to be achieved over 10 years.

Community elements considered in this Plan include land use, mobility, community facilities and services, economic development, and livability. The resulting Plan is representative of input from residents and stakeholders and includes achievable actions to be enacted by the City and its partners.

2

How to Use This Plan

The Boerne Master Plan is meant to provide guidance to elected officials, City staff, property owners, developers, and residents regarding decisions on policy making, the built environment, and priorities of expenditures. However, the Plan is only successful when the actions outlined in it are implemented; specific recommended actions with associated costs and responsible parties are outlined in Chapter 6, *Implementation*. Actions found in this Plan include:

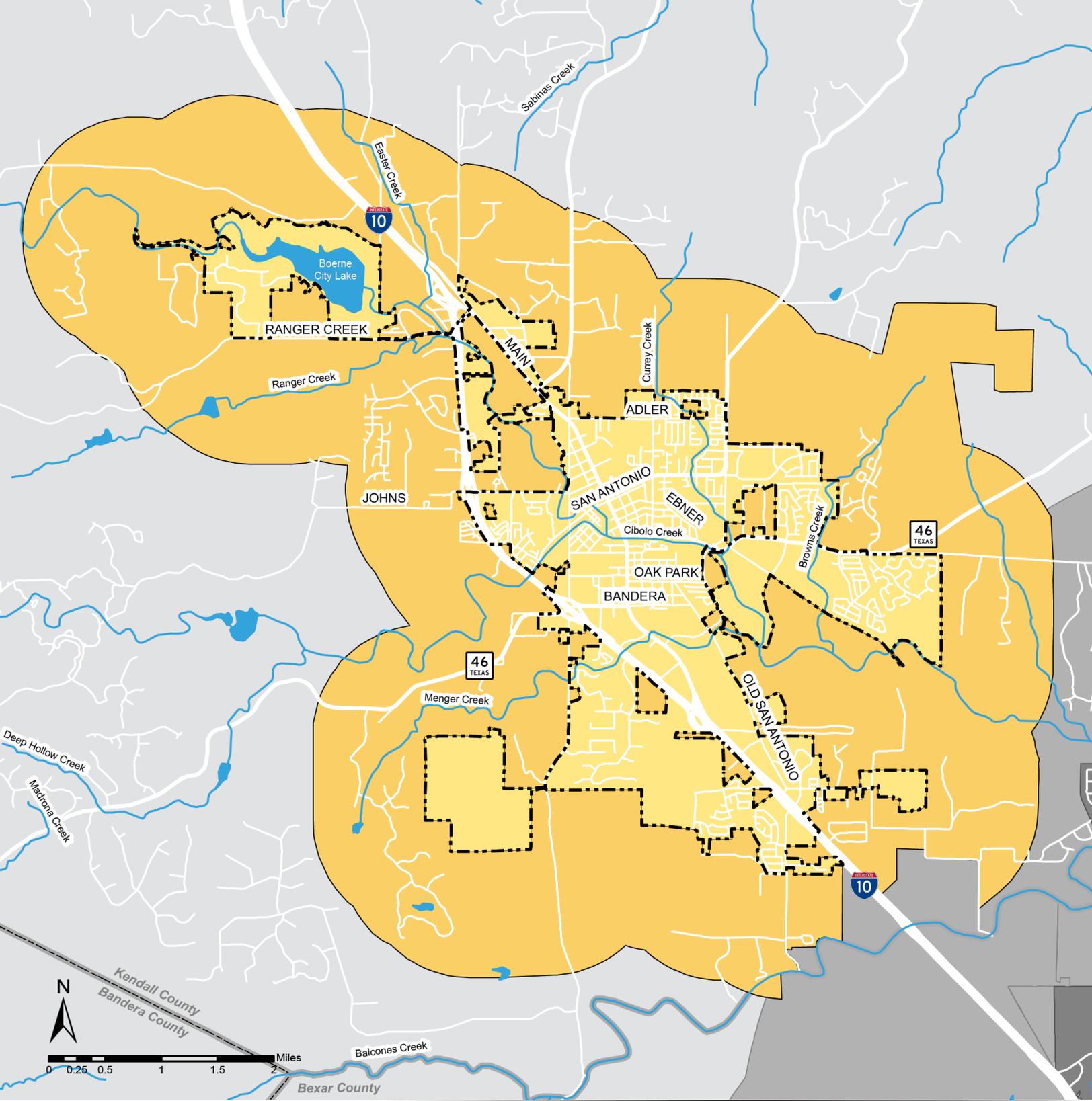
- Changes to regulatory tools used by cities to control development (i.e., zoning and subdivision ordinances);
- General budget or capital improvement program investments;
- Additional planning studies or efforts;
- Procedures or policies used to guide city decisions;
- New or changed programs, staffing, or operational procedures; and
- Partnerships or coordination activities within the City of Boerne and with external entities.

3

Updating this Plan

Although this Plan was based on a detailed analysis of existing conditions and an intense public engagement program, it still just reflects a snapshot in time. To be achievable, implementation must continue to be flexible and allow adjustment to accommodate changes in local and national social, economic, physical and political changes over time. Therefore, it is recommended that the Plan be revisited on a regular and routine basis followed by warranted updates.

- **Annual Progress Report.** As a part of their work program, the Planning and Zoning Commission should prepare an yearly report for submittal and discussion with the City Council.
- **Annual Updates.** After the yearly progress report is prepared, the Implementation Action Plan should be updated as part of a yearly Plan amendment.
- **Five-Year Update.** Led by the Planning & Community Development Department, this update includes a review of the present plan to evaluate its accomplishments and shortcomings with regard to implementation of the vision, goals and objectives.
- **10-Year Update.** To ensure that the Master Plan continues to provide the best and most appropriate direction possible, the Plan should be taken through a full update process every 10 years.



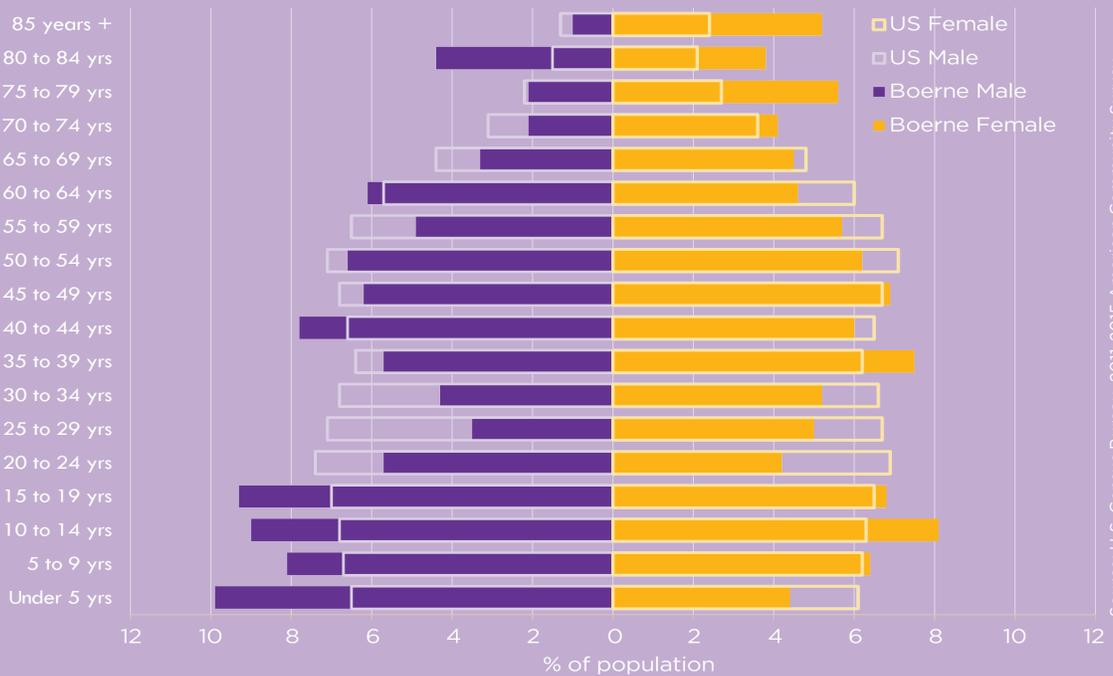
- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Major Roads
- Minor Roads
- Counties
- Creeks
- Water Bodies

HISTORICAL POPULATION GROWTH

Year	Boerne (persons)	Percent Change	City % of County Population	Kendall County (persons)	Percent Change
1980	3,254		30.60%	10,635	
1990	4,274	31%	29.30%	14,589	37%
2000	6,178	45%	26.02%	23,743	63%
2010	10,471	69%	31.34%	33,410	41%
2016	14,725	41%	34.61%	42,540	27%

Source: U.S. Census Bureau 1970, 1980, 1990, 2000, 2010, Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016

AGE DISTRIBUTION



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates, Age and Sex, Table S0101.

2040 Projected Population

For the purposes of planning for the future, an anticipated 2040 population of 27,841 people will be used.



Sources: latest population projection from the Texas Demographic Center and the Texas Water Development Board Draft 2021 Regional and 2022 State Water Plan projections data

FUTURE POPULATION PROJECTION 9



ENGAGEMENT METHODS

A variety of different engagement methods were used to gain a well-rounded understanding of the public's thoughts and ideas. Through the use of a variety of engagement strategies, different user types were provided a chance to voice their thoughts. The public engagement component of this Plan included:

- Re-engagement kick-off activities (City driving tour, key person interviews, etc.)
- 13 focus group meetings
- 11 Master Plan Advisory Committee (MPAC) and Technical Advisory Committee (TAC) Meetings
- Three open house public workshops
- Online survey (with over 1,700 responses)
- Two joint meetings with the City Council, Planning & Zoning Commission, & the MPAC
- Two P&Z Commission Meetings
- Two City Council Meetings



In addition, the community engagement program included outreach and participation from a representative variety of interested parties including representatives from the Greater Boerne Chamber of Commerce; Boerne Kendall County Economic Development Corporation (BKCEDC); Boerne Independent School District (BISD); Cibolo Nature Center and Farm; the Historic Landmark Commission; Kendall County Commissioners Court; local churches and business owners; builders and developers; concerned residents; and City administration and staff.

Highlights from the engagement process are presented on the following page.



Key Response Highlights

- Concern about increasing traffic and congestion;
- Concern about rate of growth;
- Concern about adequate water supplies;
- Need to proactively plan for future development (e.g., planning necessary infrastructure);
- Need for revitalizing North Main Street;
- Need for a truck route off Main Street;
- Need for diversified housing types and costs;
- Need for additional youth activities;
- Need for a detailed economic strategy for the City;
- Desire for improved development review process;
- Desire for greater government transparency and communication strategy;
- Desire to update zoning and land development codes to protect and enhance local character;
- Desire to direct through traffic around downtown Boerne;
- Desire to honor the story, legacy, name, heritage, and individuality of Boerne;
- Desire for a more vibrant downtown with nightlife, diversified shopping, and improved parking options;
- Desire for improved walkability;
- Desire to preserve key natural assets;
- Desire for the City to evaluate acquisition of Main Street from TxDOT;
- Desire for Boerne to stay a “small town”;
- Desire to balance development with quality of life;
- Desire for a diversified tax base;
- Desire for a multigenerational community;
- Interest in low impact development strategies; and
- City’s greatest assets: Main Street, River Road Park, connected outdoor space, small-town living, excellent school district.

50+
ATTENDEES FOR
KICK-OFF ACTIVITIES

37
ADVISORY COMMITTEE
MEMBERS

1,720
ONLINE PUBLIC
SURVEY RESPONSES

73
PUBLIC OPEN
HOUSE ATTENDEES

GROWTH & CAPACITY

The management of stormwater drainage, provision of adequate quantities of clean potable water, and safe distribution and treatment of wastewater is essential for the health and well-being of any city. Over the years, the City has developed policies and practices to ensure the provision of these key utilities and to steer community growth while doing so. As development continues to occur at a rapid pace in Boerne, it is important that the infrastructure system expands concurrent with the growth of the City and remains well maintained.

13.3 MI²

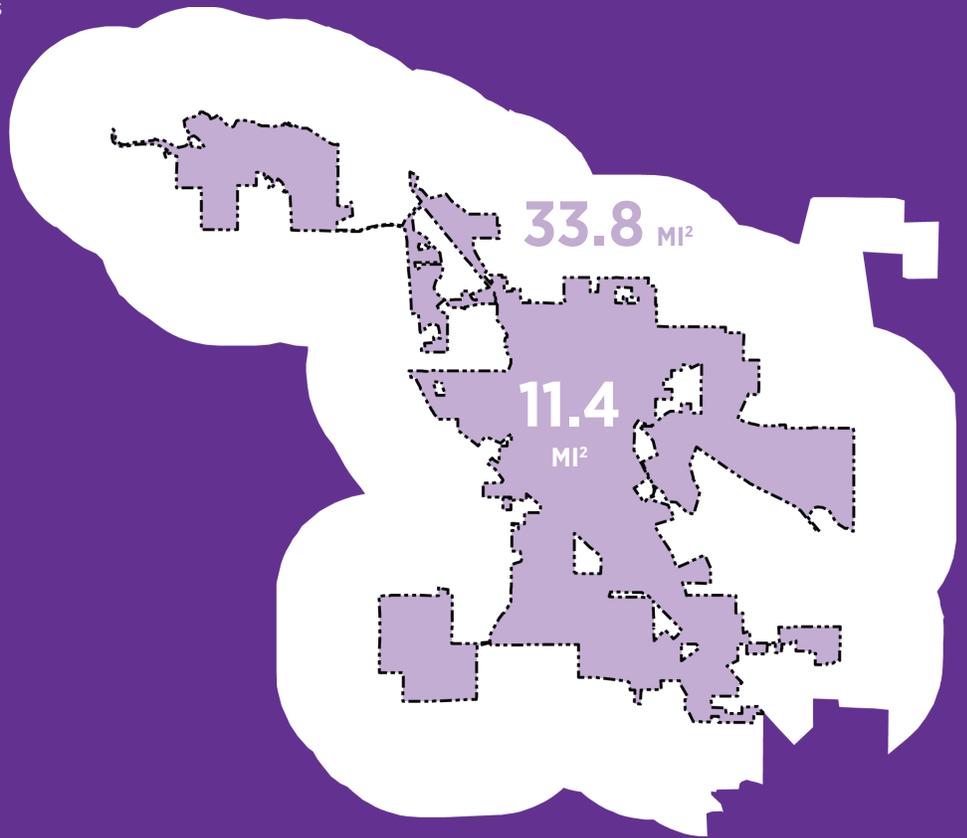
WATER SERVICE AREA

10.8 MI²

WASTEWATER SERVICE AREA

3.1 MI²

RECYCLED WATER SERVICE AREA



WATER CUSTOMERS

5,939

4,939 RESIDENTIAL
947 COMMERCIAL
53 MUNICIPAL

WASTEWATER CUSTOMERS

5,338

4,78 RESIDENTIAL
540 COMMERCIAL
20 MUNICIPAL

11%

OF BOERNE IS IN THE 100-YEAR FLOODPLAIN





GROWTH & CAPACITY GUIDING PRINCIPLES

- Promote growth that is balanced and diversified to create a sustainable and resilient economy.
- Consider the fiscal and social implications of annexation (or non-annexation) to understand its impacts on City capital investments, staffing, operations, maintenance, and debt.
- Ensure that there is a well-planned and fiscally sustainable public utility infrastructure (e.g., drainage, water, and wastewater) to support community growth objectives.
- Proactively plan for the upgrade or expansion of infrastructure to create opportunities for growth in areas that have the potential for infill, revitalization, or redevelopment.
- Protect integrity of, and public access to, Boerne City Lake; Cibolo, Menger, and Currey Creeks; and all public parks and greenspaces.

RECOMMENDED GROWTH & CAPACITY ACTIONS

GOAL 1: Accommodate anticipated community growth through smart growth principles and strategic investments in utilities while protecting the natural resources and small-town character of Boerne.

Objective 1.1: Proactively pursue a smart growth and annexation strategy to facilitate measured and sustainable growth over the long-term.

- Action 1.1.1, Proactively evaluate and implement Boerne's growth program in the context of smart growth principles.
- Action 1.1.2, Emphasize community growth strategies that maximize the use of existing City infrastructure.
- Action 1.1.3, Continue to evaluate opportunities for potential strategic annexation as part of the City's growth and expansion strategy.
- Action 1.1.4, Re-evaluate the City's Capital Improvement Program (CIP) and update it to incorporate consistent findings related to the Master Plan and changing priorities.
- Action 1.1.5, Ensure that all departments are open and transparent about their development related data.
- Action 1.1.6, Refine the fiscal impact analysis process to potentially include a tool used in the assessment of property annexation and planned unit development proposals.

Objective 1.2: Continue to pursue drainage enhancements, program changes, and funding mechanisms to reduce future flood events and impacts to life and property.

- Action 1.2.1, Coordinate with the San Antonio River Authority (SARA) and Guadalupe-Blanco River Authority (GBRA) partners to implement identified improvements on the Cibolo Creek watershed and other important drainageways in the Boerne area.



- Action 1.2.2, Evaluate potential modifications to the City's drainage criteria manual and regulations stemming from recent updates to the frequency and intensity of rainfall events.
- Action 1.2.3, Consider development of a comprehensive Drainage Master Plan for Boerne.

Objective 1.3: Continue to pursue utility improvements to ensure an efficient and sustainable infrastructure system for the future.

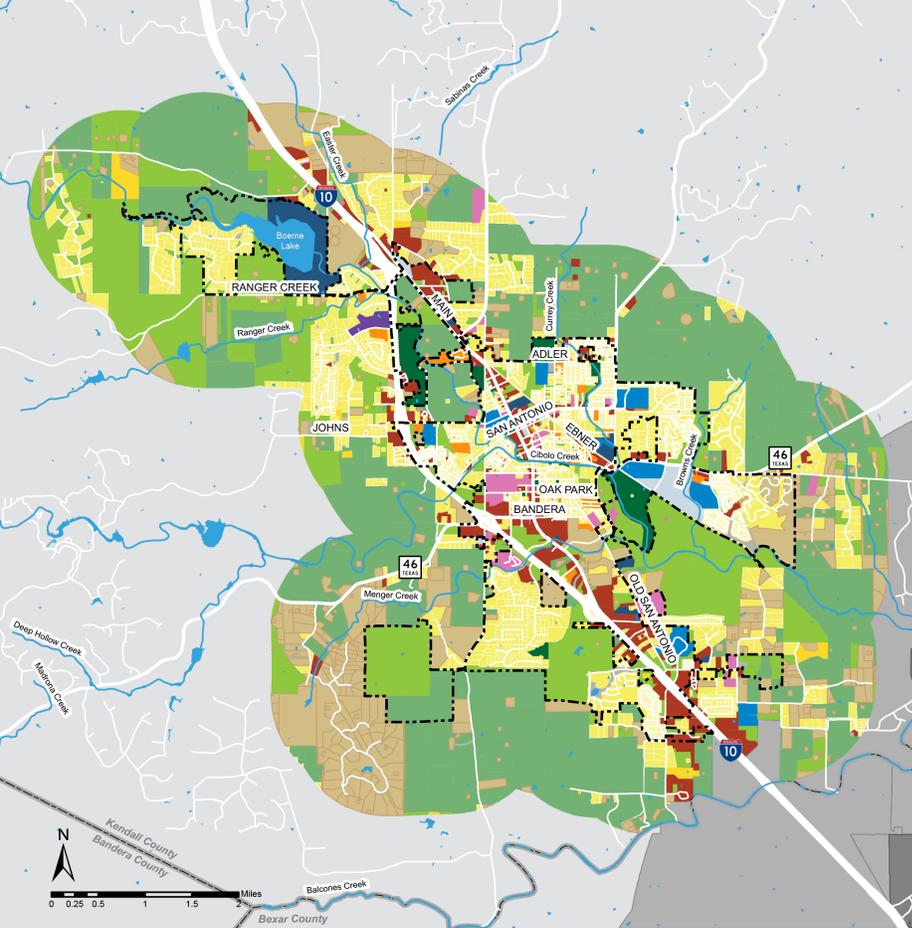
- Action 1.3.1, Consider expansion of the 2015 Water Resources Plan to develop a Comprehensive Water/Wastewater Master Plan to help identify long-term water and wastewater infrastructure needs and timing of these projects.
- Action 1.3.2, Evaluate and anticipate extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent within the City's growth and annexation program.
- Action 1.3.3, Continue to monitor and communicate annual water demand to ensure the City does not exceed its reserved long-term water supply.
- Action 1.3.4, Continue to weigh the costs versus benefits and long-term effectiveness of allowing Kendall West Utility (KWU) and other utility suppliers to serve in-City utility needs before expanding to additional areas.
- Action 1.3.5, Continue to evaluate and anticipate the need for expansion of the City's water treatment to accommodate population growth projections.
- Action 1.3.6, Continue to evaluate and anticipate the need for expansion of the City's Wastewater Treatment and Recycling Center (WWTRC) to accommodate population growth projections.
- Action 1.3.7, Continue to identify opportunities to extend the reclaimed water supply to new private development.
- Action 1.3.8, Periodically evaluate and modify necessary utility rates and impact fees to ensure economically sustainable continuation of operations.
- Action 1.3.9, Continue to evaluate the costs versus benefits of providing public utility infrastructure to areas outside the City limits.
- Action 1.3.10, Evaluate the feasibility of a future partnership or consolidation of infrastructure services in the Boerne area.

- Action 1.3.11, Determine present conditions of downtown/North Main utility infrastructure; create a program for improvements to allow for economic development opportunities.

Objective 1.4: Evaluate opportunities to increase the protection of Boerne's sensitive natural resources.

- Action 1.4.1, Consider and evaluate environmentally sensitive building and low impact development (LID) practices as part of new public and private development.
- Action 1.4.2, Continue to promote and foster increased use of water conservation practices throughout the City.
- Action 1.4.3, Continue to implement the urban waterfowl management recommendations as part of a broader effort to improve water quality.
- Action 1.4.4, Evaluate opportunities to improve riparian buffers on City-owned property.
- Action 1.4.5, Consider and evaluate modifications to the City's development ordinances to establish riparian buffers and low impact development as part of new development in sensitive areas.
- Action 1.4.6, Consider and evaluate opportunities to modify the City's zoning, subdivision, and other development regulations to encourage or incentivize further protection of sensitive natural resources (e.g., stream or riparian corridors, steep slopes, mature trees, etc.) as part of new development.





EXISTING LAND USE

- | | | | |
|--------------------|--------------|---------------------------|----------------------|
| Boerne City Limits | Counties | Agriculture | School |
| Boerne ETJ | Creeks | Undeveloped/Open Space | Church/Charitable |
| Nearby Cities | Water Bodies | Rural Residential | City |
| Nearby ETJs | | Single-Family Residential | State/County/Federal |
| Major Roads | | Multi-Family Residential | Parks |
| Minor Roads | | Manufactured Homes | Industrial |
| | | Commercial | Utilities |

FUTURE LAND USE



Existing Land Use & Development

Within the current City limits, the existing land use in Boerne is a mixture of residential, commercial, institutional, and agricultural uses (see map at left). Commercial uses are concentrated primarily on Interstate 10, Business 87, and the downtown area, and residential uses are scattered throughout the City.

34.2%

AGRICULTURAL

19.7%

SINGLE FAMILY RESIDENTIAL

18.5%

UNDEVELOPED/OPEN SPACE

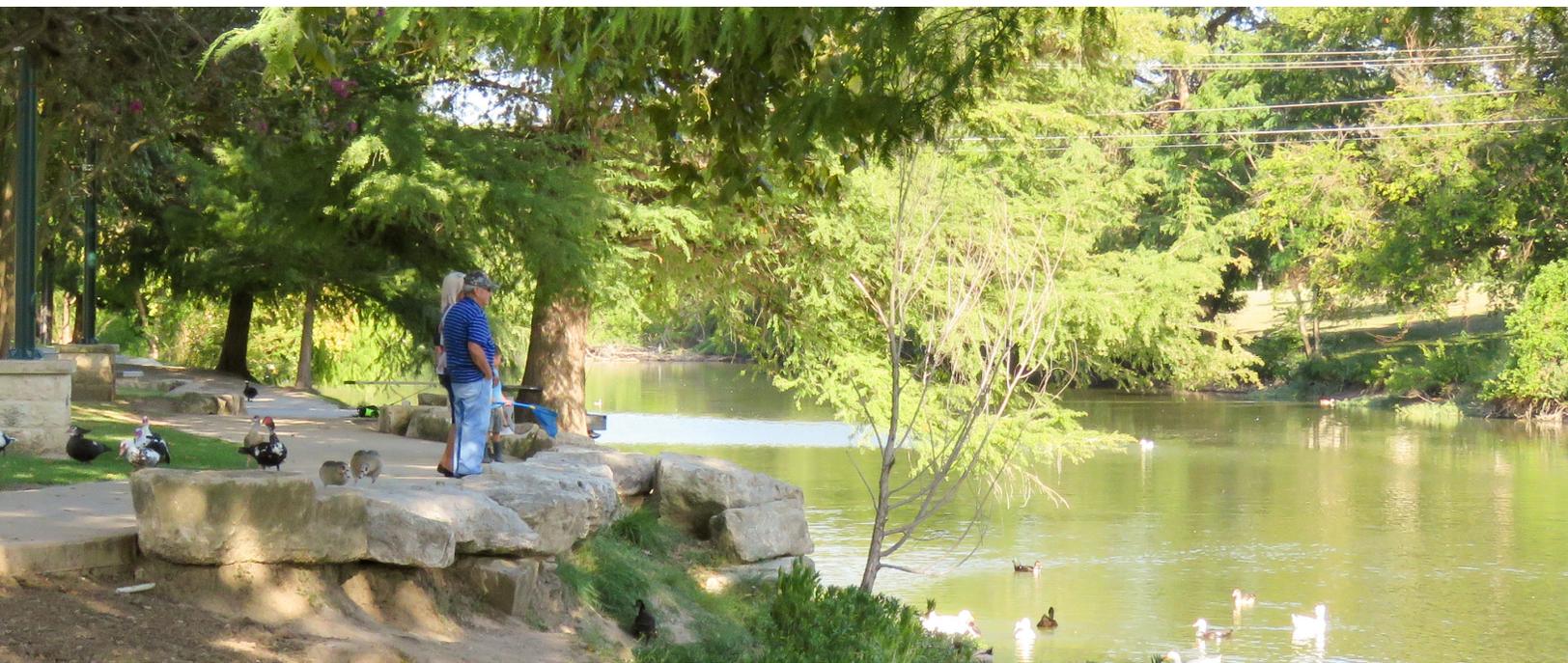
15.1%

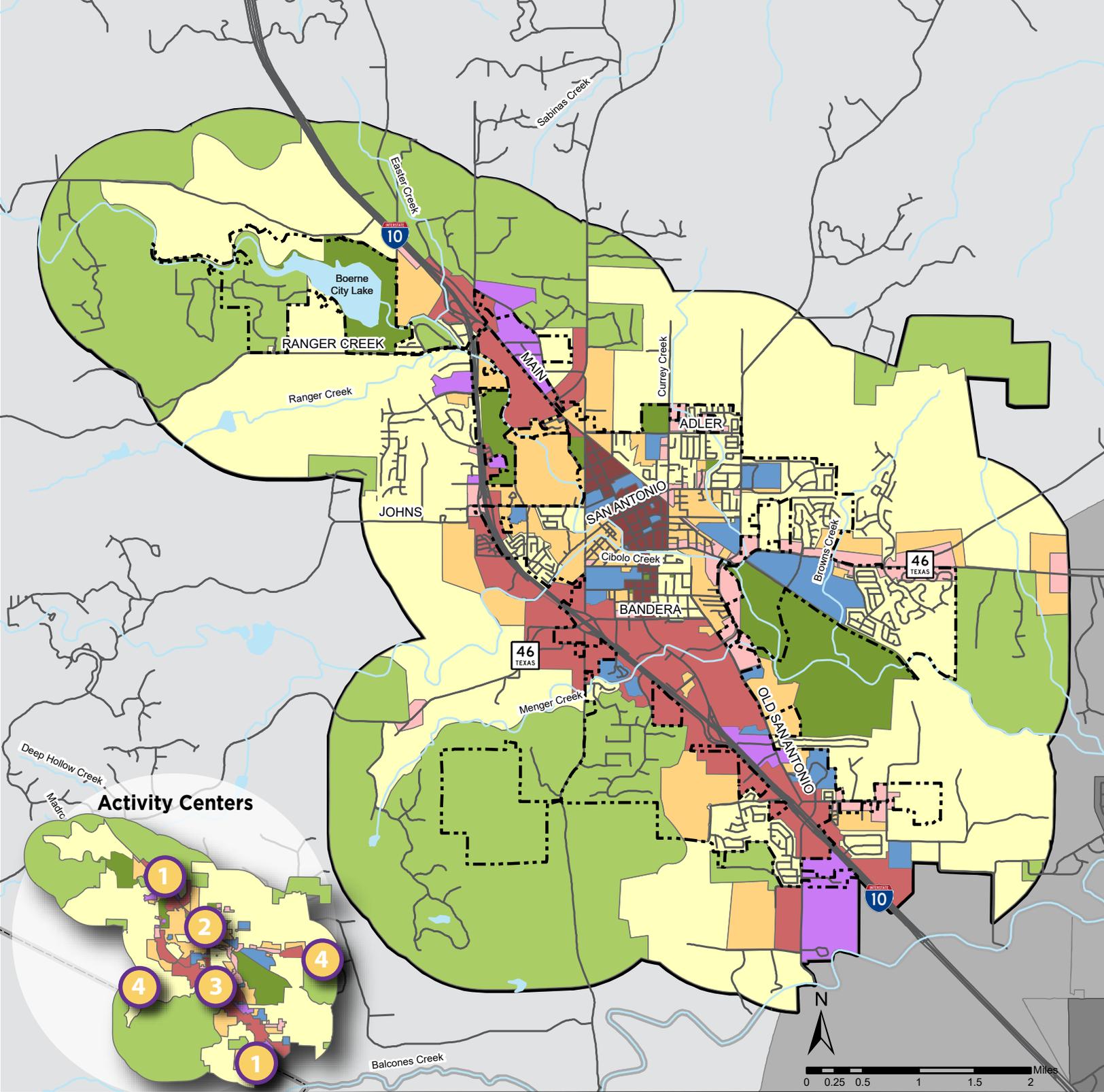
RURAL RESIDENTIAL

Future Land Use

The Future Land Use Plan (see map at right) and associated descriptions captures the community's values and envisioned future regarding how, when, and where Boerne should grow over the next 10 years and beyond. It was derived using feedback from the public engagement process. It is not only a map of preferred patterns of future development, but also a tool that guides staff, elected and appointed officials, and the development community in how and what types of development will be located within the community.

At the core of the Future Land Use Plan is the protection of public health, safety, and general welfare, as well as the preservation of important community features and values. In this regard, the Future Land Use Plan is perhaps the most important component of a comprehensive plan.





FUTURE LAND USE PLAN

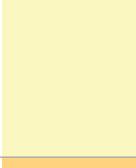
Activity Centers

- 1 Employment/Commercial
- 2 Downtown and Urban Neighborhood
- 3 Regional Commercial
- 4 Neighborhood Commercial

- Parks & Open Space
- Rural Estate
- Neighborhood Residential
- Transitional Residential
- Neighborhood Commercial
- Auto-Oriented Commercial
- Business/Office Park
- Downtown
- Public & Institutional
- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Counties

LAND USE CLASSIFICATIONS

As set out on the *Future Land Use Plan*, the City is separated in differing areas of land use and character. It is intended to guide growth in a manner that results in a balanced land use pattern, which is important for the health and long-term well-being of the community.

Future Land Use Category	Description	Map Color / Symbol	Acres	Percent
Parks & Open Space	 This future land use category includes active and passive parkland, trails, and open spaces that have been designated for public purposes and recreational enjoyment. In some cases, it could include privately owned areas that are set aside for similar purposes.		1,377	4.8%
Rural Estate	 This future land use category is intended for areas which will maintain a rural character. These areas are comprised of natural undeveloped areas, agriculture, and large, estate lots with large lot minimums and greater setbacks.		9,641	33.3%
Neighborhood Residential	 This future land use category is intended for areas that will be primarily developed with new single-family detached residential subdivisions. Development reflects a suburban to auto-oriented character.		11,609	40.1%
Transitional Residential	 This future land use category is intended for areas that will be primarily developed with a higher density and a variety of housing types. These areas are intended to be developed with an auto-oriented character.		2,129	7.4%
Neighborhood Commercial	 This future land use category is intended for areas that will be developed primarily as nonresidential uses that are of a suburban character and an appropriate use, scale, and design that is compatible with abutting or nearby residential uses.		598	2.1%
Auto-Oriented Commercial	 This future land use category is intended for areas that will be developed to support local and regional nonresidential businesses that rely on higher traffic volumes. While these areas will always be auto-oriented, there is room for higher quality development.		2,115	7.3%
Business/ Office Park	 This future land use category is intended to create opportunities for the proposed employment / commercial activity centers. These areas will be developed to support light manufacturing, light industrial, or warehousing uses, all primarily consisting of indoor uses.		572	2.0%
Downtown	 This future land use category is intended for areas that include a mix of uses developed with an urban character situated in a higher density/intensity, pedestrian-friendly environment, and will extend further along north and south Main Street and to some of the abutting streets.		287	1.0%
Public & Institutional	 The Public / Institutional future land use category is intended for areas that are for public and semi-public uses such as schools, government facilities and services, etc.		630	2.2%
Total			28,958	100.0%



LAND USE & DEVELOPMENT GUIDING PRINCIPLES

- Guide the types, patterns, and designs of different land uses using the Future Land Use Plan, zoning map, and associated development regulations.
- Promote changes in the built environment which embody real placemaking reflective of Boerne and the Hill Country character.
- Evaluate modifications to development regulations to create environmentally-friendly and high-quality spaces that reflect Boerne's community pride, history, and Hill Country character.
- Promote public and/or private investment in downtown Boerne that maintains or creates an urban, walkable, mixed-use environment in a manner that enhances and grows this unique sense of place.



- Encourage new development and redevelopment where adequate public services and utilities are already in place and have adequate capacity (infill properties).
- Foster the development of new neighborhoods comprised of diverse and quality housing options (i.e., a range of price, size, and design preferences) to meet the needs of a growing workforce and multigenerational life-cycle community.

RECOMMENDED LAND USE & DEVELOPMENT ACTIONS

GOAL 2: Diversify housing and employment opportunities through a focus on the character and quality of development and redevelopment around the community.

Objective 2.1: Evaluate opportunities to strengthen provisions to ensure quality development outcomes in Boerne.

- Action 2.1.1, Undertake a comprehensive analysis of the City's zoning, subdivision, and other zoning regulations, and consider opportunities for modification to accomplish quality development goals.
- Action 2.1.2, Consider a comprehensive update to the City's zoning, subdivision, and other development regulations to implement the recommendations identified in the Boerne Master Plan and improve the quality and character of the built environment and the City's design criteria.
- Action 2.1.3, Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.
- Action 2.1.4, Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in neighborhoods.
- Action 2.1.5, Collaborate with Boerne ISD to establish joint goals for future school siting to ensure they are well-located and integrated into neighborhoods where possible.

Objective 2.2: Utilize the Boerne Future Land Use Plan in conjunction with the rezoning process to create differing areas of character within the City.

- Action 2.2.1, Proactively evaluate opportunities to expand the unique urban character of downtown to adjacent areas designated on the Boerne Future Land Use Plan.
- Action 2.2.2, Identify opportunities to allow multi-family residential in transitional residential areas per market demand.
- Action 2.2.3, Review and amend the zoning and subdivision regulations to facilitate increased transition of existing single-family residential units to higher density transitional residential products or neighborhood commercial in and around the older established neighborhoods of downtown.
- Action 2.2.4, Consider developing character and context-sensitive street cross-sections as part of the next update to the City's Thoroughfare Master Plan.
- Action 2.2.5, Evaluate additional opportunities to implement the Cibolo Creek Catalytic Site in downtown Boerne.
- Action 2.2.6, Evaluate additional opportunities to implement the BISS Catalytic Site in downtown Boerne.
- Action 2.2.7, Consider expansion of efforts to increase protections for historic preservation in Boerne.

Objective 2.3: Evaluate opportunities to improve the development process to foster a mutually-beneficial partnership with the development community.

- Action 2.3.1, Continue to enhance the City's interactive website which contains all data and layers necessary to navigate the development process.
- Action 2.3.2, Continue to provide the What's Happening interactive website to improve interaction and transparency with citizens and the development community.



- Action 2.3.3, Consider developing a comprehensive guidebook which clearly specifies the development process for citizens and the development community.
- Action 2.3.4, Consider the establishment of a zoning clearance permit to clarify development rights.
- Action 2.3.5, Continue to implement a consistent process for codifying adopted City ordinances.
- Action 2.3.6, Evaluate opportunities to establish mixed-use development along Herff Road (i.e., mixed-product residential, commercial, medical and office development).
- Action 2.3.7, Continue to evaluate and make necessary improvements to the development review process as identified in the 2017 and 2018 Economic Development Work Plans.

Objective 2.4: Prioritize the revitalization and enhancement of downtown Boerne to further strengthen it as the historical, cultural, and governmental heart of Boerne.

- Action 2.4.1, Consider public streetscape improvements as catalyst projects in downtown.
- Action 2.4.2, Consider additional gateways into downtown Boerne.
- Action 2.4.3, Continue to identify opportunities to add urban-character residential units in downtown and the surrounding area to create an increased nighttime and weekend market demand.
- Action 2.4.4, Coordinate with area property owners (and TxDOT) to improve access and the landscaping and visual appearance of properties along North Main Street.



MOBILITY

The City of Boerne last updated their Thoroughfare Plan in 2015. In any community, the overall quality of life is partly determined by the efficiency of the City's transportation system. The overall quality of life is decreased when residents are not able to easily get around the City. Currently, the majority of citizens of Boerne get around the City by vehicle. Due to a lack of transit options, walking and bicycling are the only other forms of transportation that could move people and goods throughout Boerne.

KEY TRAFFIC AREAS

INTERSTATE
10

STATE HIGHWAY
46

BUSINESS
87

EXISTING BICYCLE & PEDESTRIAN ACCOMMODATIONS

31.5
MILES

0 MILES ON-STREET BICYCLE
20.5 MILES ON-STREET PEDESTRIAN
9.5 MILES SHARED-USE



27.7 MILES OF MAJOR ARTERIALS

4.4 MILES OF MINOR ARTERIALS

PROPOSED BICYCLE & PEDESTRIAN ACCOMMODATIONS

28.9 MILES ON-STREET BICYCLE
19.6 MILES ON-STREET PEDESTRIAN
56.9 MILES SHARED-USE

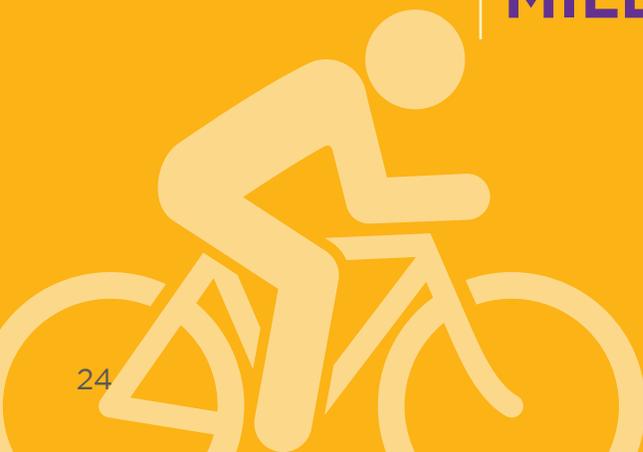
105.4
MILES

17.9 MILES OF PRIMARY COLLECTOR

1.0 MILES OF SECONDARY COLLECTOR



PUBLIC SURVEY **96%**
RESPONDENTS RANKED IMPROVED TRAFFIC FLOW AND SAFETY AS THE TOP ISSUE TO ADDRESS



MOBILITY GUIDING PRINCIPLES

- Create a mobility network of interconnected activity centers, corridors, and neighborhoods through a well-connected street layout that provides multiple route options to external destinations. This includes protection and development of future rights-of-way designated on the City's Thoroughfare Plan.
- Consider adoption of "Complete Streets" principles, meaning new street and thoroughfare development or redevelopment provides for pedestrian, bicycle, and vehicular options for all users.
- Reduce truck traffic through downtown and encourage alternative routes outside of established neighborhoods.
- Develop and utilize street cross-sections using context sensitive design reflective of the character of the adjacent land uses.
- Consider changing needs for on- and off-street parking requirements in context of fiscal and economic sustainability.





RECOMMENDED MOBILITY ACTIONS

GOAL 3: Proactively plan for a multimodal transportation system to reduce congestion, accommodate anticipated travel demand, and provide quality of life amenities.

Objective 3.1: Partner with federal, state, Kendall County, and other local partners to enhance regional mobility options in the Boerne area.

- Action 3.1.1, Prepare an update to the City's Thoroughfare Master Plan.
- Action 3.1.2, Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Boerne.
- Action 3.1.3, Continue to work in partnership with TxDOT, Kendall County, and other area partners to find solutions regarding regional transportation issues.
- Action 3.1.4, Consider acquiring the rights-of-way of Main Street/Highway 87 from TxDOT.

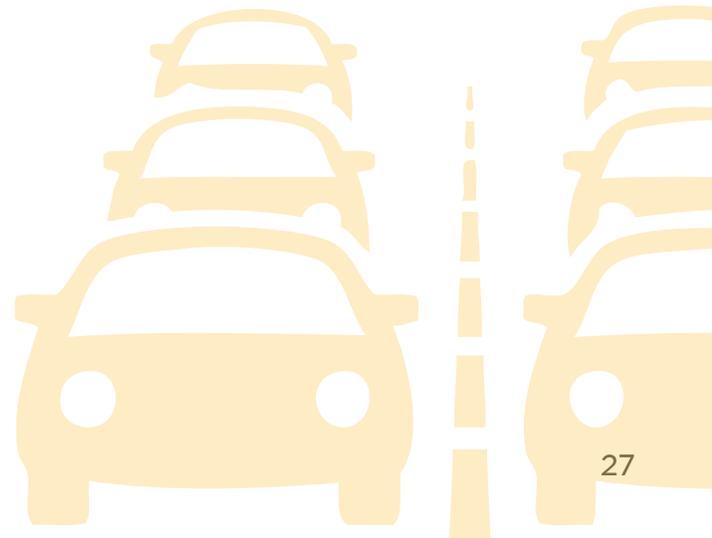
- Action 3.1.5, Consider available opportunities to establish a new truck route ordinance to reroute truck traffic away from Main Street.
- Action 3.1.6, Support longer-term efforts to establish a transit station in Boerne by 2032.

Objective 3.2: Identify funding and evaluate opportunities to increase the multi-modal transportation options with Boerne.

- Action 3.2.1, Consider the adoption of a Complete Streets policy to promote safer mobility for all users.
- Action 3.2.2, Obtain cost estimates and establish a long-term plan to implement the high priority on-street bicycle lane projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., East Blanco Road/West San Antonio Ave.; Herff Road from Oak Park Drive to Old San Antonio Road; West Highland Drive; South Plant Street; and the secondary streets of Turner Avenue, West Hosack Street, Live Oak Street, and Rosewood Avenue).



- Action 3.2.3, Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North right-of-way of River Road; East Bandera Road; Schweppe Street; Herff Road to Old San Antonio Road; West Bandera Road from I-10 frontage road to past Norris Lane).
- Action 3.2.4, Continue to work with TxDOT to establish additional pedestrian crosswalks with median refuges at additional locations on Main Street and River Road.
- Action 3.2.5, Consider the recommended improvements to key intersections to improve the safety of pedestrian crossings (e.g., Herff Road/ Esser Road/River Road; Bandera Road/Main Street, and the South Main Street/Crosspoint intersections).
- Action 3.2.6, Consider the recommended shared use path improvements to improve pedestrian and bicycle connections throughout the City (e.g., along Esser Road and Johns Road, Champion Boulevard, and a connection between Johns Road and North Main Street).
- Action 3.2.7, Consider partnering with the Alamo Area MPO and other jurisdictions to create consistent bicycle and pedestrian educational and promotional materials beneficial to the Boerne community.
- Action 3.2.8, Expand efforts to increase enforcement actions related to bicycle and pedestrian safety in Boerne.



COMMUNITY FACILITIES & SERVICES

431

ACRES OF PARKLAND

44,500

PEOPLE SERVED BY THE PATRICK HEATH PUBLIC LIBRARY



76

POLICE DEPARTMENT STAFF

CITY OF BOERNE + 10,000 PEOPLE



FIRE DEPT. SERVICE AREA

8,600+

STUDENTS ENROLLED IN THE BOERNE INDEPENDENT SCHOOL DISTRICT

2018

GROUND BREAKING ON NEW CITY HALL



Community facilities and services such as parks and recreation, the Patrick Heath Public Library, police and fire protection, the school system, and City Hall play an important role in the day-to-day lives of Boerne residents, employees, and visitors. Providing high-quality, dependable services contributes to a greater quality of life in the community.





COMMUNITY FACILITIES & SERVICES GUIDING PRINCIPLES

- Continue to maintain and improve the City's facilities as appropriate.
- Consider locating new publicly-accessible facilities in areas that contribute to Boerne's character and sense of community. This should include giving new community facilities accessible and prominent sites.
- Continue proactive and effective public safety services to ensure the public health, safety, and welfare.
- Consider increased collaboration with BISD as a means to support mutually beneficial programs offered by each entity and locating new schools as the center of neighborhoods within safe and easy walking distance from the areas they are intended to serve.
- Consider public facilities as economic development investments for the future. New public facilities should set the bar for what quality, durable development should look like within the City and should include an evaluation of both first and long-term costs to the City.

RECOMMENDED COMMUNITY FACILITIES & SERVICES ACTIONS

Goal 4: Provide high-quality facilities and services which create a healthy, safe, and well-educated community and include the residents in decision-making processes.

Objective 4.1: Continue to provide and enhance an open, transparent, and responsive City Hall and associated governmental operations for the Boerne community.

- Action 4.1.1, Enhance a community outreach and engagement strategy that fosters dialogue, builds community trust, and encourages informed civic participation.
- Action 4.1.2, Utilize the Boerne Master Plan as an integral part of daily, weekly, and monthly decision-making processes.
- Action 4.1.3, Develop specific benchmarking performance measures for each Master Plan element and use these to track plan implementation on a recurring basis.
- Action 4.1.4, During the annual budget process consider funds needed to implement identified projects set out in the Master Plan.
- Action 4.1.5, Consider the development of additional parking options.
- Action 4.1.6, Publish list of volunteer and donation opportunities to allow the public to help improve the public spaces in Boerne.

Objective 4.2: Provide a high-quality and well-maintained parks and recreation system to support the quality of life in Boerne.

- Action 4.2.1, Consider moving forward with implementation of priority projects identified in the Boerne Parks, Recreation, and Open Space Master Plan.
- Action 4.2.2, Review and update the Open Space Systems requirements as a Parkland Dedication Ordinance to help meet the growing need for parks and recreation as development in the community continues.
- Action 4.2.3, Proactively address parkland needs in under-served areas identified in the Boerne Parks, Recreation, and Open Space Master Plan.
- Action 4.2.4, Pursue partnerships with Boerne ISD and Kendall County to best leverage City resources and maximize recreation opportunities.
- Action 4.2.5, Annually assess the need for parks and recreation project funding in the City's 5-Year Capital Improvement Plan.
- Action 4.2.6, Consider development of an aquatics facility or natatorium; plan to provide a variety of water-based recreation opportunities in Boerne.
- Action 4.2.7, Continue to perform Recreational Programming and Event Assessments to identify additional opportunities for multigenerational recreation.
- Action 4.2.8, Update the Boerne Parks, Recreation, and Open Space Master Plan by 2022-2023.

Objective 4.3: Provide high-quality library services for Boerne and the general community.

- Action 4.3.1, Develop an update to the library strategic plan by 2020.
- Action 4.3.2, Consider alternative funding options, including increased support from Kendall County, and collaborate and support efforts by the Boerne Public Library Foundation (BPLF) and the Friends of the Boerne Public Library (FOBPL) to raise funds to support library services.
- Action 4.3.3, Consider the longer-term goal to establish public library services in other areas of Boerne.

- Action 4.3.4, Continue support for further expansion of traditional and innovative library resources and programs.

Objective 4.4: Provide effective police services to protect the health, safety, and welfare of the community.

- Action 4.4.1, Continue to support Police Department efforts to establish relationships to ensure efficient and effective provision of law enforcement in Boerne (e.g., dispatch, jail, and school resource officer (SRO) operations).
- Action 4.4.2, Continue to support Police Department efforts to offer community service and educational programs.
- Action 4.4.3, Support Police Department efforts in advancing the use of technology to improve the safety of the Boerne community.
- Action 4.4.4, Evaluate near-term needs to improve operations at the City’s existing facility.
- Action 4.4.5, Continue to support Police Department staffing, training, and vehicle and equipment needs as part of the Department’s budget and 5-year Plan.

Objective 4.5: Provide effective fire services to protect the health, safety, and welfare of the community.

- Action 4.5.1, Continue to identify and evaluate opportunities to better meet accepted national fire service response and staffing standards.
- Action 4.5.2, Evaluate opportunities to maintain or improve the City’s Insurance Services Office (ISO) ratings.
- Action 4.5.3, Continue to support Fire Department efforts to offer community service and educational programs.
- Action 4.5.4, Expand the Fire Department’s efforts to educate the public on wildland fire protection and awareness.
- Action 4.5.5, Support Fire Department efforts to obtain specialized response equipment (e.g., hazardous materials response, high and low angle rope rescue, confined space, swiftwater, vehicle extrication, and other specialized rescue needs).

- Action 4.5.6, Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.).
- Action 4.5.7, Evaluate partnerships and financial opportunities to establish an emergency services training facility in Boerne.
- Action 4.5.8, Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Boerne community.
- Action 4.5.9, Continue to evaluate other Fire Department facilities, including future substations.

Objective 4.6: Provide effective EMS response services to protect the health, safety, and welfare of the community.

- Action 4.6.1, Evaluate the near- and long-term needs regarding Boerne’s provision of EMS response.

Objective 4.7, Continue to evaluate and identify opportunities to better meet the needs of the animal services facility.

- Action 4.7.1, Continue to provide quality humane care of animals for the health, safety, and welfare of the community.
- Action 4.7.2, Increase partnership opportunities with area veterinarians, rescue groups, trainers, and volunteers to increase quality humane care and adoptions.

Objective 4.8, Encourage the provision of high-quality healthcare in Boerne.

- Action 4.8.1, Evaluate the near- and longer-term needs regarding healthcare facilities in Boerne.



Photo source: Dave Talboys, ArtGives Boerne

ECONOMIC DEVELOPMENT

The City of Boerne is the county seat of Kendall County. Between 2015 and 2016, Kendall County was the second fastest growing county (with a population of 10,000 or more) in the country.¹ This growth, combined with the Texas Hill Country beauty, the high quality of life, and the City's high percentage of educational attainment and per capita income, favors Boerne for high-quality development potential. With the growth of retail development over the past five years, the City's sales tax revenue has grown by 39 percent. With additional business recruitment and City revenue enhancement and diversification, the economic development outlook in the community is strong.

¹U.S. Census Bureau, Top 10 Fastest-Growing Counties (Percent Change, Counties With a Population of 10,000 or More): July 1, 2015 to July 1, 2016, <https://www.census.gov/newsroom/press-releases/2017/cb17-44.html>.

ECONOMIC DEVELOPMENT GUIDING PRINCIPLES

- Encourage commercial redevelopment opportunities consistent with Land Use and Community Livability policies.
- Continue to promote Boerne as an excellent and desirable place to locate a business.
- Continue to support existing business development and expansion opportunities and initiatives.
- Continue to promote economic development opportunities both within downtown and along the City's arterial corridors and activity centers. This includes strengthening and diversifying downtown's economic base on equal footing as efforts along the City's arterial corridors.
- Ensure that the City is a well-governed, transparent, and ethical organization that provides excellent customer service.

RECOMMENDED ECONOMIC DEVELOPMENT ACTIONS

Goal 5: Foster a thriving and diverse economy through business attraction, retention, expansion, employment diversification and attraction of higher paying jobs, and destination amenities which maintain the overall financial viability of the City.

Objective 5.1: Foster sustainable, quality economic growth in Boerne.

- Action 5.1.1, Continue to develop an annual budget, the CIP, and the Economic Development Work Plan to ensure a proactive and coordinated course of action for current and future economic development efforts.
- Action 5.1.2, Maintain and/or expand support for an effective and coordinated business attraction, retention, and expansion (BRE) program.
- Action 5.1.3, Evaluate opportunities to expand incentives and other assistance for residential and nonresidential property owners to reinvest in their properties.
- Action 5.1.4, Evaluate opportunities to increase entrepreneurship in Boerne.
- Action 5.1.5, Continue to support efforts to increase the establishment of place-based economic opportunities in Boerne.
- Action 5.1.6, Consider increased support for efforts to create destination amenities in Boerne.
- Action 5.1.7, Consider and/or expand support for the Boerne Convention and Visitors Bureau (CVB).
- Action 5.1.8, Consider opportunities for partnering to attract a future community college or higher education institutional campus to the Boerne area.
- Action 5.1.9, Consider support for the development of an economic development strategic analysis.
- Action 5.1.10, Seek economic development initiatives to expand and diversify employment opportunities including higher paying jobs.

COMMUNITY LIVABILITY



OVER

30

SHOPPING, DINING,
& ENTERTAINMENT
VENUES ALONG THE HILL
COUNTRY MILE

91

ACRE HISTORIC
DISTRICT SERVES
AS THE CULTURAL
CENTER OF BOERNE

OVER

20

SPECIAL EVENTS, INCLUDING
HOLIDAYS, WEEKLY AND
MONTHLY OUTDOOR
MARKETS, AND MORE



COMMUNITY LIVABILITY GUIDING PRINCIPLES

- Continue to prioritize revitalization and enhancement of downtown to create a historical, cultural, and governmental heart of Boerne.
- Protect and/or enhance areas and buildings of historic value in accordance with historic preservation guidelines and appropriate development standards.
- Continue to promote multigenerational events which encourage social interaction and cohesion.
- Encourage and consider incentives for vertical development in the downtown comprised of retail, restaurants, and other commercial activity.
- Encourage and consider incentives for new development and redevelopment that includes a mix of uses and live, work, play environment.
- Consider changing needs for on- and off-street parking requirements in context of fiscal and economic sustainability.
- Prioritize the development of sustainable recreational facilities to meet the needs of all users.





Photo source: Castle Arts Entertainment

RECOMMENDED COMMUNITY LIVABILITY ACTIONS

GOAL 6: Maintain Boerne's unique character through celebration of Boerne's culture, placemaking initiatives, vibrant community interaction, and a diversified event calendar.

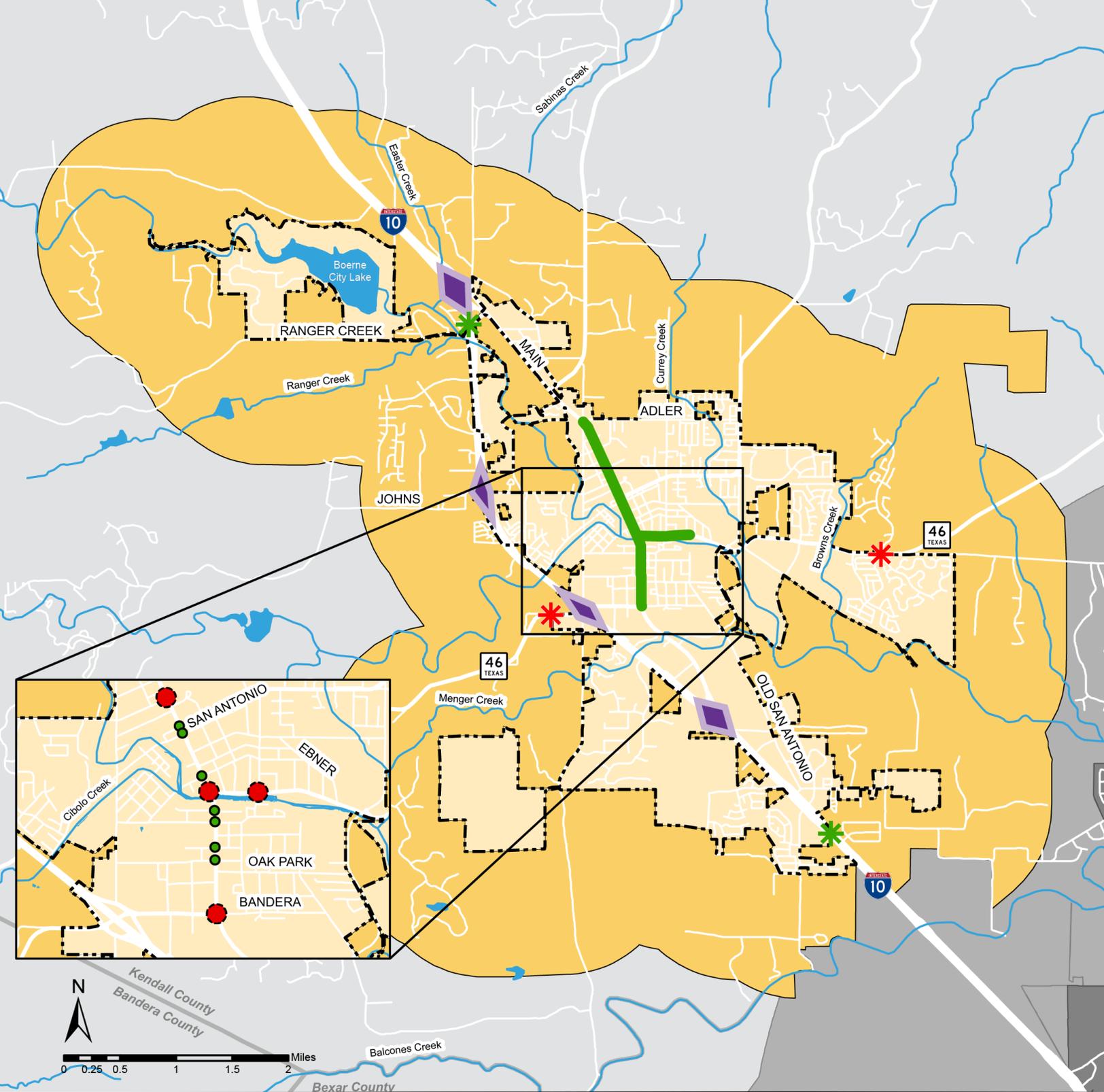
Objective 6.1: Provide increased opportunities for public interaction.

- Action 6.1.1, Develop additional park-based events to provide increased opportunities for diversified recreation and encourage greater use of the parks system.
- Action 6.1.2, Consider opportunities for additional publicly (e.g., plazas, greens) and privately (e.g., outdoor dining) developed gathering spaces to promote community interaction.
- Action 6.1.3, Following a Recreational Programming and Events Assessment, evaluate additional opportunities for community events.

Objective 6.2: Enhance the appearance and character of the community through public and private sector actions.

- Action 6.2.1, Investigate opportunities to expand and/or enhance the Hill Country Mile to increase its marketability.

- Action 6.2.2, Continue to evaluate the effectiveness of the recently adopted lighting provisions as a means to further protect Boerne's nighttime skies.
- Action 6.2.3, Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Boerne.
- Action 6.2.4, Consider funding alternatives to provide for a greater variety of arts initiatives.
- Action 6.2.5, Consider replacing and enhancing street signage throughout Boerne to improve community identification.
- Action 6.2.6, Consider the addition of wayfinding signage at key points around the City.
- Action 6.2.7, Coordinate with TxDOT to improve the appearance of key interchanges along Interstate 10 (i.e., South Main Street, Bandera Road, Johns Road, North Main Street).



BOERNE BEAUTIFICATION PLAN

- | | | |
|--------------------|--------------|------------------------------------|
| Boerne City Limits | Counties | Primary Gateway |
| Boerne ETJ | Creeks | Secondary Gateway |
| Nearby Cities | Water Bodies | Interchange Enhancement |
| Nearby ETJs | | Streetscape Median Enhancement |
| Major Roads | | Primary Intersection Enhancement |
| Minor Roads | | Secondary Intersection Enhancement |

IMPLEMENTATION ACTION PLAN

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
Goal 1: Accommodate anticipated community growth through smart growth principles and strategic investments in utilities while protecting the natural resources and small-town character of Boerne.							
1.1.1	Proactively evaluate and implement Boerne's growth program in the context of smart growth principles.	■				City	Policy
1.1.2	Emphasize community growth strategies that maximize the use of existing City infrastructure.	■				City	Policy
1.1.3	Continue to evaluate opportunities for potential strategic annexation as part of the City's growth and expansion strategy.				■	City	Policy / Study
1.1.4	Re-evaluate the City's Capital Improvement Program (CIP) and update it to incorporate consistent findings related to the Master Plan and changing priorities.	■				City	Policy / Study
1.1.5	Ensure that all departments are open and transparent about their development related data.				■	City	Policy / Operational Change
1.1.6	Refine the fiscal impact analysis process to potentially include a tool used in the assessment of property annexation and planned unit development proposals.	■				City	Policy / Operational Change
1.2.1	Coordinate with the San Antonio River Authority (SARA) and Guadalupe-Blanco River Authority (GBRA) partners to implement identified improvements on the Cibolo Creek watershed and other important drainageways in the Boerne area.		■			City / SARA / Other partners	Study / Financial Investment
1.2.2	Evaluate potential modifications to the City's drainage criteria manual and regulations stemming from recent updates to the frequency and intensity of rainfall events.		■			City	Regulation
1.2.3	Consider development of a comprehensive Drainage Master Plan for Boerne.		■			City	Study
1.3.1	Consider expansion of the 2015 Water Resources Plan to develop a Comprehensive Water/Wastewater Master Plan to help identify long-term water and wastewater infrastructure needs and timing of these projects.		■			City	Study
1.3.2	Evaluate and anticipate needed extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent with the City's growth and annexation program.				■	City	Policy / Financial Investment
1.3.3	Continue to monitor and communicate annual water demand to ensure the City does not exceed its reserved long-term water supply.				■	City	Operational Change
1.3.4	Continue to weigh the costs versus benefits and long-term effectiveness of allowing Kendall West Utility (KWU) and other utility suppliers to serve in-City utility needs before expanding to additional areas.				■	City	Policy / Operational Change

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
1.3.5	Continue to evaluate and anticipate the need for expansion of the City's water treatment to accommodate population growth projections.		■	■		City	Financial Investment
1.3.6	Continue to evaluate and anticipate the need for expansion of the City's Wastewater Treatment and Recycling Center (WWTRC) to accommodate population growth projections.		■			City	Financial Investment
1.3.7	Continue to identify opportunities to extend the reclaimed water supply being supplied to new private development.				■	City	Financial Investment
1.3.8	Periodically evaluate and modify necessary utility rates and impact fees to ensure economically sustainable continuation of operations.				■	City	Regulation
1.3.9	Continue to evaluate the costs versus benefits of providing public utility infrastructure to areas outside the City limits.				■	City	Policy / Study
1.3.10	Evaluate the feasibility of a future partnership or consolidation of infrastructure services in the Boerne area.				■	City	Policy
1.3.11	Determine present conditions of downtown/North Main utility infrastructure; create a program for improvements to allow for economic development opportunities.	■				City	Study / Financial Investment
1.4.1	Consider and evaluate environmentally sensitive building and low impact development (LID) practices as part of new public and private development.	■				City / Development Community	Policy / Financial Investment
1.4.2	Continue to promote and foster increased use of water conservation practices throughout the City.				■	City / Development Community	Policy / Regulation
1.4.3	Continue to implement the urban waterfowl management recommendations as part of a broader effort to improve water quality.				■	City / SARA	Operational Change
1.4.4	Evaluate opportunities to improve riparian buffers on City-owned property.	■				City	Operational Change / Financial Investment
1.4.5	Consider and evaluate modifications to the City's development ordinances to establish riparian buffers and low impact development as part of new development in sensitive areas.	■				City / Development Community	Regulation
1.4.6	Consider and evaluate opportunities to modify the City's zoning, subdivision, and other development regulations to encourage or incentivize further protection of sensitive natural resources (e.g., stream or riparian corridors, steep slopes, mature trees, etc.) as part of new development.	■				City	Regulation
Goal 2: Diversify housing and employment opportunities through a focus on the character and quality of development and redevelopment around the community.							
2.1.1	Undertake a comprehensive analysis of the City's zoning, subdivision, and other zoning regulations, and consider opportunities for modification to accomplish quality development goals.	■				City	Regulation

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
2.1.2	Consider a comprehensive update to the City's zoning, subdivision, and other development regulations to implement the recommendations identified in the Boerne Master Plan and improve the quality and character of the built environment and the City's design criteria.	■				City	Regulation
2.1.3	Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.	■			■	City	Regulation
2.1.4	Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in neighborhoods.	■				City	Regulation
2.1.5	Collaborate with Boerne ISD to establish joint goals for future school siting to ensure they are well-located and integrated into neighborhoods where possible.	■				City / BISD	Operational Change
2.2.1	Proactively evaluate opportunities to expand the unique urban character of downtown to adjacent areas designated on the Boerne Future Land Use Plan.	■				City	Policy
2.2.2	Identify opportunities to allow multi-family residential in transitional residential areas per market demand.	■				City / Development Community	Policy / Regulation
2.2.3	Review and amend the zoning and subdivision regulations to facilitate increased transition of existing single-family residential units to higher intensity transitional residential products or neighborhood commercial in and around the older established neighborhoods of downtown.	■				City	Regulation
2.2.4	Consider developing character and context-sensitive street cross-sections as part of the next update to the City's Thoroughfare Master Plan.	■				City	Regulation
2.2.5	Evaluate additional opportunities to implement the Cibolo Creek Catalytic Site in downtown Boerne.		■			City	Financial Investment
2.2.6	Evaluate additional opportunities to implement the BISD Catalytic Site in downtown Boerne.		■			City	Financial Investment
2.2.7	Expand efforts to increase protections for historic preservation in Boerne.	■				City	Regulation
2.3.1	Continue to enhance the City's interactive website which contains all data and layers necessary to navigate the development process.				■	City	Operational Change
2.3.2	Continue to provide the <i>What's Happening</i> interactive website to improve interaction and transparency with citizens and the development community.				■	City	Operational Change
2.3.3	Consider developing a comprehensive guidebook which clearly specifies the development process for citizens and the development community.	■				City	Operational Change
2.3.4	Consider the establishment of a zoning clearance permit to clarify development rights.	■				City	Operational Change
2.3.5	Continue to implement a consistent process for codifying adopted City ordinances.	■				City	Operational Change
2.3.6	Evaluate opportunities to establish mixed-use development along Herff Road (i.e., mixed-product residential, commercial, medical and office development).	■				City	Policy / Regulation
2.3.7	Continue to evaluate and make necessary improvements to the development review process as identified in the 2017 and 2018 Economic Development Work Plans.				■	City	Policy / Operational Change

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
2.4.1	Consider public streetscape improvements as catalyst projects in downtown.		■			City	Financial Investment
2.4.2	Consider additional gateways into downtown Boerne.		■			City	Financial Investment
2.4.3	Continue to identify opportunities to add urban-character residential units in downtown and the surrounding area to create an increased nighttime and weekend market demand.		■			City / Development Community	Regulation
2.4.4	Coordinate with area property owners (and TxDOT) to improve access and the landscaping and visual appearance of properties along North Main Street.		■			City / TxDOT / Property Owners	Study / Financial Investment
Goal 3: Proactively plan for a multimodal transportation system to reduce congestion, accommodate anticipated travel demand, and provide quality of life amenities.							
3.1.1	Prepare an update to the City's Thoroughfare Master Plan.	■				City	Study
3.1.2	Actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Boerne.				■	City	Operational Change
3.1.3	Continue to work in partnership with TxDOT, Kendall County, and other area partners to find solutions regarding regional transportation issues.	■				Kendall County / City / TxDOT	Policy / Financial Investment
3.1.4	Consider acquiring the rights-of-way of Main Street/Highway 87 from TxDOT.	■				City / TxDOT	Financial Investment
3.1.5	Consider available opportunities to establish new truck route ordinance to reroute truck traffic away from Main Street.	■				City / TxDOT	Policy / Regulation
3.1.6	Support longer-term efforts to establish a transit station in Boerne by 2032.			■		City / AAMPO	Policy
3.2.1	Consider the adoption of a Complete Streets policy to promote safer mobility for all users.	■				City	Policy
3.2.2	Obtain cost estimates and establish a long-term plan to implement the high priority on-street bicycle lane projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., East Blanco Road/ West San Antonio Ave.; Herff Road from Oak Park Drive to Old San Antonio Road; West Highland Drive; South Plant Street; and the secondary streets of Turner Avenue, West Hosack Street, Live Oak Street, and Rosewood Avenue).			■		City / AAMPO	Financial Investment
3.2.3	Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North right-of-way of River Road; East Bandera Road; Schweppe Street; Herff Road to Old San Antonio Road; West Bandera Road from I-10 frontage road to past Norris Lane).			■		City / AAMPO	Financial Investment
3.2.4	Continue to work with TxDOT to establish additional pedestrian crosswalks with median refuges at additional locations on Main Street and River Road.	■				City / AAMPO / TxDOT	Financial Investment

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
3.2.5	Consider the recommended improvements to key intersections to improve the safety of pedestrian crossings (e.g., River Road; Main Street, and the South Main Street/ Crosspoint intersections).	■		■		City / AAMPO	Financial Investment
3.2.6	Consider the recommended shared use path improvements to improve pedestrian and bicycle connections throughout the City (e.g., along Esser Road and Johns Road, Champion Boulevard, and a connection between Johns Road and North Main Street).			■		City / AAMPO	Financial Investment
3.2.7	Consider partnering with the Alamo Area MPO and other jurisdictions to create consistent bicycle and pedestrian educational and promotional materials beneficial to the Boerne community.		■			City / AAMPO	Financial Investment
3.2.8	Expand efforts to increase enforcement actions related to bicycle and pedestrian safety in Boerne.				■	City / AAMPO	Financial Investment
Goal 4: Provide high quality facilities and services which create a healthy, safe, and well-educated community and incorporate the residents in decision-making processes.							
4.1.1	Enhance a community outreach and engagement strategy that fosters dialogue, builds community trust, and encourages informed civic participation.	■			■	City	Operational Change
4.1.2	Utilize the Boerne Master Plan as an integral part in daily, weekly, and monthly decision-making processes.	■			■	City	Policy
4.1.3	Develop specific benchmarking performance measures for each Master Plan element and use these to track plan implementation on a recurring basis.	■				City	Policy / Operational Change
4.1.4	During the annual budget process consider funds needed to implement identified projects set out in the Master Plan.	■			■	City	Financial Investment
4.1.5	Consider the development of additional parking options.		■			City	Financial Investment
4.1.6	Publish list of volunteer and donation opportunities to allow the public to help improve the public spaces in Boerne.	■				City	Operational Change
4.2.1	Consider moving forward with implementation of priority projects identified in the Boerne Parks, Recreation, and Open Space Master Plan.	■	■	■	■	City	Financial Investment
4.2.2	Review and update the Open Space Systems requirements as a Parkland Dedication Ordinance to help meet the growing need for parks and recreation as development in the community continues.	■				City	Study
4.2.3	Proactively address parkland needs in under-served areas identified in the Boerne Parks, Recreation, and Open Space Master Plan.			■		City	Financial Investment
4.2.4	Pursue partnerships with Boerne ISD and Kendall County to best leverage City resources and maximize recreation opportunities.				■	City / BISD	Operational Change
4.2.5	Annually assess the need for parks and recreation project funding in the City's 5-Year Capital Improvement Plan.				■	City	Financial Investment
4.2.6	Consider development of an aquatics facility or natatorium; plan to provide a variety of water-based recreation opportunities in Boerne.		■			City / BISD / Other Partners	Financial Investment
4.2.7	Continue to perform Recreational Programming and Event Assessments to identify additional opportunities for multigenerational recreation.				■	City	Study

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
4.2.8	Update the Boerne Parks, Recreation, and Open Space Master Plan by 2022-2023.		■			City	Study
4.3.1	Develop an update to the library strategic plan by 2020.	■				City	Study
4.3.2	Consider alternative funding options, including increased support from Kendall County, and collaborate and support efforts by the Boerne Public Library Foundation (BPLF) and the Friends of the Boerne Public Library (FOBPL) to raise funds to support library services.	■				City / BPLF / FOBPL	Policy
4.3.3	Consider the longer-term goal to establish public library services in other areas of Boerne.			■		City / BPLF	Financial Investment
4.3.4	Continue support for further expansion of traditional and innovative library resources and programs.				■	City	Operational Change
4.4.1	Continue to support Police Department efforts to establish relationships to ensure efficient and effective provision of law enforcement in Boerne (e.g., dispatch, jail, and school resource officer (SRO) operations).				■	City	Policy
4.4.2	Continue to support Police Department efforts to offer community service and educational programs.				■	City	Operational Change
4.4.3	Support Police Department efforts in advancing the use of technology to improve the safety of the Boerne community.				■	City	Financial Investment
4.4.4	Evaluate near-term needs to improve operations at the City's existing facility.				■	City	Operational Change
4.4.5	Continue to support Police Department staffing, training, and vehicle and equipment needs as part of the Department's budget and 5-year Plan.				■	City	Operational Change
4.5.1	Continue to identify and evaluate opportunities to better meet accepted national fire service response and staffing standards.				■	City	Operational Change
4.5.2	Evaluate opportunities to maintain or improve the City's Insurance Services Office (ISO) ratings.				■	City	Operational Change / Financial Investment
4.5.3	Continue to support Fire Department efforts to offer community service and educational programs.				■	City	Operational Change
4.5.4	Expand the Fire Department's efforts to educate the public on wild-land fire protection and awareness.				■	City	Operational Change
4.5.5	Support Fire Department efforts to obtain specialized response equipment (e.g., hazardous materials response, high and low angle rope rescue, confined space, swiftwater, vehicle extrication, and other specialized rescue needs).		■		■	City	Financial Investment
4.5.6	Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.).				■	City	Operational Change
4.5.7	Evaluate partnerships and financial opportunities to establish an emergency services training facility in Boerne.		■			City / Other Partners	Financial Investment
4.5.8	Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Boerne community.				■	City	Financial Investment
4.5.9	Continue to evaluate other Fire Department facilities, including future substations.		■	■		City	Financial Investment

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
4.6.1	Evaluate the near- and long-term needs regarding Boerne's provision of EMS response.	■				City / Kendall County	Policy / Operational Change
4.7.1	Continue to provide quality humane care of animals for the health, safety, and welfare of the community.				■	City	Study / Financial Investment
4.7.2	Increase partnership opportunities with area veterinarians, rescue groups, trainers, and volunteers to increase quality humane care and adoptions.				■	City / Other Partners	Operational Change
4.7.3	Evaluate the near- and longer-term needs regarding healthcare facilities in Boerne.		■			City / BKCEDC / Other Partners	Operational Change / Study
Goal 5: Foster a thriving and diverse economy through business attraction, retention, expansion, employment diversification and attraction of higher paying jobs, and destination amenities which maintain the overall financial viability of the City.							
5.1.1	Continue to develop an annual budget, the CIP, and the Economic Development Work Plan to ensure a proactive and coordinated course of action for current and future economic development efforts.				■	City / BKCEDC	Study
5.1.2	Maintain and/or expand support for an effective and coordinated business attraction, retention, and expansion (BRE) program.				■	City / BKCEDC	Operational Change / Policy / Financial Investment
5.1.3	Evaluate opportunities to expand incentives and other assistance for residential and nonresidential property owners to reinvest in their properties.	■				City	Operational Change
5.1.4	Evaluate opportunities to increase entrepreneurship in Boerne.				■	City / BKCEDC	Policy / Financial Investment
5.1.5	Continue to support efforts to increase the establishment of place-based economic opportunities in Boerne.				■	City / BKCEDC	Policy / Financial Investment
5.1.6	Consider increased support for efforts to create destination amenities in Boerne.				■	City / BKCEDC	Financial Investment
5.1.7	Consider and/or expand support for the Boerne Convention and Visitor Bureau (CVB).	■				City / CVB	Policy / Financial Investment
5.1.8	Consider opportunities for partnering to attract a future community college or higher education institutional campus to the Boerne area.	■			■	City / BKCEDC	Policy / Financial Investment
5.1.9	Consider support for the development of an economic development strategic analysis.	■				City / BKCEDC	Study / Financial Investment
5.1.10	Seek economic development initiatives to expand and diversify employment opportunities including higher paying jobs.	■			■	City / BKCEDC	Financial Investment
Goal 6: Maintain Boerne's unique character through celebration of Boerne's culture, placemaking initiatives, vibrant community interaction, and a diversified event calendar.							
6.1.1	Develop additional park-based events to provide increased opportunities for diversified recreation and encourage greater use of the parks system.				■	City	Operational Change
6.1.2	Consider opportunities for additional publicly (e.g., plazas, greens) and privately (e.g., outdoor dining) developed gathering spaces to promote community interaction.				■	City	Financial Investment

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
6.1.3	Following a Recreational Programming and Events Assessment, evaluate additional opportunities for community events.				■	City	Study
6.2.1	Investigate opportunities to expand and/or enhance the Hill Country Mile to increase its marketability.	■				City	Financial Investment
6.2.2	Continue to evaluate the effectiveness of the recently adopted lighting provisions as a means to further protect Boerne's nighttime skies.				■	City	Regulation
6.2.3	Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Boerne.	■				City	Financial Investment
6.2.4	Consider funding alternatives to provide for a greater variety of arts initiatives.	■				City	Operational Change
6.2.5	Consider replacing and enhancing street signage throughout Boerne to improve community identification.	■				City	Operational Change
6.2.6	Consider the addition of wayfinding signage at key points around the City.		■			City	Financial Investment
6.2.7	Coordinate with TxDOT to improve the appearance of key interchanges along Interstate 10 (i.e., South Main Street, Bandera Road, Johns Road, North Main Street).	■				City / TxDOT	Financial Investment



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