BOERNE 2018 MASTER PLAN

Technical Plan

Adopted August 28, 2018

HALFF

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Technical Plan

Adopted August 28, 2018

Prepared for

City of Boerne

by

Halff Associates, Inc.

HALFF

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Acknowledgments

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1. 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.

This introductory chapter gives context to what a community master plan is, what Boerne seeks to achieve, and the process that the City has gone through to update the Master Plan.

Boerne and the greater region continue to grow at a rapid pace.

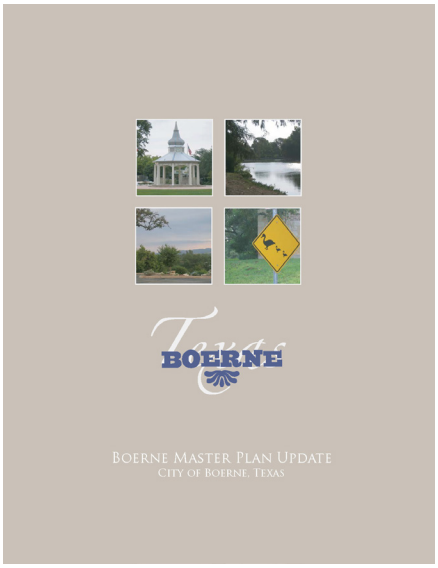
Master Planning Purpose

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.



The 2006 Boerne Master Plan Update serves as the starting point for this Plan.

Previous Planning Efforts

The City of Boerne has undergone many planning efforts in the past related to land use, economic development, parks and recreation, and downtown. It is critical to incorporate and build upon these past planning efforts in this Plan. This ensures that the City is not duplicating efforts and also incorporates and expands on past recommendations and engagement results that are still valid.

The previous Master Plan, developed in 2006, was built upon the vision statement "Boerne - Living the Texas Hill Country Experience," and presented a future land use/development concept map to guide future decisions. These elements from the 2006 plan are reviewed in more detail in Chapter 4, *Community Vision*.

There are several other plans that form the baseline for the Boerne Master Plan or are relevant to the Plan's components; these plans include:

- **Boerne Central Business District Master Plan, 2007** (key points summarized in the Economic Development section of Chapter 2, *Existing Conditions*);
- **R/UDAT Boerne, TX – Boerne by Design, 2008** (key points summarized in the Economic Development section of Chapter 2, *Existing Conditions*);
- **Revisions to the Future Land Use Plan/ Development Plan Concept map, 2010 and 2012**;
- **Downtown Boerne Strategic Initiative, 2016** (key points summarized in the Economic Development section of Chapter 2, *Existing Conditions*);
- **Alamo Area MPO Regional Bicycle & Pedestrian Planning Study, 2016** (key points summarized in the Mobility section of Chapter 2, *Existing Conditions*);
- **Economic Development Work Plan, 2017** (key points summarized in the Economic Development section of Chapter 2, *Existing Conditions*); and
- **City of Boerne, TX Parks, Recreation, and Open Space Master Plan, 2017** (key points summarized in the Community Facilities section of Chapter 2, *Existing Conditions*).

Successes of Previous Plan

NATURAL ENVIRONMENT

- Promoted Low Impact Development (LID) design and development guidelines – updated the subdivision ordinance

SCENIC CORRIDORS

- Established gateway entrances into Boerne – Hwy 46 East – studied areas for consideration
- Investigated and developed public art and amenities program

BUILT ENVIRONMENT

- Updated the zoning and subdivision codes to correspond with the vision
- Incorporated pedestrian connection criteria into all development projects
- Reviewed, updated, and established regulations for landscaping, signage, etc.
- Incorporated native and natural features into public and private projects
- Added sidewalks to existing neighborhoods

CENTERS

- Sustained downtown Boerne as a community and regional destination
- Developed downtown Boerne in manner that offers unique opportunities for residential living, commerce, entertainment, and culture – mixed use regulations
- Conducted downtown parking study
- Sought more family-friendly downtown activities and events
- Sought a new location within downtown for the public library – Patrick Heath
- Established an area master plan for the Highway Commercial Centers. Design Criteria in place - SOBO
- Expanded the application of the Entrance Corridor Overlay District
- Guided appropriately scaled regional level development to the defined area
- Guided appropriate scaled development for Mixed-Use Centers

SPECIAL AREAS

- Promoted and developed the existing Highway 87 business park – expanded north
- Created development and design standards for business parks – zoning ordinance update
- Created a medical development and marketing campaign
- Created a Civic Complex on North Main Street – new City Hall
- Created a comprehensive City-wide parks and open space plan
- Explored the expansion of the trails system

TRANSPORTATION

- Updated the Thoroughfare Plan to support development and design recommendation
- Investigated a phased approach to alleviate downtown traffic – thoroughfare plan and Herff Road

UTILITIES

- Planned for expansion and extension of utilities main extension
- Promoted water conservation design and use principles
- Annually adjusted utility impact and capital recovery fees
- Revisited and revised water and sewer extension policies to only support strategic annexations and determined growth directions for Boerne

GOVERNMENT COOPERATION

- Continued working with group that includes representatives from City, County, and School District
- Worked proactively with area water providers
- Worked with TxDOT on the future of Highway 46

POLICY

- Established and implemented a proactive annexation strategy
- Expanded the ETJ through the strategic growth of Boerne
- Integrated a 5-year capital improvements planning process
- Developed an annual comprehensive plan implementation review
- Proactively acquired additional water rights

NEIGHBORHOODS

- Established residential development and design guidelines – zoning ordinance update
- Incorporated rural residential design and development criteria into City regulations

CULTURAL/COMMUNITY

- Investigated the expansion of community conference, convention, and resort capabilities
- Coordinated planning and scheduling of events and festivals

PUBLIC SAFETY

- Investigated the creation of full time professional firefighting capabilities for the City
- Maintained quality service level to meet future growth

Planning Authority

This Plan is meant to serve as a guide for future policy decisions and regulatory planning and zoning decisions, and does not serve as a legal document itself. Unlike other states, the development of a comprehensive plan is not required in Texas, but rather is permitted in Chapter 213 of the Texas Local Government Code. The Code permits municipalities to develop these plans for the "purpose of promoting sound development." Therefore, most Texas communities develop comprehensive plans to have a policy document that guides future development in their city or town.

Other applicable land use and development municipal regulatory authority in Texas includes the following chapters of the Texas Local Government Code:

- Zoning: Chapter 211 regulates height, size, lot coverage and size, density, and location of structures.
- Subdivision: Chapter 212 regulates how a property is subdivided and used.
- Structures: Chapter 214 regulates how structures relate to the building code and establishing building lines.
- Signs: Chapter 216 authorizes municipalities to establish sign regulations.

Planning Process

The process for developing the Boerne Master Plan was a phased approach that incorporated community and stakeholder engagement throughout. The specific phases are listed below:

PHASE 1: PUBLIC RE-ENGAGEMENT

During the first phase, key community stakeholders were interviewed and an Ad-hoc Master Plan Advisory Committee was established to review key deliverables and provide feedback throughout the planning process. A public open house and online community survey also occurred during this phase to seek broader community input.

PHASE 2: EXISTING CONDITIONS AND ASSESSMENT

In the next phase, the project team analyzed the existing conditions and created a current profile of the community.

PHASE 3: VISION AND GOALS

In the third phase, a vision statement and related goals were developed that served as the framework for the alternative development plan scenarios.

PHASE 4: FUTURE BOERNE

In this phase, the key plan elements were developed and recommendations were made related to growth and capacity, future land use and development, mobility, community facilities and services, economic development, and community livability.

PHASE 5: PLAN ADOPTION

In the final phase, the implementation action plan was developed and the Planning & Zoning Commission and City Council voted to approve the 2018 Boerne Master Plan.

Elements of the Plan

The Boerne Master Plan is divided into two components: the Summary Plan (Vol. 1), and the Technical Plan (Vol. 2). The Summary Plan highlights key components, recommendations, and implementation priorities of the Plan. The Technical Plan is organized into six main chapters to provide greater detail on existing conditions and other materials which support the Summary Plan. The Technical Plan includes the following chapters:

CHAPTER 1: INTRODUCTION

This chapter discusses the importance of the community master plan and outlines the planning process.

CHAPTER 2: EXISTING CONDITIONS

The second chapter presents a community profile of Boerne including the regional and historic context, a demographic snapshot, and existing conditions related to land use, utilities, mobility, community facilities, economic development, and livability.

CHAPTER 3: COMMUNITY INPUT

This chapter describes the community engagement process and presents the results of the various input methods including stakeholder meetings, advisory committee meetings, the public survey, the public open house, and elected and appointed officials meetings.

CHAPTER 4: COMMUNITY VISION

The fourth chapter presents the overall vision and supporting goals that guide the plan update and discusses the future development scenario options.

CHAPTER 5: FUTURE DIRECTIONS

This chapter analyzes existing conditions and makes recommendations for growth and capacity, future land use and development, mobility, community facilities and services, economic development, and community livability.

CHAPTER 6: PLAN IMPLEMENTATION

The final chapter details the specific strategies for implementation, recommended phasing, and responsible parties in order to achieve the overall plan vision.

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:

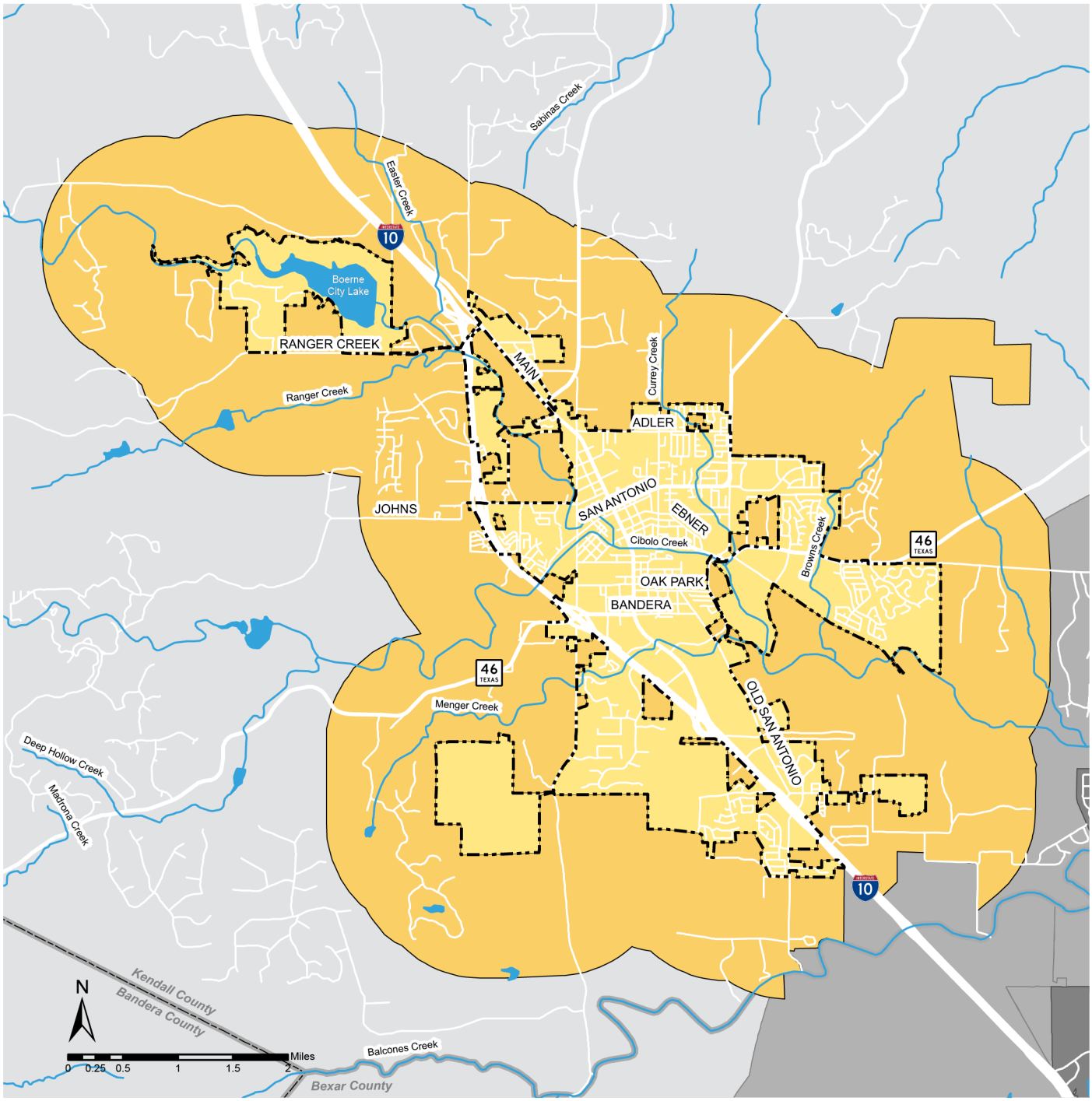
- Changes to regulatory tools used by cities to control development (i.e., zoning and subdivision ordinances);
- General budget or capital improvement program investments;
- Additional planning studies or efforts;
- Procedures or policies used to guide city decisions;
- New or changed programs, staffing,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

Planning Area and Time Frame

The planning area for this Plan is the incorporated area of Boerne and the current extraterritorial jurisdiction (ETJ) as shown in Map 1.1, Planning Area. The incorporated area of Boerne currently covers 11.4 square miles; the ETJ is an additional 33.8 square miles that the City could annex in the future.

The time frame that this Plan is meant to cover is from the time it is adopted in 2018 to 2028, or a 10-year period. During this time frame, the Plan should be updated one to two times to accurately reflect changes in population growth and development.

Map 1.1, Planning Area



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

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2. Existing Conditions

In order to best plan for the future of Boerne, it is important to understand where the City stands today; what previous planning efforts have been done; and how the location, demographics, and current conditions in the City impact planning for the growing community. This chapter includes an overview of the City's regional and historic context and current demographic composition. Existing condition snapshots are also identified for:

- Community growth and capacity;
- Existing land use and development;
- Mobility;
- Community facilities and services;
- Economic development; and
- Community livability.

Photo courtesy: Castle Arts Entertainment

The Boerne community boasts a high quality of life and both natural and built environments.

Regional Context

The City of Boerne is located in central Texas, approximately 30 miles northwest of downtown San Antonio and serves as the county seat of Kendall County. Interstate 10, U.S. Highway 87, and State Highway (SH) 46 are major thoroughfares that run through the City and connect to other parts of the greater San Antonio metropolitan area. As of 2016, the population of Boerne was 14,725, the population of Kendall County was 42,540, and the population of the San Antonio- New Braunfels Metropolitan Statistical Area was 2.4 million.[1] Since 1980, the City has grown 353 percent and continued growth of the greater San Antonio area indicates that development will continue in Boerne.

One of the main attractions of Boerne is the accessibility to jobs; residents can easily work in San Antonio and live in Boerne. In fact, as of 2015, 38 percent of Boerne working residents traveled to jobs outside of the City.[2] The City, however is not a typical bedroom community. Boerne is a small town with lots of history and character, where German culture is still apparent throughout the community.

In addition to easy access to San Antonio and a rich culture, many residents choose to live in Boerne due to the beautiful scenery. Located on the edge of the Texas Hill Country, Boerne is surrounded by rolling hills and scenic vistas. Cibolo Creek runs alongside the historic downtown. Boerne Lake is a 100-acre scenic lake located just five minutes from downtown Boerne.

1 U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016
2 U.S. Census Bureau, OnTheMap, Inflow/Outflow Report, http://onthemap.ces.census.gov. Accessed 12/07/2017

Historical Context

The early inhabitants of Boerne chose to settle in the area due to the presence of Cibolo Creek and the surrounding wildlife. Officially platted in 1852, the founding German colonists settled near the creek along an old military road known as the Camino Viejo, which later became State Highway 9, then Highway 87, and finally Interstate 10. The original settlers named the town Boerne in honor of the German poet and publicist, Ludwig Borne. German culture is still prominent in Boerne today, as evident by the annual Berges Fest, Bier Fest, and other events.

As the area drew in more European settlers in the late 1800s, several health resorts and hotels were built, and subsequently Boerne became known as the health and spa destination in the region. In 1884, five health resorts were located in Boerne, making tourism one of the leading industries until the Great Depression. This early growth was further fueled by construction of the San Antonio and Aransas Pass Railway. When the Great Depression occurred, Boerne was hit especially hard and experienced significant population decline.

The population in Boerne rose again once automobile ownership was widespread and Interstate 10 connected the community to San Antonio. Now people could live in Boerne while keeping their job in San Antonio. Since the 1950s, the population of Boerne has steadily grown in conjunction with the continued growth and expansion of the San Antonio metropolitan area.

Finally, residents and leaders of Boerne take pride in their historical heritage. Within the City, three properties are listed on the National Registry of Historic Properties: the Joseph Dienger Building, Kendall Inn, and Kendall County Courthouse and Jail. There are also 22 sites in Boerne that have state historical markers. Additionally, the area along Main Street in downtown is designated as a downtown historical district.

Demographics

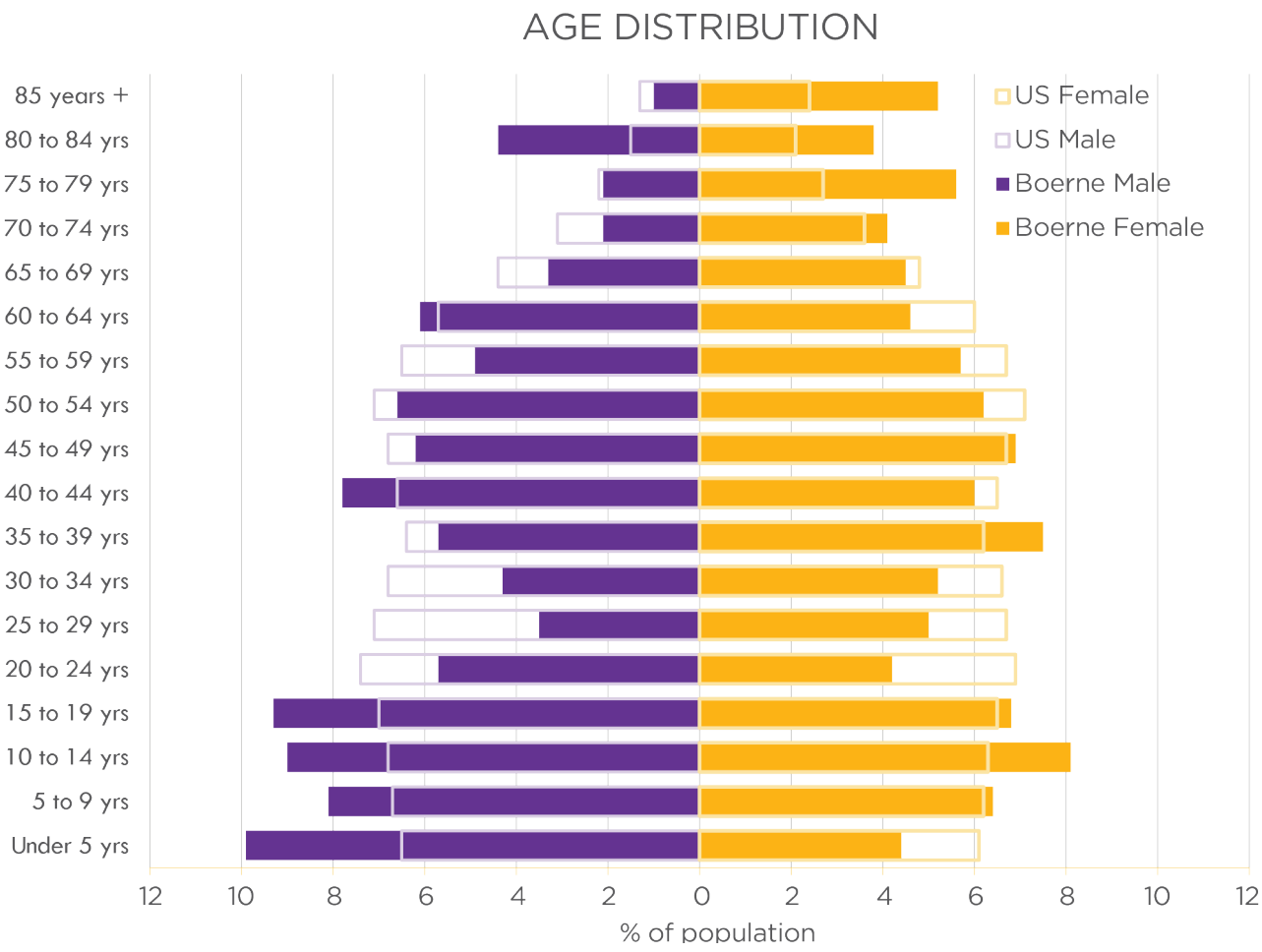
Assessing the population composition of a community is a critical step in the community master planning process. Analyzing past and projected growth trends forms the basis of the plan recommendations and population characteristics such as age, race, poverty, and income can indicate the type of community services or amenities residents seek. This section presents data related to historical population growth, age distribution and comparison, race/ethnicity, educational attainment, median household income, poverty level, and local industries. The demographic characteristics in this section are from the American Community Survey estimates.

Figure 2.1, Historical Population Growth

Year	Boerne (persons)	Percent Change	City Percent of County Population	Kendall County (persons)	Percent Change
1980	3,254		31%	10,635	
1990	4,274	31%	29%	14,589	37%
2000	6,178	45%	26%	23,743	63%
2010	10,471	69%	31%	33,410	41%
2016	14,725	41%	35%	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.

Figure 2.2, Age Distribution



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

Figure 2.3, Age Comparisons

Age Range	Boerne			Kendall County		Texas		USA	
	2010	2015	% Change	2010	2015	2010	2015	2010	2015
Under 5 years	7.3%	7.0%	-4.1%	5.5%	5.1%	7.8%	7.4%	6.6%	6.3%
5 to 9 years	5.9%	7.2%	22.0%	5.9%	6.1%	0.1%	7.5%	6.6%	6.5%
10 to 14 years	7.2%	8.5%	18.1%	8.4%	7.6%	7.5%	7.4%	6.8%	6.5%
15 to 19 years	6.9%	8.0%	15.9%	6.9%	8.3%	7.6%	7.2%	7.3%	6.7%
20 to 24 years	3.2%	4.9%	53.1%	4.4%	4.5%	7.3%	7.4%	7.0%	7.1%
25 to 34 years	6.8%	4.3%	-36.8%	4.1%	3.7%	7.4%	7.3%	6.8%	6.9%
30 to 34 years	7.7%	4.8%	-37.7%	4.4%	4.4%	7.0%	7.2%	6.4%	6.7%
35 to 39 years	6.6%	6.6%	0.0%	5.8%	5.1%	7.2%	6.8%	6.8%	6.3%
40 to 44 years	6.6%	6.8%	3.0%	7.4%	6.9%	6.9%	6.8%	7.1%	6.6%
45 to 49 years	6.9%	6.6%	-4.3%	8.8%	7.3%	7.1%	6.5%	7.5%	6.7%
50 to 54 years	5.5%	6.4%	16.4%	7.7%	7.7%	6.5%	6.6%	7.1%	7.1%
55 to 59 years	7.5%	5.3%	-29.3%	7.5%	7.0%	5.5%	5.9%	6.2%	6.6%
60 to 64 years	5.2%	5.3%	1.9%	7.8%	7.8%	4.4%	5.0%	5.1%	5.8%
65 to 69 years	3.1%	3.9%	25.8%	4.9%	6.5%	3.2%	3.8%	3.8%	4.6%
70 to 74 years	3.7%	3.2%	-13.5%	3.6%	4.1%	2.5%	2.7%	3.0%	3.3%
75 to 79 years	2.8%	4.0%	42.9%	2.3%	3.3%	1.9%	2.0%	2.4%	2.4%
80 to 84 years	2.9%	4.0%	37.9%	2.0%	2.0%	1.4%	1.4%	1.9%	1.8%
85 years and over	4.4%	3.2%	-27.3%	2.5%	2.6%	1.2%	1.3%	1.7%	1.9%
Median Age	37.8	38.8	2.6%	43.3	43.6	33.4	34.1	36.9	37.6

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

Figure 2.4, Race and Ethnicity

Race & Ethnicity	Boerne	Kendall County	Texas	United States
White	89.6%	92.4%	75.3%	73.6%
Black or African American	1.2%	0.9%	15.3%	12.6%
American Indian & Alaska Native	0.0%	0.3%	0.2%	0.8%
Asian	0.7%	0.7%	1.1%	5.1%
Native Hawaiian & Other Pacific Islander	0.1%	0.0%	0.4%	0.2%
Other	5.2%	2.6%	2.9%	4.7%
Two or More Races	3.2%	3.1%	4.8%	3.0%
Hispanic or Latino Descent	24.3%	21.8%	43.3%	17.1%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimate, Table DP05: ACS Demographic and Housing Estimates.

Figure 2.5, Educational Attainment

Educational Attainment	Boerne	Kendall County	Texas	United States
High School or Higher	89.8%	90.8%	81.9%	86.7%
Bachelors Degree or Higher	37.9%	40.8%	27.6%	29.8%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimate, Table S1501: Educational Attainment.

Figure 2.6, Median Household Income

Household & Family Income	Boerne	Kendall County	Texas	United States
Median Household Income	$57,047	$73,240	$53,207	$53,889

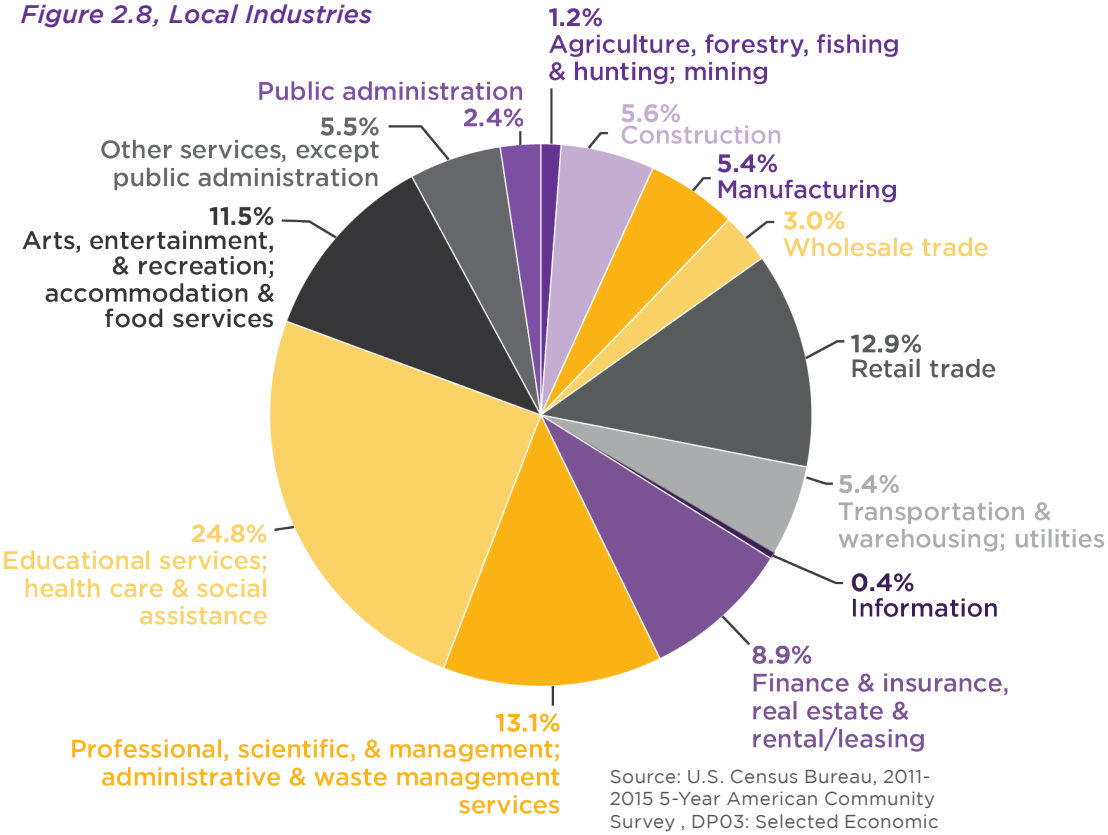
Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimate, Table DP03: Selected Economic Characteristics.

Figure 2.7, Poverty Level

Poverty Level	Boerne			Kendall County	Texas	United States
	2010	2015	% Change			
Families below poverty level	5.4%	6.8%	25.9%	4.3%	13.4%	11.3%
Individuals below poverty level	9.1%	9.7%	6.6%	7.8%	17.3%	15.5%

Source: U.S. Census Bureau, 2011-2015 5-Year American Community Survey, DP03: Selected Economic Characteristics.

Figure 2.8, Local Industries



Source: U.S. Census Bureau, 2011-2015 5-Year American Community Survey , DP03: Selected Economic Characteristics.

DEMOGRAPHIC SUMMARY

As evidenced by the preceding charts, the population of Boerne has grown over the past few decades and has also become more diverse. Since 1980, the City grew by 11,471 residents, or 353 percent. From 2000 to 2010 alone the population increased by 4,293 residents, or 69 percent. Given the projected population growth of the larger San Antonio region and the size of Boerne's extraterritorial jurisdiction (ETJ) area, it is expected that Boerne will continue to grow in the foreseeable future. The median age in Boerne is slightly greater than both Texas and the nation as a whole but less than Kendall County.

In 2015, Boerne was 89.6 percent white; this is a slight decrease from 2000 when 95 percent of the City's population was white, indicating that the City is becoming more diverse. Additionally, the median household income of Boerne is higher than the Texas and national averages but less than Kendall County as a whole. Residents of Boerne are also well-educated; about 90 percent of residents 25 years or older have at least a high school degree. Finally, the number of families living below the poverty level has increased 26 percent from 2010 to 2015.

Fishing at Boerne City Lake

Patrick Heath Public Library

Bingo at Kronkosky Place

Dickens on Main

Photo courtesy: Mark Farquhar + ArtGives.org

Boerne Berges Fest

Photo courtesy: https://www.everfest.com/e/boerne-berges-fest-boerne-tx

It is important to consider Boerne's diverse demographics when planning for the future. As exemplified by the use of the City facilities and event attendance, the community is both multigenerational and multicultural.

Utility Systems/Growth and Capacity

The five major utility systems serving the citizens of the City of Boerne are owned and operated by the City. This is not typical for a city its size and it places Boerne in a very advantageous position, having a great deal of local control with regard to influence on development and providing funding opportunities for major City initiatives.

Ownership of utility systems boosts the local economy. Job attraction and strategically targeted economic development efforts are priorities for the City and utility ownership always provides a distinct advantage over competitors for quality, smart growth with predictable prices, reliable service, and the ability to provide infrastructure and rates to retain and attract businesses. It is City of Boerne policy to serve only within the City limits and this policy has served the City well in providing for an incentive to request annexation and to be selective in the rare occasions that service is provided, often on a temporary basis, outside the City limits.

The electric distribution system was purchased December 31, 1942 and has had over 75 years of continuous, safe, and reliable operation by and for the citizens of Boerne. Boerne operates one of 72 such locally owned electric systems in the state of Texas. The vast majority of cities in the state are served by investor owned companies. The mission of municipally owned electric utilities is to provide value to their communities. This value premise makes public power systems fundamentally different from investor-owned electric utilities and allows for local choice with regard to providing service, setting rates, and supporting city initiatives and projects. The City of Boerne's Electric utility service territory is completely surrounded by other electric providers including CPS Energy, PEC, BEC and CTEC. As such, growth for the electric department is more challenging than it is for the other City-owned utilities and will need to be an area of focus in order to maintain financial viability through development of infill projects. Boerne presently has an all-requirements power contract with CPS Energy through December of 2023. Research and analysis of power supply following the 2023 expiration of the CPS contract will be a high priority in the near term. For system redundancy and reliability, reconductoring substation feeder projects must be completed.

Similarly, the City acquired the gas system in 1968 by converting a small propane system to natural gas. It has been in operation for just over 50 years. West Texas Gas provides the City with wholesale supply of natural gas. In the near- to mid-term, the City will need to add a southeast gas main loop to the system. Mid- to long-term, the City should consider adding a third gate station and connection to a second transmission pipeline to assure an uninterrupted flow of natural gas. The gas system has been flowing in excess of 10 percent per year in customer count and these redundancy plans will be more and more essential as the system is expected to grow at that pace.

The first water wells were drilled and potable water distributed within the City in 1928, achieving 90 years of operation in 2018. Boerne City Lake and the surface water treatment plant came on line in 1976, and in 2002 the City first started receiving surface water from GBRA via the Western Canyon water project. The original wastewater treatment plant on Esser Road began operations in the 1940's with process conversions in 1980 and expansions in 1992 and 1996. The Reclaimed Water Utility served its first retail customer in Esperanza in January 2016 following construction of a state-of-the-art Wastewater Treatment and Recycling Center (WWTRC) in 2011, which produces Type I reclaimed water. Boerne now has access to four distinct water resources which allows for the ability to grow to approximately 35,000 residents. The City will need to determine future additional supplies for potable water beyond approximately 2050.

The City of Boerne Utilities (Electric, Gas, Water, Wastewater Treatment, & Reclaimed Water) are locally owned and managed with rates and policies set by the City Council as opposed to regulators in Austin or Washington, DC. In addition to having very competitive rates, Boerne utility revenues stay in the local community, helping to keep ad valorem taxes lower. A portion of all utility revenues are dedicated to fund general municipal services each year. In Fiscal Year 2017, about $2.5 million was transferred to the General Fund in support of public safety, parks, trails, library operations, and economic development efforts. This represented about 17 percent of the total budget for City operations for the year.

Ownership of all five utilities provides for improved local government efficiency through sharing of personnel, equipment, and supplies. Community governance allows matching local resources to local needs and a commitment to conservation, safety, and the environment. Going forward, the City should be proactive and take steps to preserve local control of the utilities and the decision whether or not to opt into competition for its customer/citizens. In the near-term, the City will need to analyze and make a decision regarding its wholesale electricity provider beyond 2023 and consider options available from wholesale natural gas providers as well.

Cibolo Creek

Communication services are mainly provided by GVTC in Boerne. The City partnered with GVTC and in September 2016, completed a project to provide access to high-speed fiber internet for all residents. The successful completion of the GVTC 'GigaRegion' project made Boerne one of only a handful of cities in the nation to achieve 100 percent access. This asset is used in attracting new business and retention of existing businesses.

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. In the hot climate of the Texas Hill Country, this need can be felt even more deeply. 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.

OVERVIEW OF EXISTING FLOODPLAIN AND STORM DRAINAGE SYSTEM

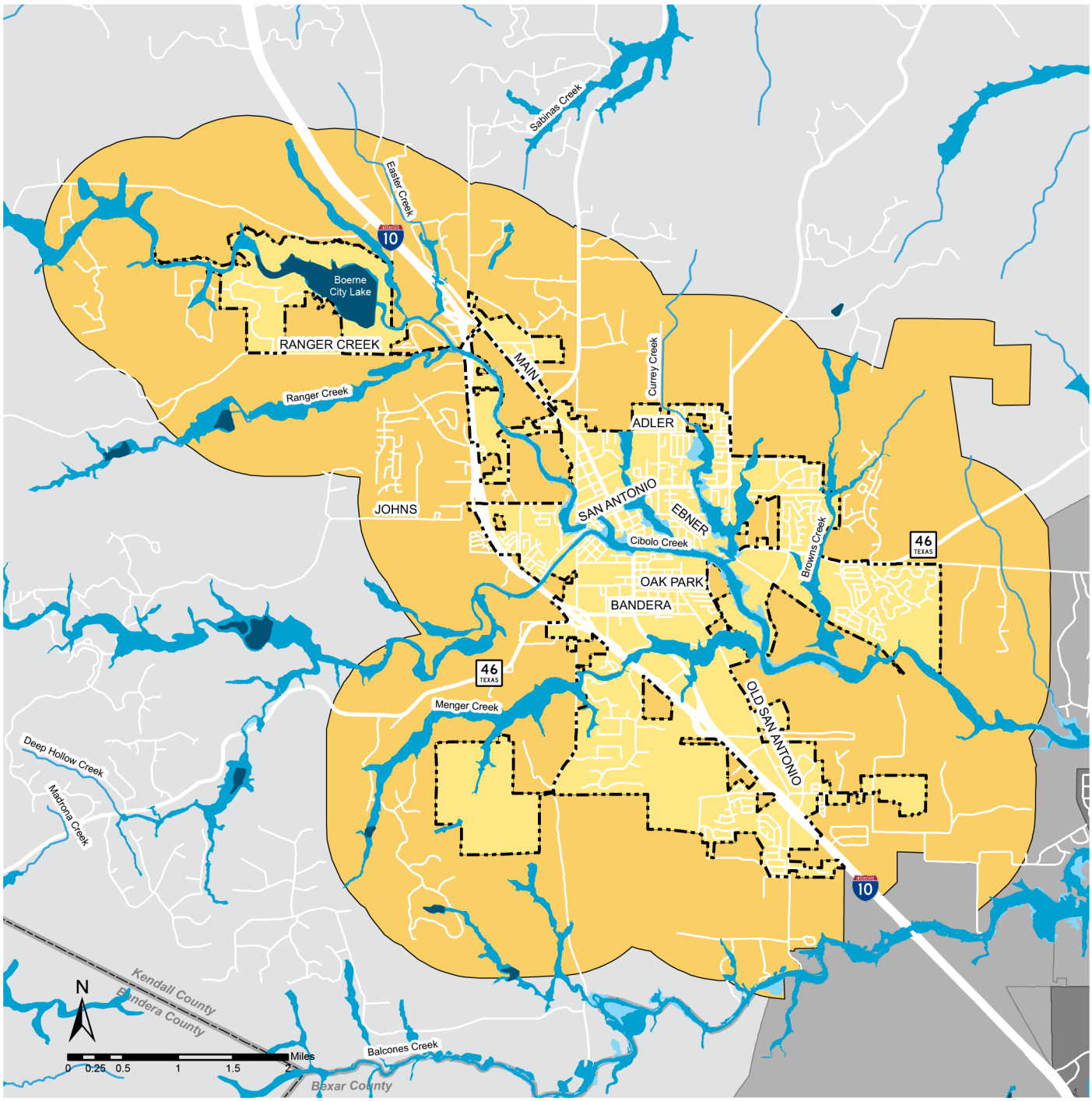
The rolling terrain in the Texas Hill Country can lead to rapid drainage and flash flooding during storm events. Stormwater falling on the terrain surrounding Boerne travels downhill until it drains into the creek system throughout Boerne. All creeks in the City eventually converge into the Cibolo Creek, which runs through the middle of Boerne. With additional development typically comes increased impervious cover and the potential for an increase in flooding. Since 1997, Boerne officials have required that developers install detention ponds to minimize stormwater flows from the proposed developments. Detention ponds in residential neighborhoods are owned and maintained by the municipality. Commercial developments, however, are each required to own and maintain their own stormwater drainage features.

Some developed areas in Boerne (e.g., parts of downtown) are located in the floodplain (see Map 2.1, *Floodplain and Storm Drainage*). It is therefore critical to ensure that working drainage structures and/or channels are available to handle flood conditions when needed.

The entire City and ETJ of Boerne are located in the Edwards Aquifer contributing zone. This aquifer ultimately provides drinking water for nearly two million people and thus needs to be protected.[1]

1 Edwards Aquifer Background Information, http://www.aquiferalliance.net/unique-resource/. 6 Dec. 2017

Map 2.1, Floodplain and Storm Drainage



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- 100-Year Floodplain
- 500-Year Floodplain

*City and ETJ are located within the Edwards Aquifer Contributing Zone

OVERVIEW OF EXISTING WATER SERVICE AREA

The City of Boerne gets its drinking water from both surface and ground water, including the Guadalupe-Blanco River Authority (GBRA). Near Boerne City Lake, the City owns and operates a surface water treatment plant (WTP). Up to 833 acre-feet per year of surface water can be withdrawn from Boerne City Lake through a permit from the Texas Commission on Environmental Quality (TCEQ).

The current peak plant production is 1.5 million gallons per day. Assuming existing per-capita consumption continues, there is a potential need to upgrade the plant to a peak capacity of around 4.5 million gallons per day for the total available water supply. A total estimated population of about 35,000 people can eventually be serviced from the City's three water sources. It is current practice to keep at least one peak-day of water in storage between all the City's sites. It is essential that the City continue to serve as good stewards of its water supplies and ensure that Boerne City Lake, Cow Creek wells, and GBRA supplies are maintained and protected.

Storage and pumping capability will need to be added incrementally as service population increases, as well as a southeastern water main loop to provide redundancy and adequate pressure and supplies to newly developed areas on Highway 46 East.

Up to 3,611 acre-feet per year of treated water supply from GBRA's Western Canyon Project at Canyon Lake is reserved. There is no sustainable peaking capability and water comes on a constant flow basis every day by contract. The City currently receives 975 acre-feet per year which is around 870,000 gallons per day. Each year the City evaluates the need to increase delivery from GBRA to meet the base-system usage needs, but peaking capacity is primarily addressed by the WTP and wells. At some point in the future, the WTP will likely need expansion to handle the peaking needs of the system.

The areas to the north and northwest of the City are served by Kendall West Utility (KWU). KWU will also soon service two small residential developments within the City. In the southern part of the City, there are other very small systems that are single-well fed. These service areas are limited to individual neighborhoods.

From the Trinity Aquifer, overseen by the Cow Creek Groundwater Conservation District, water is withdrawn from nine operational wells with a permit for up to 1,850 acre-feet per year. In a typical year with below average to average rainfall, around 1,100 to 1,200 acre-feet of water can be produced.

The customers within the City limits of Boerne receive water from the municipality's water distribution system. Currently, 4,939 residential customers and 947 commercial customers are being served by the City. In addition, there are 53 municipal customers that are being served by the City. At this time, there is an average of 2.3 million gallons used per day out of five million gallons per day capacity in the City. The historic daily maximum water production for potable water is four million gallons per day.

Figure 2.9, Existing Water Storage Facilities

Facility Name	Location	Ground or Elevated	Storage Capacity	Backup Generator
Buckskin Tank Site	Buckskin Drive	Ground	1 MG	Yes
Water Treatment Plant	Ranger Creek Road (City Lake)	Ground	3 MG	Yes
Highland Standpipe	Highland/School Streets	Elevated	294,000 gal (20-ft operational range)	No (supplies via gravity flow)
Menger Standpipe	Menger Springs Blvd.	Elevated	267,000 G	No
Miller Standpipe	Miller Springs St.	Elevated	21,000 G	No
Esperanza Standpipe – Reclaimed Water	Esperanza Blvd.	Elevated	428,000 G	No

Source: City of Boerne.

The water treatment and storage facility is funded by utility rates and impact fees. To keep up with operating expenses, periodic rate increases occur as needed. Every five years, state law requires the re-calculation of impact fees.

Depicted on Map 2.2, *Water Service Area*, are the water and reclaimed water service areas and quarter-mile potential expansion areas. The minimum water main size is eight inches in diameter and 100 percent of oversizing is paid by the City as permitted by state law. Cost-sharing agreements are used where pro-forma indicates it is beneficial, per the economic development policy guidelines.

RECLAIMED WATER AVAILABILITY

Boerne is among the first reclaimed water utilities in Texas serving to individual home sites. Industrial and large commercial sites are served by other utilities in the state, but not to residential customers as it is in Boerne. In the neighborhoods of Esperanza and Ranches at Creekside on Highway 46 East, dual water systems are being installed with the cooperation of developers. This includes around 3,500 individual homes with lawn irrigation meters for use with an automated sprinkler system. Irrigation water supplied from reclaimed water supplies will have a significant impact on lowering average per-capita peaking requirements. In the near- to mid-term, additional capital facilities, including pumping stations and water storage tanks at the WWTRC and in Ranches at Creekside, will be needed.

OVERVIEW OF EXISTING WASTEWATER SERVICE AREA

Customers within the City limits receive sewer services from the Boerne Public Works Department. The City's original wastewater treatment plant is located on the east side of the community. Treated wastewater is discharged by the plant into Currey Creek. All parts of Boerne are reached by the wastewater collection system. The underground wastewater pipes range from four to 30 inches in diameter. Depicted on Map 2.3, *Wastewater Service Area*, are the wastewater service area and a one-quarter-mile potential expansion buffer.

The capacity of the Esser Road wastewater treatment plant is 1.2 million gallons per day based on a running annual average. The capacity of the City's second plant on Old San Antonio Road, the Wastewater Treatment and Recycling Center (WWTRC), is 1.4 million gallons per day based on a running annual average. The ultimate capacity of this plant is 5.2 million gallons per day.

As growth in the southern parts of the City increases, capacity will need to be increased at the lift station on Cascade Caverns Road. As wastewater flows increase and/or when the Esser Plant is abandoned, a capacity increase in the WWTRC will be needed in increments of 1.3 million gallons per day.

Currently, there are 4,778 residential customers and 540 commercial customers being serviced by the City. There are also 20 municipal customers. The total number of customers being served by the City in all categories is 5,338. Esser Road has an average treatment flow of 840,000 gallons per day, representing approximately 70 percent of capacity. WWTRC has an average treatment flow of 600,000 gallons per day, representing approximately 43 percent of capacity.

The wastewater collection and treatment system is funded by utility rates and impact fees. Inflow and infiltration (I&I) is an issue in the older parts of the system, primarily served by the Esser Road Plant. However, these issues rarely result in system overflows. The primary operational difficulty is with peak plant flows on heavy rain days.

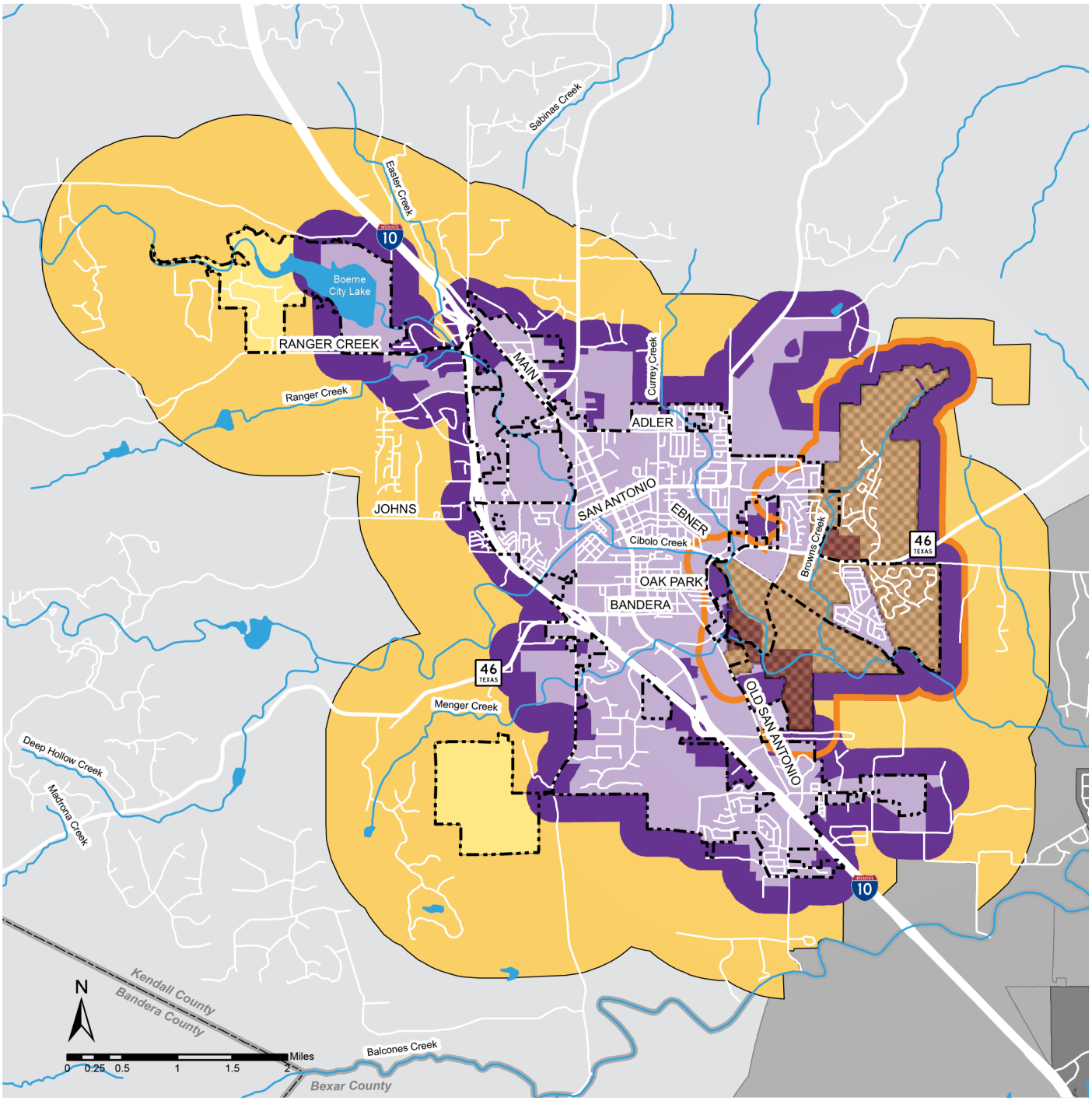
The City utilizes treated wastewater on municipal property at the WWTRC for irrigation and process water, and is supplied by around 75,000 gallons per day of reclaimed water from the plant. On Esser Road, small amounts of treated effluent are served for construction purposes from a truck fill-station. The City treats its wastewater in accordance with regulatory requirements per the TCEQ discharge permits.

Figure 2.10, Existing Lift Stations

Lift Station Name	Location	Backup Generator
School	Cascade Caverns Road	No
Enterprise	Enterprise Parkway	No
Meadowlands	Old San Antonio Road	No
Southglen	Southglen Parkway	Yes

Source: City of Boerne.

Map 2.2, Water Service Area



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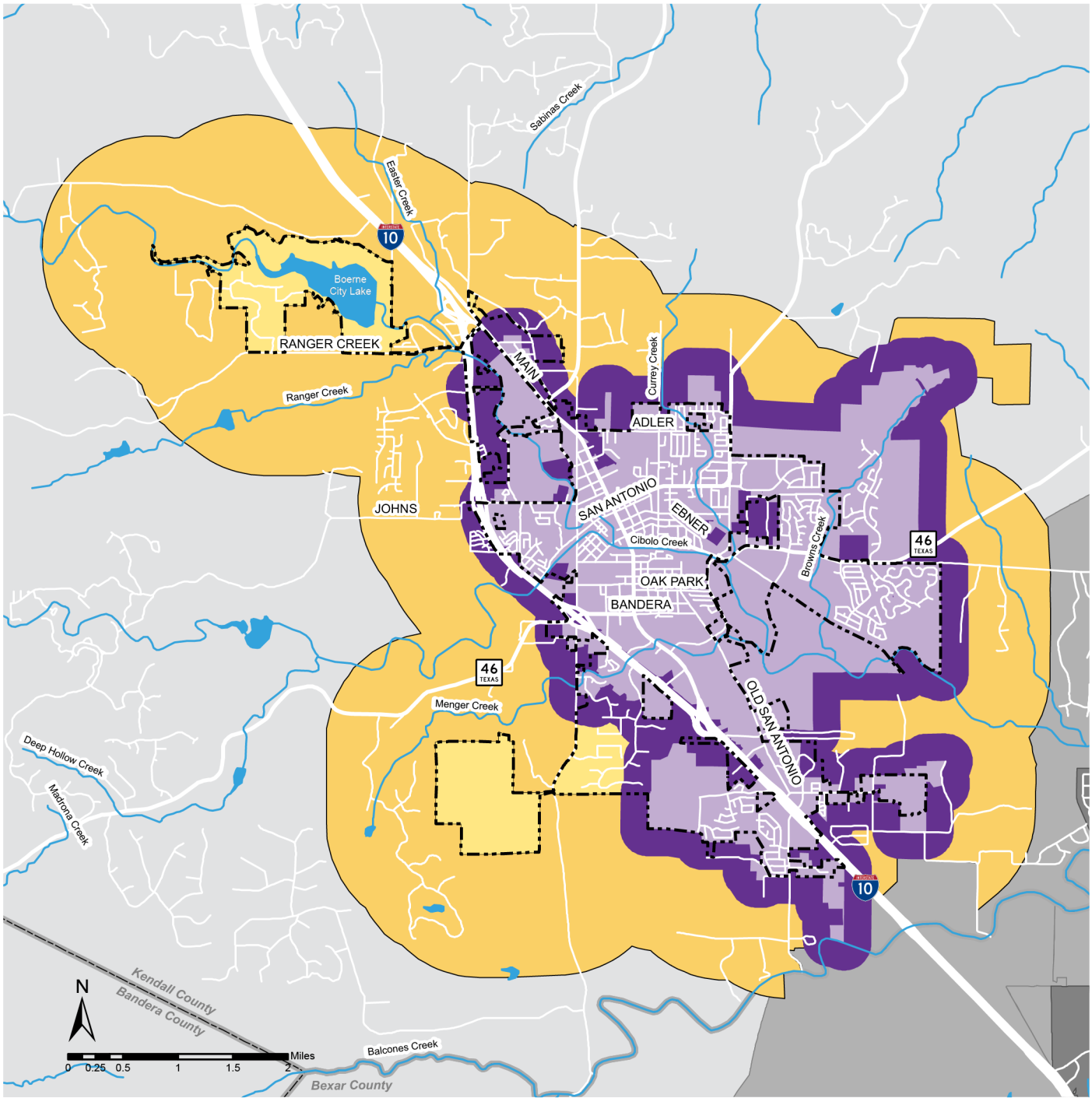
- Water Bodies
- Water Service Area
- Water Service Area Expansion Buffer (1/4 mile)
- Reclaimed Water Service Area
- Reclaimed Water Service Area Expansion Buffer (1/4 mile)

Map 2.3, Wastewater Service Area



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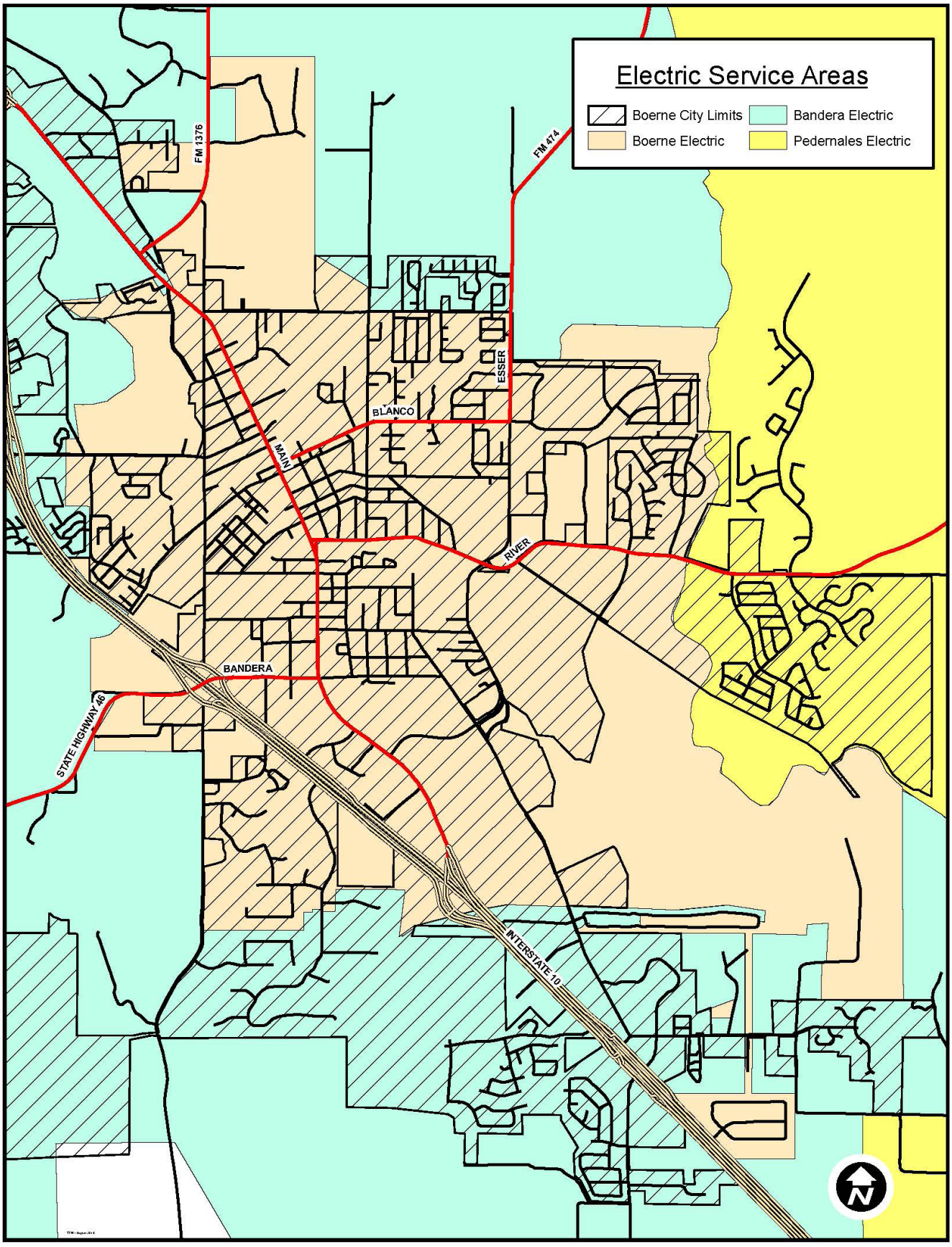
- Minor Roads
- Counties
- Creeks
- Water Bodies
- Wastewater Service Area
- Wastewater Service Area Expansion Buffer (1/4 mile)

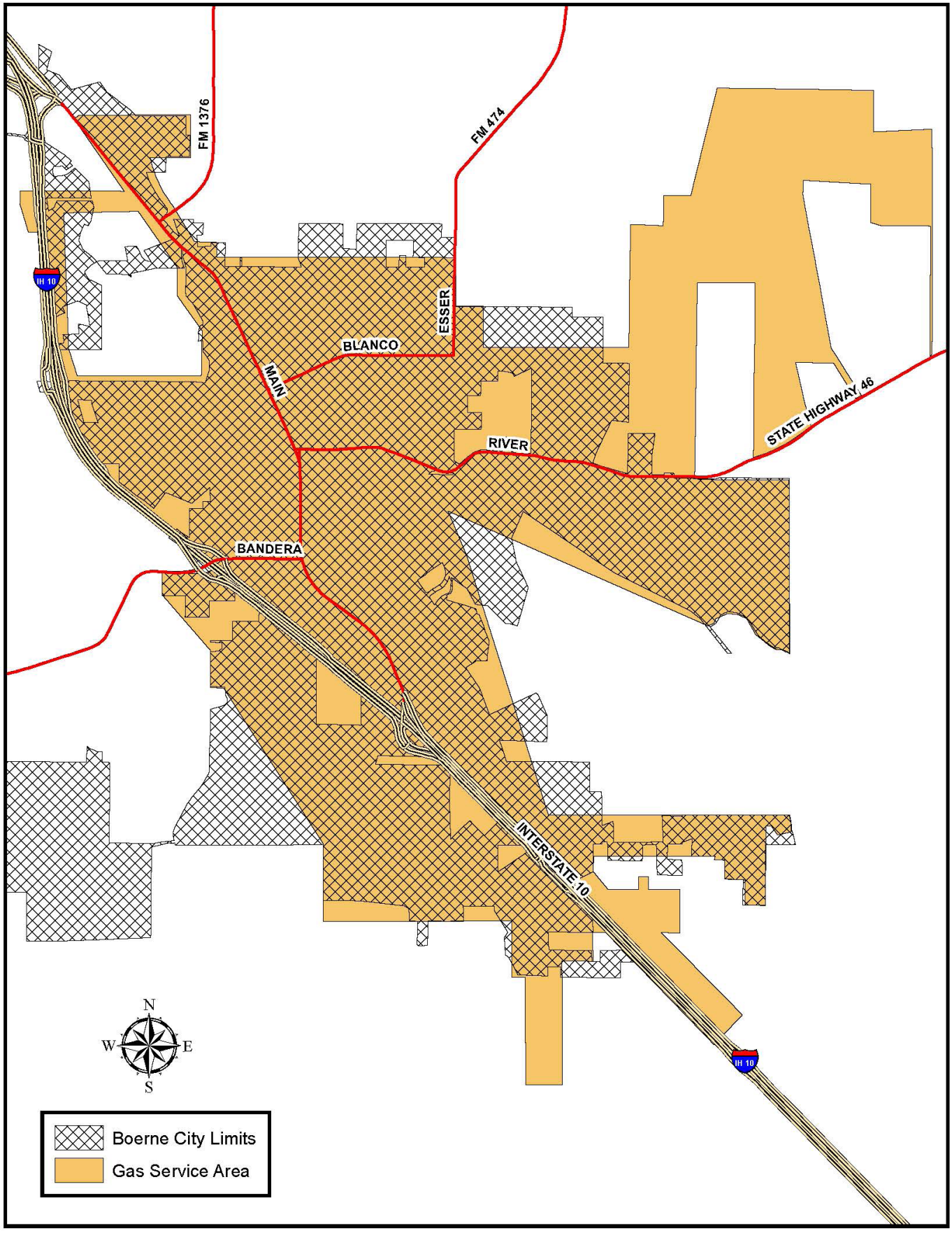
EXISTING ELECTRIC SERVICE AREA

Map 2.4, Electric Service Area



EXISTING GAS SERVICE AREA

Map 2.5, Gas Service Area



Existing Land Use and Development

OVERVIEW OF EXISTING LAND USE SYSTEM

As discussed in the Historical Context section, development in Boerne began around Cibolo Creek and what is now Main Street in the downtown area. Over time, development in Boerne has spread in all directions, especially since the introduction of automobile travel. Within the current City limits, the existing land use in Boerne is a mixture of residential, commercial, institutional, and agricultural uses. Commercial uses are concentrated primarily on Interstate 10, Business 87, and the downtown area, and residential uses are scattered throughout the City as shown on Map 2.4, *Existing Land Use Map*.

When considering both the City limits and the ETJ area, agricultural lands make up the largest percentage of land, followed by single-family residential, undeveloped/open space, and rural residential. Agricultural and undeveloped/open space comprise about 52 percent of all land in the City and ETJ, indicating that there is a significant amount of land available to be further developed. Other uses found in the City include institutional (schools, churches, City property), parkland, industrial, multi-family residential, and manufactured homes (see Figure 2.11, *Existing Land Use*).

Figure 2.11, Existing Land Use

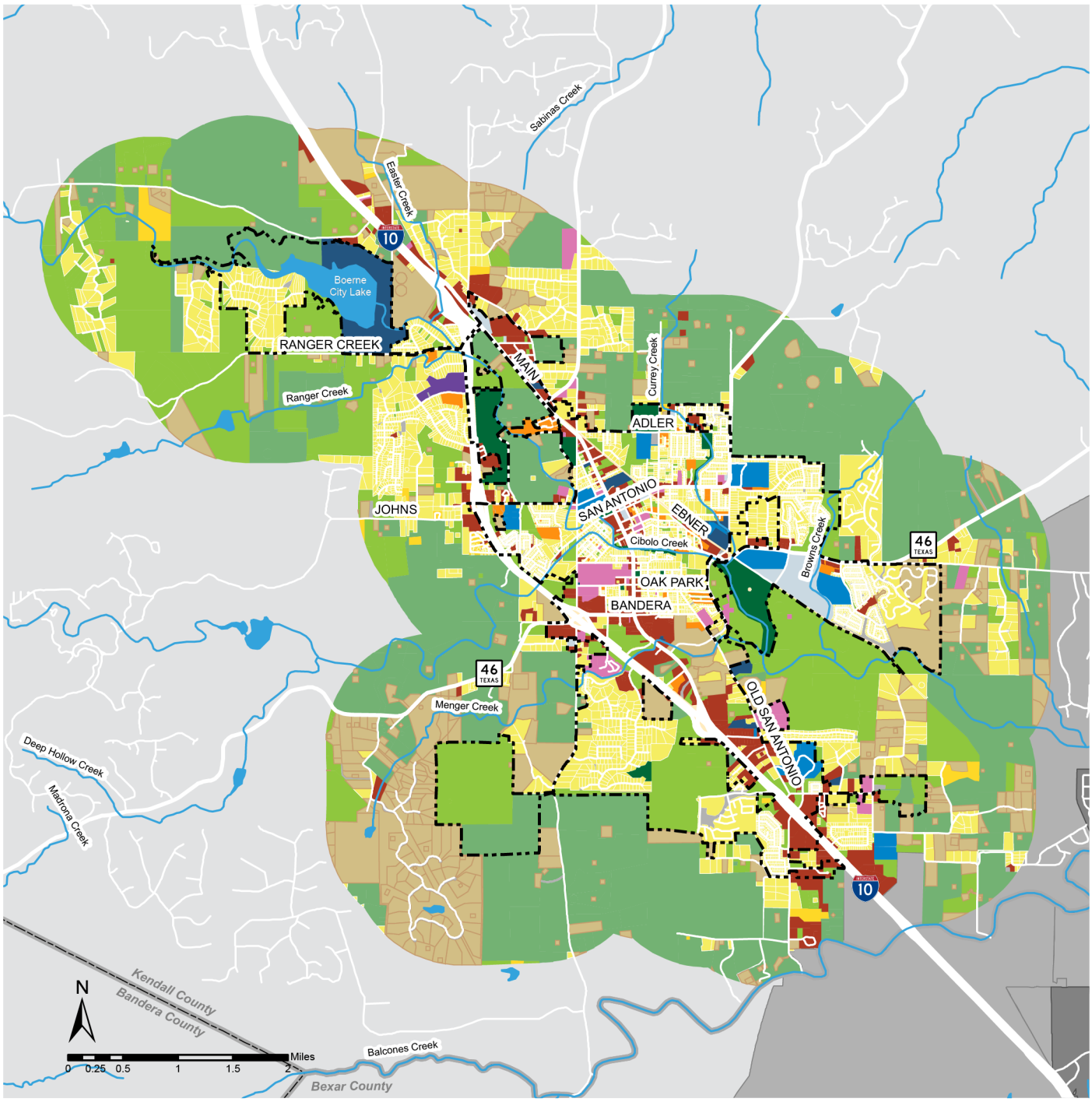
Existing Land Use	Total Acreage	% of Total Land Use
Agriculture	9,184	34.2%
Undeveloped/Open Space	4,958	18.5%
Rural Residential	4,038	15.1%
Single Family Residential	5,288	19.7%
Multi-Family Residential	136	0.5%
Mobile/Manufactured Homes	181	0.7%
Commercial	1,202	4.5%
Schools	287	1.1%
Church/Charitable	280	1.0%
City	423	1.6%
State/County/Federal	150	0.6%
Parks	336	1.3%
Industrial	48	0.2%
Utility/Transportation	322	1.2%
Total	26,833	100.0%

Source: Kendall County Appraisal District, 2017.

Additionally, the zoning ordinance and accompanying district map regulates what land uses can be built within the City. The existing zoning districts established in Boerne include the following list; each district has standards related to permitted and restricted uses.

- R-A: Single Family Rural Residential – Agriculture
- RMA: Single Family – Residential Manor
- R-E: Single Family Residential Estate
- RE-1: Low Density Single Family Residential
- R-1: Medium Density Single Family Residential
- RN-1: Neighborhood Residential
- R-2: Moderate Density Residential
- R-3: High Density Residential
- R-4: Multi Family Residential
- CL: Rural Cluster Overlay
- RMO: Modular Residential
- RR: River Road
- B-1: High Density Residential and Neighborhood Commercial
- MU-1: Mixed-Use Neighborhood Center
- B-2: Highway Commercial
- B-2R: Highway Commercial – Restricted
- MU-2: Mixed-Use Community Center
- B-3: Central Business District
- O: Office District
- RC: River Corridor
- I: Industrial
- PUD: Planned Unit Development District
- MHC: Manufactured Home Community
- ECOD: Entrance Corridor Overlay
- CHD: Cottage Housing Development Overlay

Map 2.6, Existing Land Use Map



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Existing Land Use

- Agriculture
- Undeveloped/ Open Space
- Rural Residential
- Single-Family Residential
- Multi-Family Residential
- Manufactured Homes
- Commercial
- School
- Church/Charitable
- City
- State/County /Federal
- Parks
- Industrial
- Utilities

OVERVIEW OF EXISTING HOUSING AND NEIGHBORHOODS

Housing characteristics are a vital component of a community snapshot. Changes in the make-up of households; as well as the type, age, and cost of housing, can indicate what sort of housing will be demanded in the future. This section includes housing data from the 2010 and 2015 American Community Survey 5-Year Estimates.

Household Characteristics

From 2010 to 2015, the total number of occupied housing units increased by 11 percent and the population in households increased by 28 percent. There are significantly more residents in family households than in non-family households and the average household size increased from 2.47 in 2010 to 2.62 in 2015. The median household income in Boerne is $57,047, which is higher than the state figure but lower than Kendall County. Additionally, in terms of occupancy characteristics, about half of occupied units are owned and half are rented. Since 2010, the growth of renter-occupied units outpaced the growth of owner-occupied units. Finally, the vacancy rate is very low and dropped from six percent in 2010 to just 2.3 percent in 2015, indicating that there is demand for more housing.

Housing Stock Characteristics

As seen in Figure 2.15, *Housing Type and Unit Breakdown*, the majority of housing units are single-family detached units, but the number of multi-family units is increasing. In fact, as of August 2017, there were over 1,000 multi-family units either permitted or under construction. This will make the housing stock in Boerne more diverse than it is today. Additionally, there is significant potential for housing growth in the ETJ area; between 700 and 800 homes per year could be built in the ETJ each year. The overall age of the housing stock is relatively new; about 57 percent of all housing was built since 2000 and only 19 percent was built before 1979.

Cost of Housing

The median property value remained almost the same from 2010 to 2015 at about $216,000. Median gross rent however increased about five percent in that same time frame. According to key stakeholders, the current price per residential acre is about $120,000, which is fairly expensive. Based on the price of land and median property values, it is evident that there is a need for more affordable housing as Boerne continues to grow.

Figure 2.12, Household Characteristics

Household Characteristic	2010	2015	% Change
Total Occupied Housing Units	4,085	4,539	11.1%
Population in Households	9,239	11,878	28.6%
Average Household Size	2.47	2.62	6.1%
Family Households	2,651	2,967	11.9%
Population in Family Households	7,513	10,115	34.6%
Average Family Household Size	3.10	3.40	9.7%
Non-Family Households	1,434	1,572	9.6%
Population in Non-Family Households	1,726	1,763	2.1%
Average Non-Family Household Size	1.15	1.12	-2.6%
Median Household Income	$51,879	$57,047	10.0%

Source: 2011-2015 ACS 5-Year Estimates Tables B09019, B11012, DP04, and S1101;2006-2010 ACS 5-Year Estimates Table B09016; 2010 Census QT-P11.

Figure 2.13, Age of Housing Stock

	Decade of Construction						
	Housing Units (Total)	1939 or Earlier	1940-1959	1960-1979	1980-1999	2000-2010	After 2010
All Housing Types	4,539	164	262	398	1,100	2,334	281
Percentage	--	4%	6%	9%	24%	51%	6%

Source: 2011-2015 ACS 5-Year Estimates Table B25127: Tenure by Year Structure Built by Units in Structure.

Figure 2.14, Occupancy Characteristics

Occupancy Characteristic	2010	2015	% Change
Total Housing Units	4,400	4,646	5.6%
Occupied Housing Units	4,134	4,539	9.8%
Vacant Housing Units	266	107	-59.8%
Vacancy Rate	6.0%	2.3%	-61.9%
Owner Occupied	2,170	2,265	4.4%
Owner Occupancy Rate	52.5%	49.9%	-4.9%
Renter Occupied	1,964	2,274	15.8%
Renter Occupancy Rate	47.5%	50.1%	5.5%

Source: 2011-2015 and 2006-2010 ACS 5-Year Estimates Table DP04: Selected Housing Characteristics.

Figure 2.15, Housing Type and Unit Breakdown

Housing Types	2010	% Breakdown 2010	2015	% Breakdown 2015	% Change 2010-2015
Single Family, Detached	2,919	66%	2,722	59%	-7%
Single Family, Attached	18	0%	212	5%	1,078%
Duplex	179	4%	103	2%	-42%
Multi-Family (3+ units)	1,157	26%	1,550	33%	34%
Other	127	3%	59	1%	-54%
Total	4,400	--	4,646	--	6%

Source: 2011-2015 and 2006-2010 ACS 5-Year Estimates Table B25024: Units in Structure.

Figure 2.16, Cost of Housing

Cost Characteristic	2010	2015	% Change
Median Property Value	$216,800	$216,100	-0.3%
Median Gross Rent	$965	$1,013	5.0%
Median Household Income	$51,879	$57,047	10.0%
Monthly Income	$4,323	$4,753.92	10.0%
Home Value: Income Ratio	4.18	3.79	-9.4%
Monthly Rent: Income Ratio	0.22	0.21	-4.5%

Source: 2011-2015 and 2006-2010 ACS 5-Year Estimates Tables DP03: Selected Economic Characteristics and B25064: Median Gross Rent.

Mobility

OVERVIEW OF EXISTING THOROUGHFARE SYSTEM

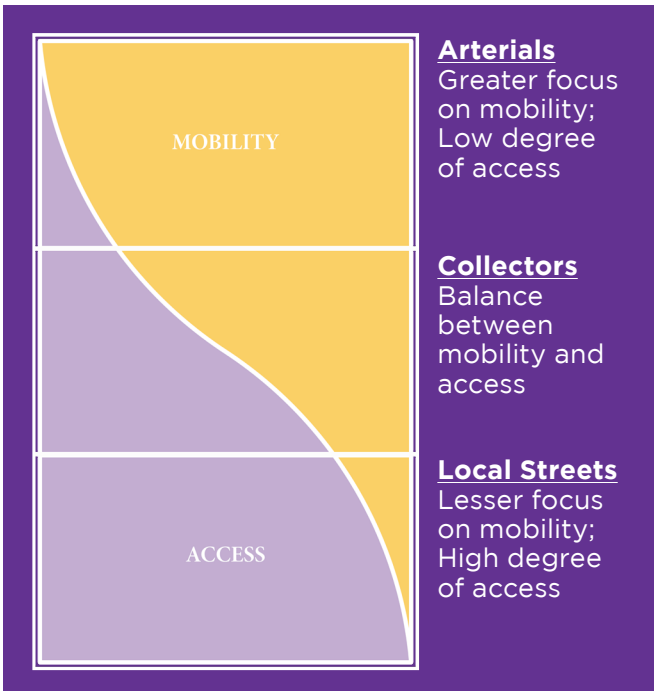
The City of Boerne last updated their Thoroughfare Plan in 2015. In any community, the overall quality of life is partly determined by the efficiency of the City's transportation system. The overall quality of life decreases when residents are not able to easily get around the City. Currently, the majority of citizens of Boerne get around the City by motor 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.

Regionally, Boerne is connected to the surrounding areas by SH 46, which runs east-west through the City. The primary north-south thoroughfare that runs through Boerne is Interstate 10. The following functional classifications of roads make up the City's primary transportation network (see Figure 2.17, *Functional Classification* and Map 2.5, *Thoroughfare Plan*).

- **Major Arterials:** Major arterials concentrate on through traffic and carry the greatest volumes of traffic. Traffic from minor arterials and major collectors is received by major arterials. Interstate 10, SH 46, Cascade Caverns Road, Herff Road, River Road, Bandera Road, and portions of Main Street are all considered major arterials.
- **Minor Arterials:** Minor arterials are an ideal place to locate businesses since they create connections with nearby cities. Minor arterials provide cross-town connectivity and significant intersections are created between major and minor arterials. Traffic from minor collectors and local streets is received by minor arterials. Examples of minor arterials include FM 1376, FM 474, Old San Antonio Road, River Road, and portions of Main Street.
- **Primary Collectors:** Primary collectors also provide cross-town connectivity and major intersections with minor arterials. Minor collectors and local streets feed into primary collectors. Examples of primary collectors include Adler Road, Esser Road, and Johns Road.
- **Secondary Collectors:** Local connectivity between residential and commercial development is provided by secondary collectors. Secondary collectors create major intersections with major arterials and feed traffic to primary collectors. Local streets direct traffic to secondary collectors. North School Street is a secondary collector.

As shown in Figure 2.1, *Historical Population Growth*, the population of Boerne has significantly increased since 1980. If this trend continues, traffic congestion on all types of City streets will continue to increase.

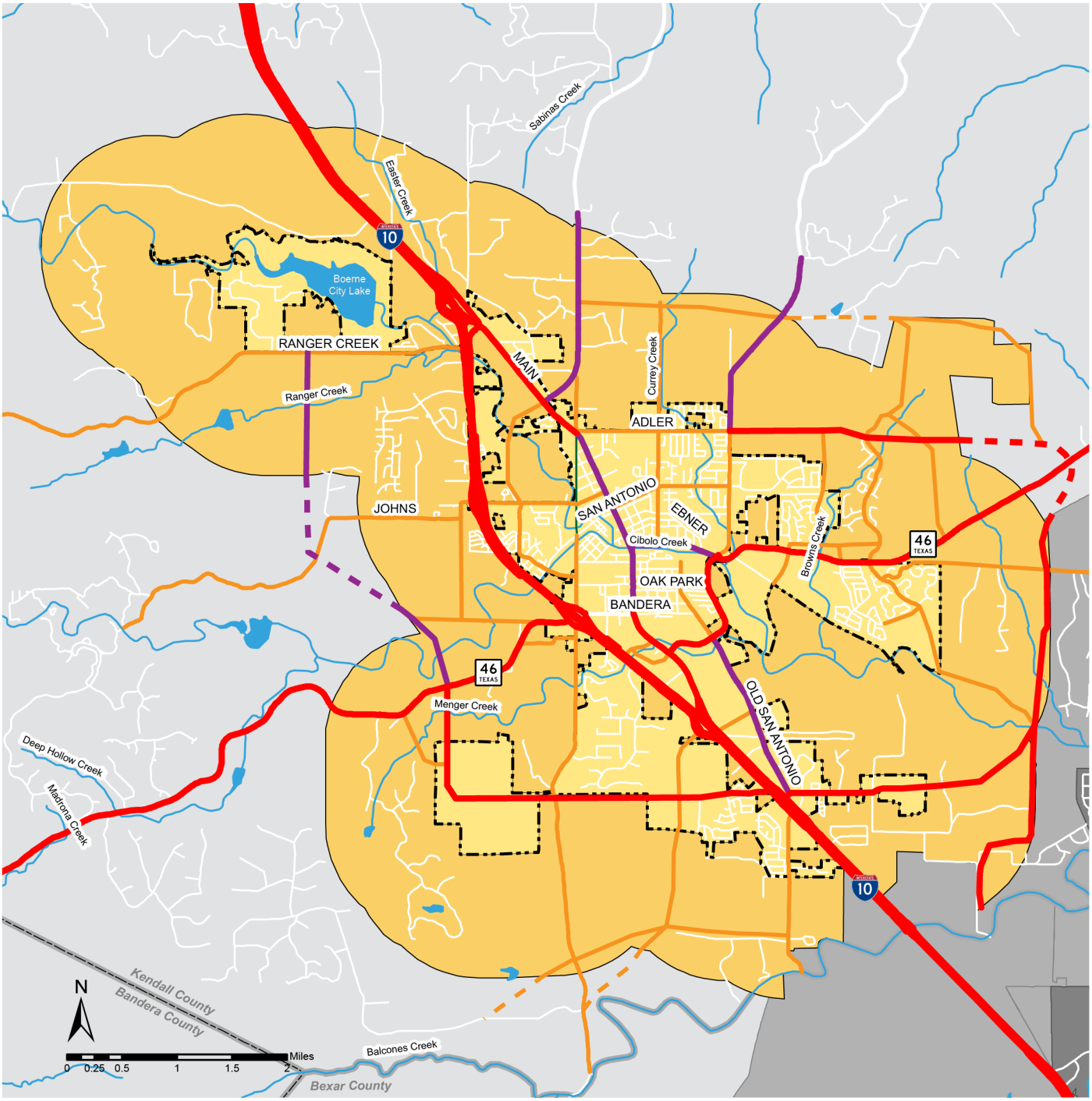
Figure 2.17, Functional Classification



Interstate 10

Main Street

Map 2.7, Thoroughfare Plan



- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Major Roads
- Minor Roads
- Counties
- Creeks
- Water Bodies
- Major Arterial
- Minor Arterial
- Primary Collector
- Secondary Collector
- Dashed line represents proposed thoroughfare outside ETJ

TRAFFIC COUNTS

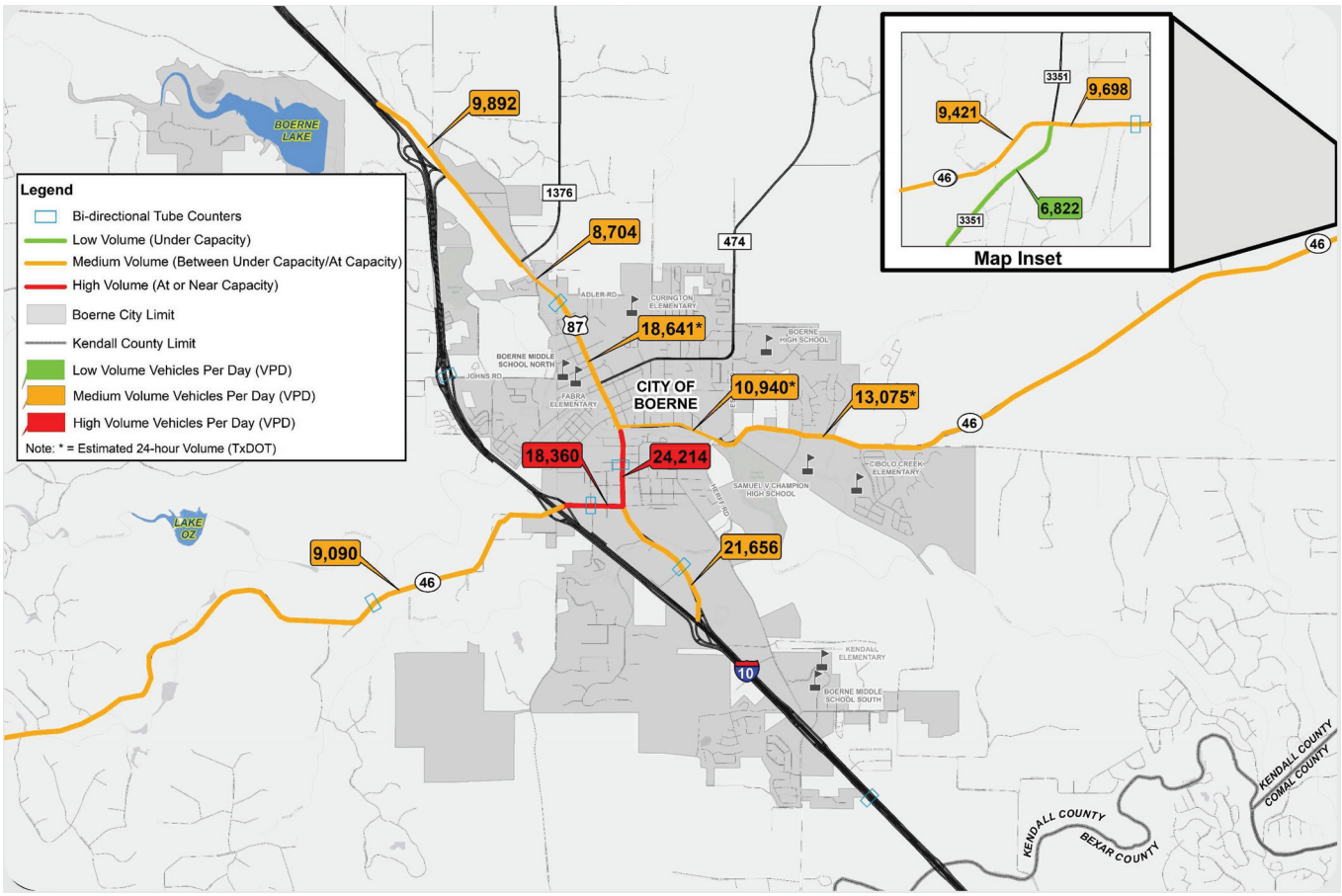
As part of a regional transportation study, existing and proposed daily traffic volumes were analyzed in 2016 (see Figure 2.18, *Existing Daily Traffic Volume (2016)*, below) and for 2040 (see Figure 2.19, *Projected Daily Traffic Volume (2040)*, on the next page).

In 2016, overall, the City of Boerne experienced a medium volume of vehicles per day (VPD), and only two locations had a high volume of vehicles per day (VPD). These locations include Bandera Road and a segment of Main Street. The projected daily traffic volume for 2040 shows both Main Street and SH 46 having a high projected volume of vehicles per day (VPD).

CRASH POINTS

The majority of the crashes in Boerne from 2011 to 2016 occurred along Interstate 10 and SH 46. During this time, over 70 crashes occurred at the intersection of Main Street and SH 46. Other locations with high crash rates included the intersections of Interstate 10 with SH 46, Scenic Loop Road, Johns Road, and Main Street, and the intersection of Main Street and Blanco Road and Esser Road and SH 46.

Figure 2.18, Existing Daily Traffic Volume (2016)



Map source: Texas Department of Transportation

LOCAL AND REGIONAL INITIATIVES

A regional transportation study was conducted in 2017 and 2018 to identify recommended solutions to address the increasing transportation demands within and around Boerne and in the greater Kendall County area. Three key needs were identified for the study:

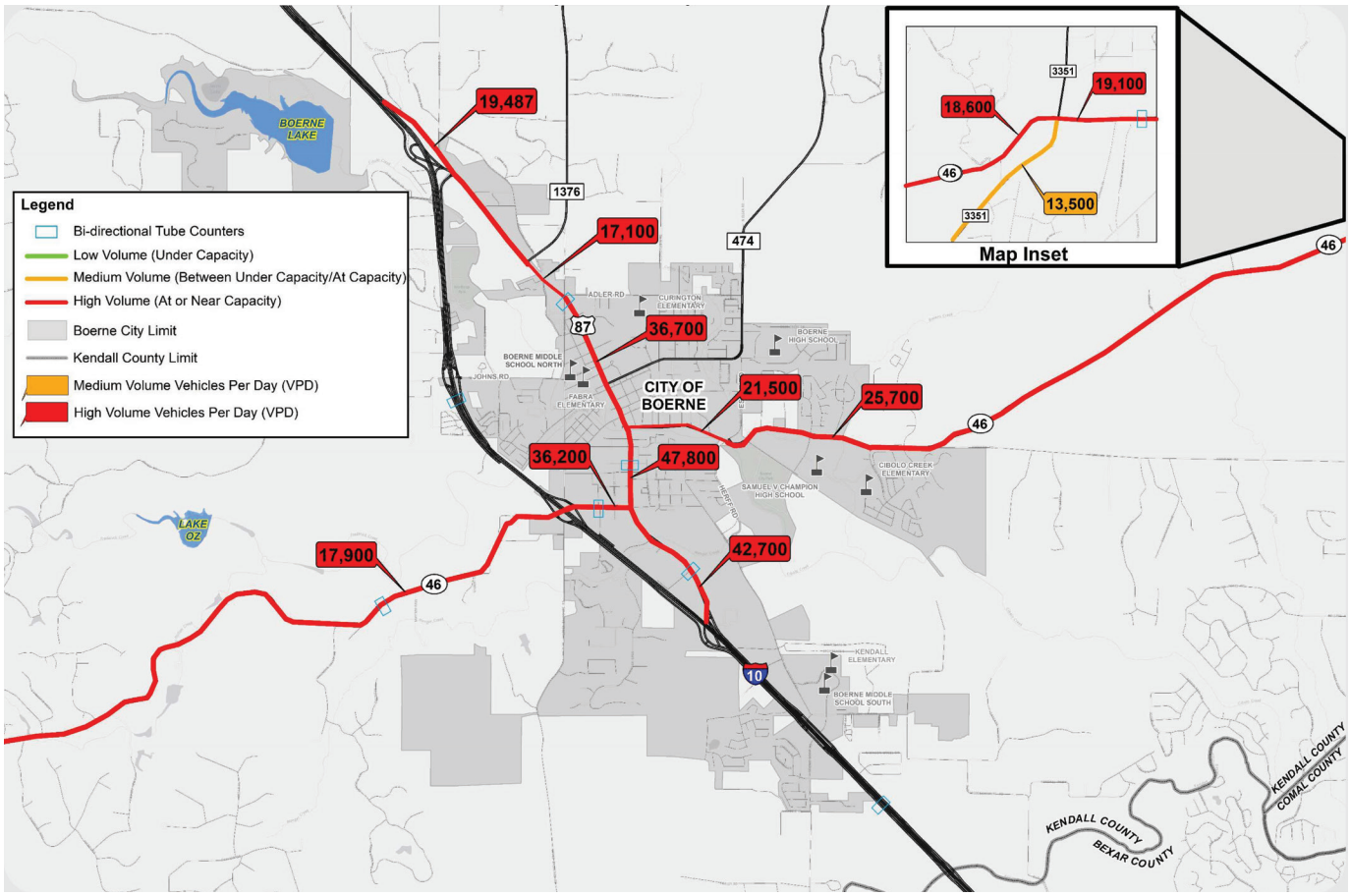
- Past, present, and future growth and travel demand;
- Lack of east-west corridors in the study area; and
- Traffic through Boerne on SH 46 poses traffic circulation problems and conflicts with downtown walkability and pedestrian use.

Due to the current roadway configuration and lack of alternate north-south and east-west thoroughfares, an increasing number of people are passing through Boerne using SH 46 and Main Street. When alternate routes were analyzed, the nearest existing routes included:

- 56.0 miles (or 1 hr. 10 min.) to the northwest;
- 34.5 miles (or 45 min.) to the northeast;
- 32.3 miles (or 47 min.) to the southwest; and
- 17.2 miles (or 28 min.) to the southeast.

Moving forward, the City will continue to analyze solutions for improving connectivity in and through Boerne.

Figure 2.19, Projected Daily Traffic Volume (2040)



OVERVIEW OF EXISTING BICYCLE AND PEDESTRIAN INFRASTRUCTURE

The Alamo Area Metropolitan Planning Organization (AAMPO) Regional Bicycle and Pedestrian Planning Study was completed in 2016. This study planned for walking and biking facilities and programs in the AAMPO communities of Boerne, San Antonio, Seguin, and New Braunfels. A safe, accessible, comprehensive, and seamless bicycle and pedestrian network is the vision of the AAMPO. Projects, priorities, and activities to improve safety and mobility were established in the plan.

Volume four of the study identified existing conditions, a proposed bicycle and pedestrian network, and education and encouragement recommendations for the City of Boerne. The proposed network, including on-street bicycle facilities, pedestrian facilities, and shared-use facilities, will be further discussed in Chapter 5, *Future Directions*.

Currently, most residents in Boerne get around by motor vehicle, but there is interest in the community to reduce reliance on cars. At this time, it can be challenging or dangerous to bicycle in the City of Boerne. There are currently no bike lanes in Boerne, but there are a few multi-use trails. During the public engagement component of the AAMPO Regional Bicycle and Pedestrian Planning Study, the top identified barriers to bicycling in Boerne included a lack of bicycle infrastructure, people do not feel safe, and destinations are too far away. The top barriers to walking included lack of sidewalks, destinations are too far away, and the weather.

Depicted on Map 2.6, *Existing Bicycle and Pedestrian Facilities*, are the existing side paths, sidewalks, and trails in the City of Boerne. There are approximately two miles of side paths, 20 miles of sidewalks, and 9.5 miles of trails in the City.

The City's existing trails include the Old No. 9 Trail, Currey Creek Trail, and the Cibolo Creek Trail. Connections between neighborhoods and downtown are established with these trails and provide recreation opportunities for community members. These trails pass through drainage corridors and an old railroad right-of-way.

Old No. 9 Trail connects East Frederick Street and the Esser Road Trailhead. The trail travels along an old railroad corridor. In 2004, the trail and its amenities were completed and in 2015 the trail was converted from a stabilized base trail to a concrete trail.

The Currey Creek Trail runs along Currey Creek from Northside Neighborhood Park to Chaparral Creek Drive. The 0.64-mile trail was constructed in 2011. This concrete trail contains several amenities including parking, water fountains, picnic tables, and interpretive signage.

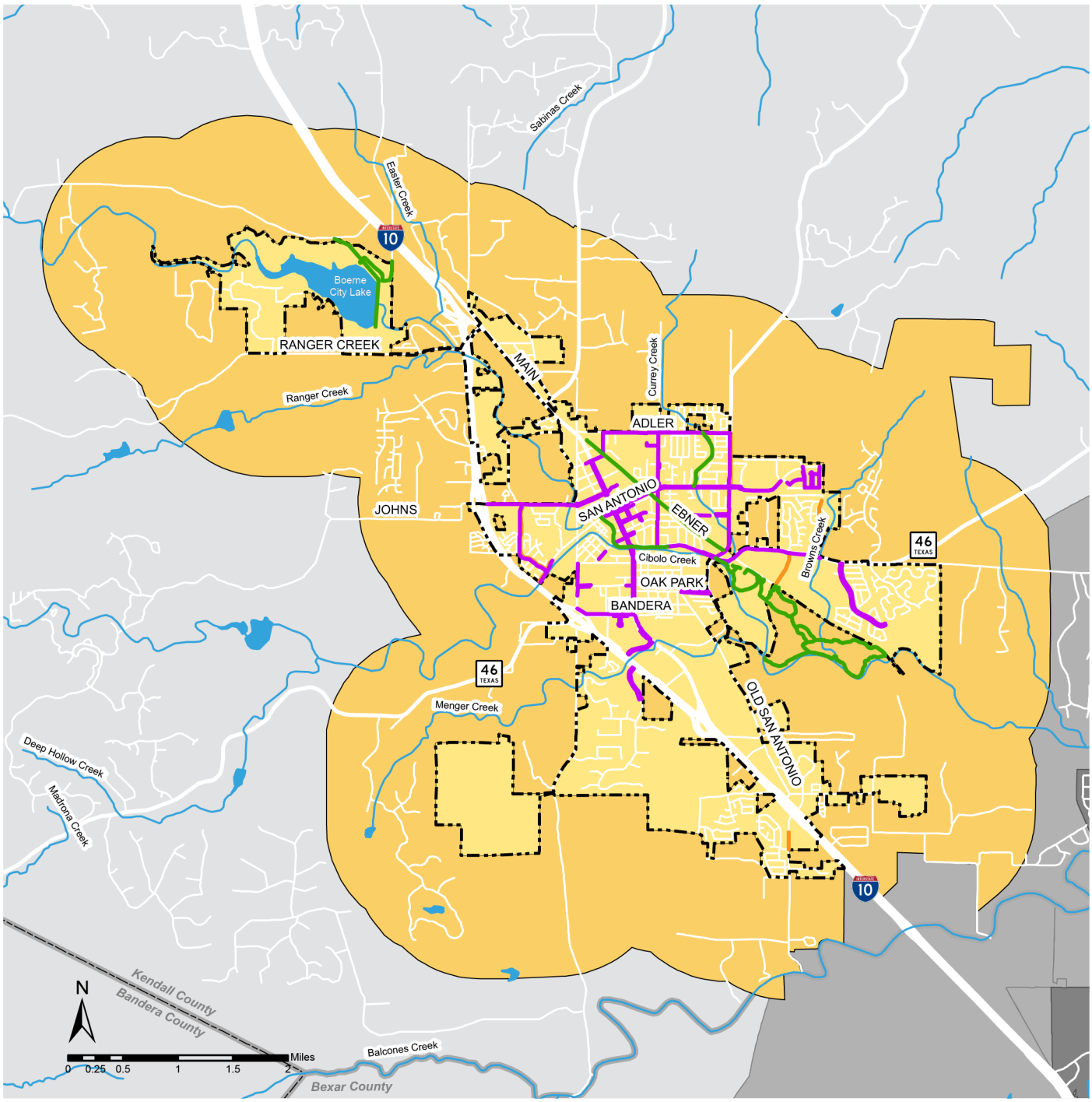
The Cibolo Trail is 1.75 miles long and extends from the Waterworks Terrace Trailhead to the City Park Trailhead. The trail crosses through historic Downtown Boerne and the Hill Country Mile. Several amenities are found along the trail including interpretive signage and picnic areas.

The 2007 Quality of Life Bond issue contained several million dollars in funding of additional trails in Boerne. All of the planned trails have been completed at this point with the exception of the extension of Currey Creek Trail from Blanco Road to Rosewood Avenue. In addition, the City received substantial funding from the state's Safe Routes to Schools Program and installed several miles of sidewalks in the last 10 years. As indicated by the 2016 AAMPO Study additional needs for sidewalks and trails exist and should remain a high priority going forward.

Old No. 9 Trail

Cibolo Trail

Map 2.8, Existing Bicycle and Pedestrian Facilities



Community Facilities and Services

PARKS AND RECREATION

The total acreage of parkland in Boerne is over 430 acres. Sports fields, playgrounds, trails, and public art are some of the amenities found within City parks. The parks system in Boerne includes several functional classifications which are described below:

- **Neighborhood Parks:** one-half mile service area with playground, walking paths, picnic areas, and open space as the types of amenities. Neighborhood parks include Northside Neighborhood Park, Kinder Park, and Roeder Park.
- **Community Parks:** service area of one mile with sports fields, aquatics facilities, and event space. Community parks in Boerne include City Park, Northrup Park, and Northside Community Park. The Northside Community Park on Toepperwein Road was purchased by the City in 2008. To date a skate park, playscape, and restroom facilities have been built on the site and it is also used as practice fields for community soccer entities. Within the 10 year scope of this Plan and the 2017 Parks Master Plan development of this facility should be a high priority.
- **Special Use Parks:** cultural components with unique character or site. Special use parks in Boerne include Main Plaza and Waterworks Terrace, River Road Park, Veterans Plaza, and Patrick Health Public Library.
- **Linear Linkage:** trail heads or maintained space next to a trail. Linear parks in Boerne include Currey Trail, Old No. 9 Trail, and Cibolo Trail.
- **Natural Resource Parks:** open space or conservation land. Natural resource parks in Boerne include Boerne City Lake Park and Cibolo Nature Center.

Most of the City of Boerne is served by community parks with the exception of the south and east areas of the City. Some areas of the City are being developed at a greater rate than the development of new parks. The area to the west and south of Interstate 10 and areas in eastern Boerne are growing quickly. Neighborhoods that are not served by City parks include Menger Springs, Regent Park, Boerne Crossing, and the Ranches at Cibolo Creek.

Kinder Park

Northrup Park

Boerne City Lake Park

PATRICK HEATH PUBLIC LIBRARY

The Patrick Heath Public Library provides services to over 42,000 Kendall County residents, and approximately 2,500 outside the county. The library is located at the intersection of North Main Street and Johns Road on the north side of the City. The two-story library was constructed in 2011 and is 30,250 square feet. The first floor consists of youth services with an activity room, gallery, popular materials, and community room. The second floor contains adult collections, young adult services, study rooms, conference room, and local and family history archives. In recent years, the library has met the growing demand of users wanting e-resources by adding several digital systems and context.

In addition to library resources, the facility also offers programs, exhibits, and events. Storytimes, after school programs, and monthly and seasonal events are other activities that are offered for children. Teen and adult activities are also offered including monthly book discussion groups, and monthly Magical History Tours and lifelong learning activities. The library offers family events including seasonal entertainment, Boerne Book and Arts Festival, and Get Fit Boerne.

Library staff currently includes one director, one assistant director, three librarians, eight library aides, one coordinator, and four assistants. To meet future needs of the growing community in Boerne, the library plans to build a shared or limited services branch either in the south or east part of the City. A bookmobile and 24-hour library kiosk are also being considered as additional services for the community.

The future City Hall is also proposed on the same City Campus property as the library, and is the last remaining major capital project from the 2006 Master Plan

Patrick Heath Public Library

POLICE DEPARTMENT

The Police Department is located in a state-of-the-art facility which was built in 2009 and serves all areas within the City limits. The Municipal Court is also located in this building. This 19,000 square-foot facility is located in south Boerne near the intersection of Old San Antonio Road and Industrial Drive. The facility is in excellent condition and includes patrol and dispatch on the first floor. The second floor contains administrative and investigation departments. The space available in the existing facility meets the current needs of the department although additional storage space is needed for specialty vehicles. More parking is also needed behind the building and more locker space will need to be added in the near future.

The City's Police Department has communication and dispatch agreements with Kendall County and The City of Fair Oaks Ranch. The Police Department also has an agreement with the Kendall County Sheriff's Office to house City prisoners in the Kendall County Jail, and an agreement with Boerne ISD to provide school resource officers. Below are community support functions or programs in which the Police Department is involved:

- National Night Out;
- Fingerprinting at numerous events;
- Bike Rodeos;
- Coffee with a Cop;
- Tours of Police Department;
- Blue Santa;
- Easter Egg Hunt;
- HOA presentations;
- Reading at church events; and
- Child safety seat inspections.

The Police Department is currently comprised of 38 sworn officers, 19 administrative support staff, one K-9 unit, 14 dispatchers, and four school resource officers. In the future, there are planned additions to staffing to address the needs of the growing community. In the past two years the sworn staff have completed 7,683 hours of training. Additional staff training is needed for leadership in schools.

Currently, there are 30 vehicles that are used by the Police Department and these units are replaced every two to three years. The vehicles and equipment are maintained in-house.

Boerne Police Department and Municipal Court

FIRE DEPARTMENT

The City of Boerne has one fire station located in north Boerne at the intersection of North Main Street and West Frederick Street. The existing facility is in very good condition following a $2 million renovation and expansion in 2010.

The department provides fire protection and emergency services throughout the City of Boerne, as well as an additional area outside the City limits (approximately 10,000 people) through an inter-local agreement with Kendall County. Services provided by the department include fire suppression and prevention, emergency management, Haz-Mat response, EMS first responder, public education, and specialized rescue such as confined space, low to high angle, swiftwater, dive rescue/recovery, and vehicle extrication.

A $600,000 pumper truck and brush truck were recently added to the vehicle fleet. All fleet maintenance for the Fire Department is completed by the City's maintenance mechanics while major repairs are contracted out.

The Fire Department is made up of career and volunteer firefighters. In 2017, there were 15 full-time career staff and one part-time career staff. There are between 15 and 20 volunteer members. Since 2004, the calls for service in the Boerne response area has significantly increased. As Boerne continues to grow, so will the demand for firefighters. One additional firefighter was funded in the FY 2017/2018 budget. To have a five-man crew on each shift, one additional firefighter is still required. To meet the growth demands of the City, land in the eastern and southern parts of Boerne have been dedicated in new housing developments for the potential addition of two future fire stations.

The Fire Department has an active role in the community by participating in various community events. These events are listed below:

- Students are taught the importance of a 'Fire Exit Plan' and other fire prevention measures;
- Events at day care centers, churches, school functions, and group events;
- Smoke detector program for individuals or families in need;
- Wildland fire protection awareness programs/ evaluations;
- The Chamber of Commerce's annual Leadership Boerne Program;
- The annual 4th of July fireworks show;
- National Night Out;
- Fire inspections at local businesses, plan reviews, and educational programs are conducted by the Fire Marshal's office; and
- Annual Fish Fry fundraiser.

Photo courtesy: Brinkley Sargent Wiginton Architects, http://www.bsw-architects.com/portfolio/boerne-central-fire-station/

Boerne Central Fire Station

SCHOOL SYSTEM

The Boerne Independent School District (BISD) is one of the fastest growing school districts in Texas[1] and is one of the key reasons people cite for moving to the area. Over 8,600 students are enrolled in BISD's five elementary schools, two middle schools, two high schools, and at the alternative campus. BISD covers the entirety of Boerne and extends across a 308 square-mile area. Most of the schools in the school district are located within the City limits or ETJ of Boerne, with the exception of Fair Oaks Ranch Elementary, which is located in The City of Fair Oaks Ranch. Within BISD, the following public schools are located in the City or ETJ:

- Cibolo Creek Elementary School;
- Curington Elementary School;
- Fabra Elementary School;
- Kendall Elementary School;
- Boerne Middle School North;
- Boerne Middle School South;
- Boerne High School; and
- Boerne-Samuel V. Champion High School.

1 "About Boerne ISD," http://www.boerne-isd.net/district/about_boerne_i_s_d, Dec. 7 2017.

In 2016, a bond was passed to fund two additional elementary schools (Van Raub, to be located in The City of Fair Oaks Ranch, and Herff Elementary, to be located in Boerne) and an additional middle school (Voss Middle School, to be located east of Boerne in Bergheim).

Fabra Elementary School

CITY HALL

The existing City Hall in Boerne is located near downtown at the intersection of East Blanco Road and Hilltop Street. City Hall and a number of outbuildings are used to house the City administration, economic development, code compliance, finance, information technology, planning and community development, and public works departments.

The City has plans to construct a new 45,000 square foot City Hall on the City Campus adjacent to the Patrick Heath Public Library. A preliminary schematic design was presented in March 2017. The proposed facility would include three floors. The first floor would contain the council chambers, customer service and billing department, information technology, and special projects. The second floor would contain code compliance, planning and community development, and public works. The third floor would contain city administration, finance and accounting.

Existing City Hall

Boerne City Hall Schematic by Randall Scott Architects (May 2017).

Economic Development

As previously mentioned, 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. Economic Development efforts will need to continue to be successful in attracting quality retail development, light manufacturing, small corporate headquarters, and infill utility customers. These efforts will be needed to fund quality of life initiatives and to provide adequate growth for sales tax, AV tax, and utility revenues to support the community's vision and desires as described in this Master Plan.

PREVIOUS PLANNING EFFORTS

A number of previous planning efforts have been completed by and for the City of Boerne. The following four plans relate to the economic development potential of the City. The plans are summarized below and pertinent key recommendations will be used to inform the economic development recommendations of the Boerne Master Plan.

Boerne Central Business District Master Plan (2007)

A Central Business District Master Plan was completed for the City of Boerne by SA Partnership Architects in 2007. The plan analyzed the Central Business District area which extends from Johns Road (to the north) to the Cibolo Creek (to the south), and from Turner Avenue (to the east) to School Street (to the west). The plan reviewed land ownership, range of land values, and land use before proposing parking solutions (structured and non-structured), future commercial development along the north bank of the Cibolo Creek west of Main Street and future residential development along the south bank of Cibolo Creek in the same area.

A number of streetscape and street alignment enhancements were proposed along Main Street including decorative crosswalks, gateway elements (at Main Street and San Antonio Avenue), eliminating on-street parking and expanding the sidewalk. A parking structure with ground level retail and streetscape enhancements were proposed along Rosewood Avenue. Lastly, a second gateway was proposed along River Road at Plant Avenue. The plan also laid out a proposal for City Hall and the Patrick Heath Public Library to be located on the same site at Boerne City Campus.

R/UDAT Boerne, Texas (2008)

The R/UDAT Boerne, Texas plan was completed in 2008 in an effort to further define the future for three of the 2006 Boerne Master Plan Update initiatives: Civic Campus, Central Business District, and Cibolo Creek. The R/UDAT plan was developed by a multi-disciplinary American Institute of Architects Regional/Urban Design Assistance Team (R/UDAT) after two full days of intensive public engagement. The City Campus is a 15.5-acre site on North Main Street which currently houses the Patrick Heath Public Library and will be the future location of the proposed City Hall. The Central Business District includes the heart of downtown Boerne and encompasses many of the City's historic, cultural, and economic assets. The stretch of Cibolo Creek running through downtown Boerne was evaluated in terms of opportunities for recreation and education, environmental protection and enhancement, and community linkages.

The R/UDAT team evaluated and provided ideas and recommendations on seven key elements including regenerative design, community preservation, civic connectivity, image of the City, civic health, City Campus, and the downtown center. Many of the plan's recommendations included development of high-quality public spaces, opportunities for ongoing community engagement, strategies to celebrate community pride, and ensuring that development benefits the surrounding environment and provides a well-connected community.

City Campus recommendations included conducting a cultural needs assessment for the site; creating a North Main Street overlay district; redesigning North Main and Johns Road as complete streets; creating a campus master plan for the site; and building a model facility to demonstrate high-quality design.

Downtown center recommendations included planning for a more dense, compact, and taller urban core; flexible and adaptive zoning; a more walkable creek front with plaza; and providing affordable housing; among others.

While the Patrick Heath Public Library has been built on the City Campus property and the future City Hall will fill out that site, most of the R/UDAT Boerne, Texas plan also remains unimplemented.

1 U.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.

Revisions to the Future Land-Use/Development Plan Concept Map (2010 & 2012)

Staff re-evaluated some of the 'Town Center' concerts from the 2006 plan and made various other updates and revisions to the Land-Use Plan on two occasions.

Downtown Boerne Strategic Initiative (2016)

The Downtown Boerne Strategic Initiative was completed in 2016 by Gateway Planning Group, Catalyst Commercial, and Velocity Group. The plan created implementation steps to improve downtown Boerne. In general, these included encouraging high-quality, catalytic redevelopment of two specific properties, prioritizing actions to secure investment in downtown, and recommendations for engagement with TxDOT regarding the ownership of Main Street (a TxDOT road). Key issues were identified which need to be addressed if the downtown is going to grow into its full potential. These issues include a balance between serving locals and visitors, improved pedestrian and parking accommodation, and greater connectivity with the surrounding neighborhoods.

The plan split the downtown area into three character zones: General Downtown Area, Creekside Zone, and Arts Zone. The General Downtown was further broken down into a number of experience districts. The plan provided recommendations for the entirety of the area regarding ways to activate the spaces; increase usage and interest in downtown; and attract additional merchants. The plan also recommended the development of an ad-hoc working group and series of tasks for the group, including consideration of whether or not transfer of ownership of Main Street from TxDOT to the City through the Turnback Program was viable in terms of costs versus benefits.

The plan presented schematic redevelopment ideas for two key catalytic sites: Cibolo Creek catalytic site and BISD catalytic site.

The Cibolo Creek catalytic site is located west of Main Street along both sides of the Cibolo Creek (see Figure 2.20, *Cibolo Creek Catalytic Development Area Concept Plan*). Primary recommendations for the site included infill; smaller and more affordable homes; mixed-use development; structured and surface parking; restaurant and retail establishments; and heightened interaction with Cibolo Creek.

Figure 2.20, Cibolo Creek Catalytic Development Area Concept Plan by Gateway Planning

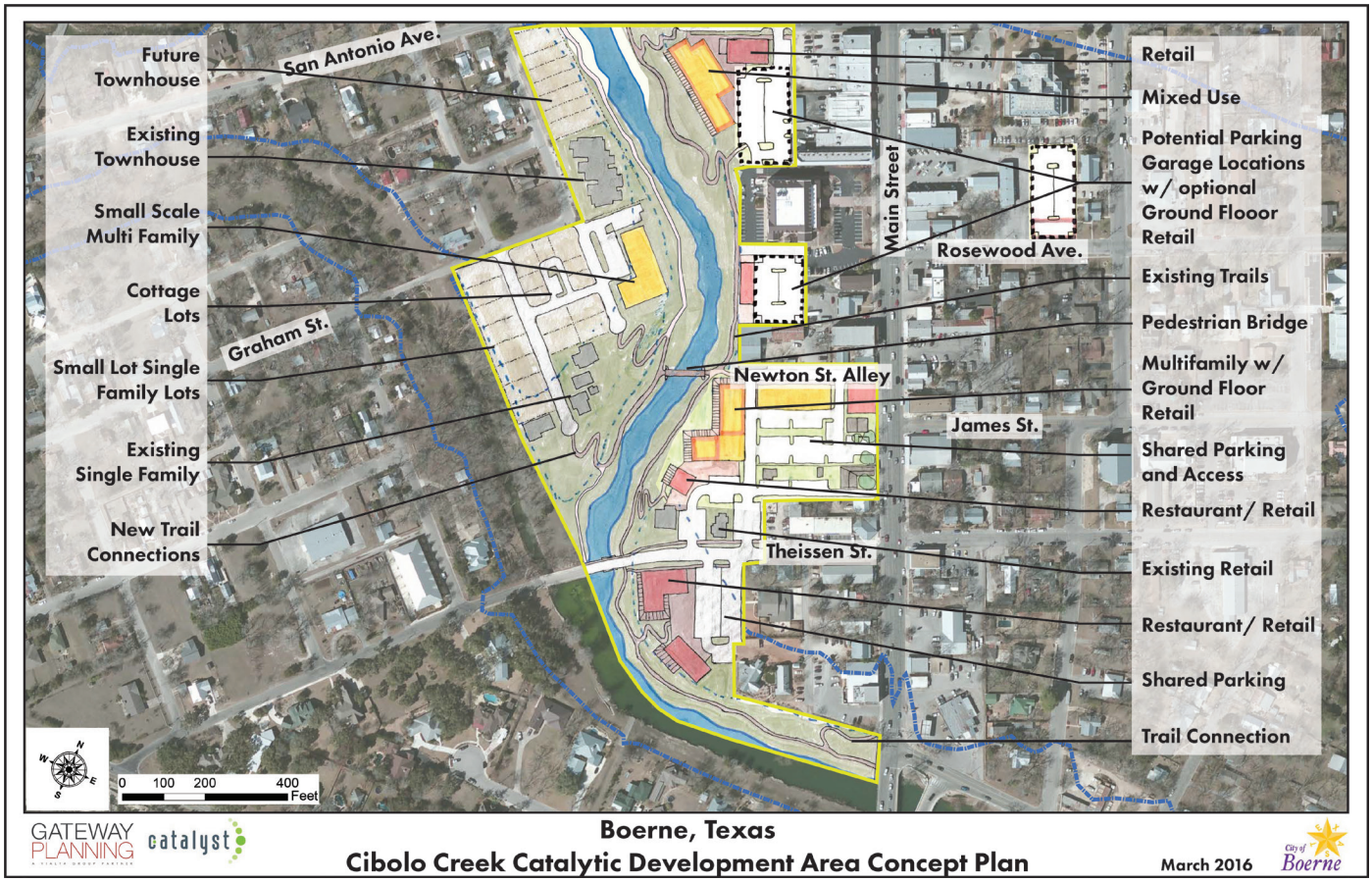
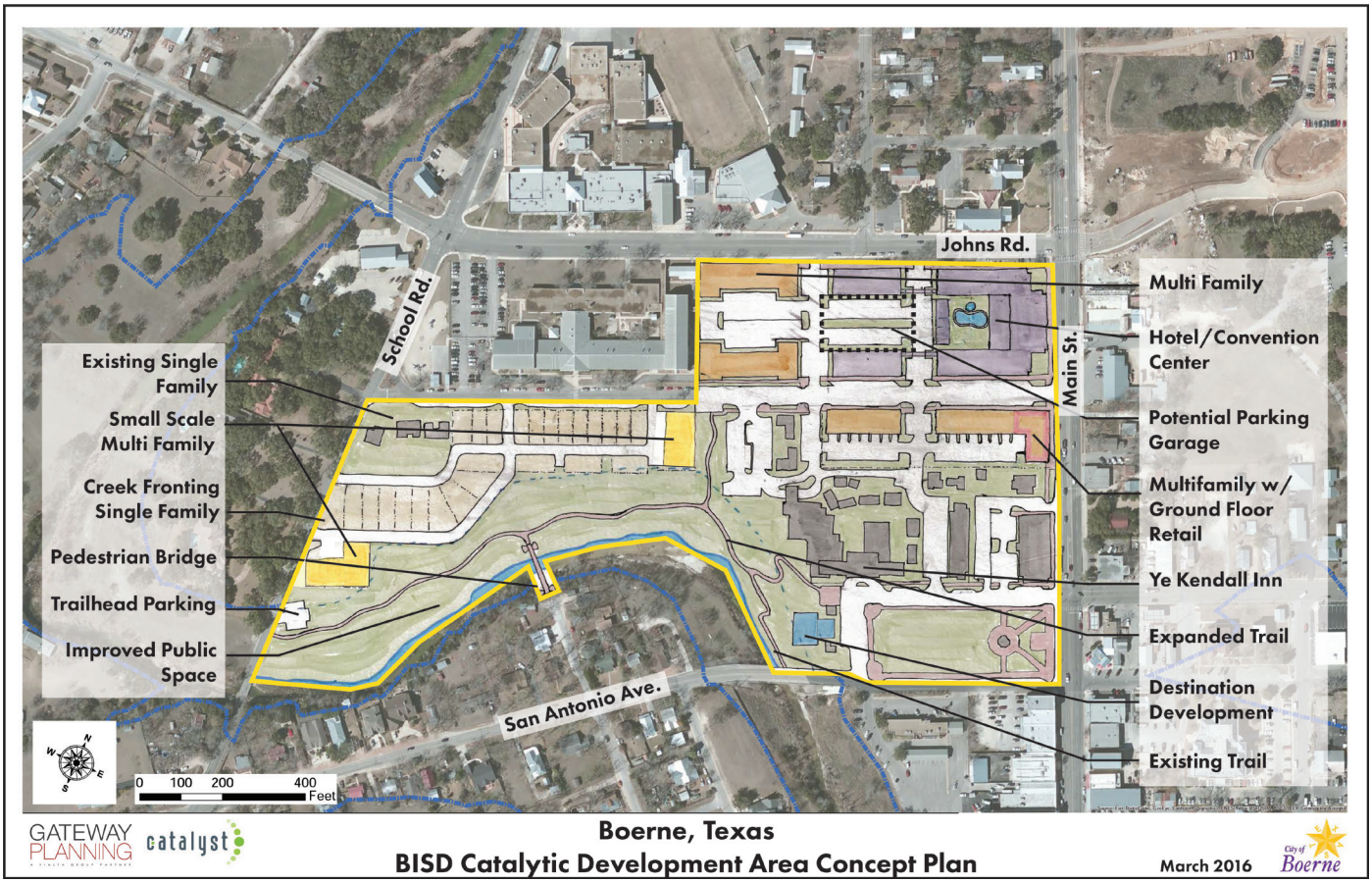


Figure 2.21, BISD Catalytic Development Area Concept Plan by Gateway Planning



The BISD catalytic site is located at the north end of downtown, at the southwest corner of the intersection of Main Street and Johns Road (see Figure 2.21, *BISD Catalytic Development Area Concept Plan*, on the next page). The site sits catty-corner to the City Campus which includes the public library and future City Hall. Primary recommendations for the site include: a mixed-use development with a hotel/conference center, offices, and retail; residential housing including multifamily, townhomes, and small lot single family; potential structured parking; and improved public space along Cibolo Creek.

Lastly, the plan identified the following four other potential catalytic sites which could be further analyzed and planned:

- City's Lohmann Surface Parking Lot
- Lohmann Street Area
- Lehmann Properties across from Main Plaza
- Lehmann Downtown Surface Parking Lot

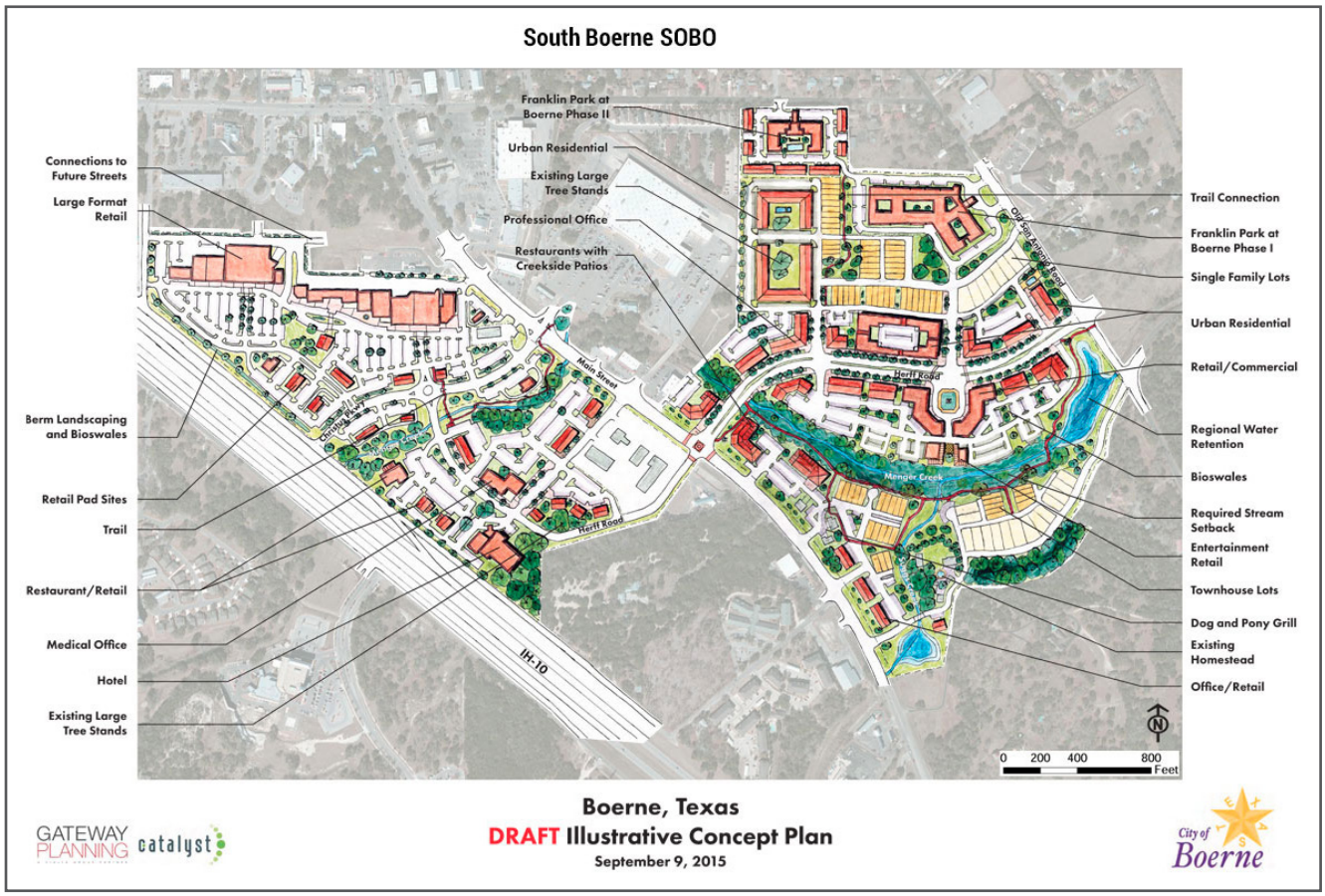
2017 Economic Development Work Plan

The 2017 Economic Development Work Plan was developed by the City of Boerne Economic Development Department. This is the fifth such plan and summarized the status of the 2016 and other prior work plan initiatives and 2017 work plan goals and key initiatives. Many of the successes from 2016 were made possible by close coordination between the City, Kendall County, and the Boerne Kendall County Economic Development Corporation (BKCEDC). Key 2016 elements from the plan are listed below. The 2017 initiatives will be reviewed as part of the analysis and recommendations in Chapter 5, *Future Directions*.

Status of select 2016 work plan initiatives:

- The Herff Road upgrade and extension was completed and the property for the Christus Parkway extension from Herff road was acquired. These are two of the key roads which will create the South Boerne (SoBo) development area.
- The SoBo Concept Plan is a mixed-use development which will be both a destination and a gateway into the City. The long-term goal is for the SoBo development (see Figure 2.22, *SoBo Draft Illustrative Concept Plan*) and Downtown Central Business District to complement each other. The project continued

Figure 2.22, SoBo Draft Illustrative Concept Plan by Gateway Planning



to progress forward in 2016 with consultant advice from Catalyst Commercial and Gateway Planning Group.

- As a result of Business Retention and Expansion visits, it became known that the area on Highway 46 East, which is the fasting growing part of the City, was drawing interest for expansion by a grocery store.
- A number of housing development projects which include apartments, townhomes, and a first-of-its-kind cottage project progressed forward.
- The City grew its gas customer base by seven percent and sewer and water customer counts by four percent each. Growth in these utilities systems have been a goal of each economic development work plan to date and the City has been very successful, particularly with regard to growing customer base for the gas department. The electric department continues to grow its customer base at a rate of two percent per year due to the constraint of the service territory.
- The City identified key development process areas which need improvement and have addressed several of them to date with plans to work on others in the near future.

The 2017 work plan goals and initiatives included roadway and mobility projects, downtown and Hill Country Mile initiatives, North Main Street revitalization, planning initiatives, revenue enhancement and diversification, and elements from the Convention and Visitors Bureau and BKCEDC.

Community Livability

Community livability relates to the everyday experiences of individuals who live and work in Boerne. This includes the character and placemaking elements which set the community apart, the cultural and historic heritage of Boerne, special opportunities for interaction with friends and neighbors, and the overall quality of life in the community.

CHARACTER AND PLACEMAKING

Character and placemaking elements are those that come to people's minds when they think about Boerne. These elements can include gateways into the City, beautification elements, corridor improvement areas, etc. To date, Boerne has one specific gateway on Highway 46 East. The City has an Entrance Corridor Overlay District which establishes the parameters for development of properties along the City's key vehicular entrance corridors.

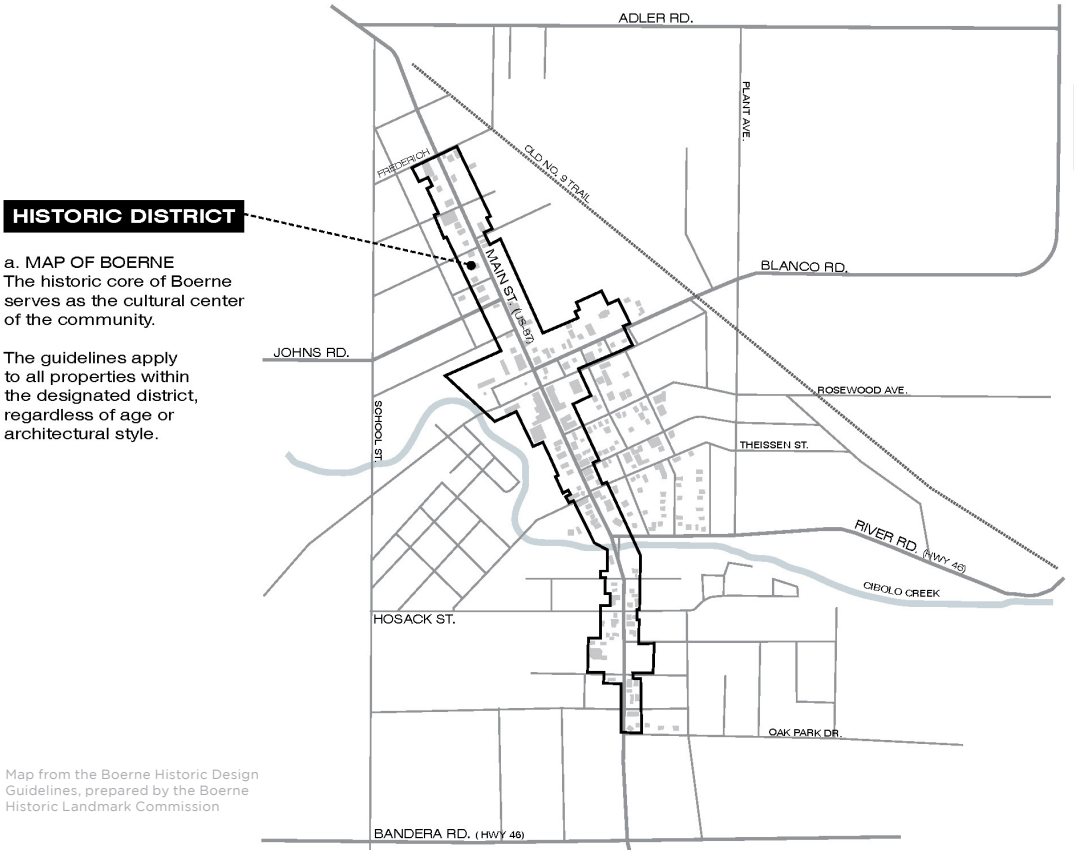
Boerne's historic district largely follows Main Street in the downtown area (see Figure 2.23, Boerne Historic District). The Boerne Historic Design Guidelines, prepared by the Boerne Historic Landmark Commission, are a guide for property improvements within the historic district. While not an ordinance, the guidelines are the framework by which the Historic Landmark Commission evaluates new buildings, additions and remodeling, garages and auxiliary buildings, demolition, relocation, and maintenance and repair projects in the district.

At the heart of the historic district is the Hill Country Mile. This stretch of Main Street exemplifies the City's character, culture, and history. This area is what many visitors think of when they envision visiting Boerne. The Hill Country Mile extends along Main Street from the City Campus in the north to Oak Park Drive to the south. This stretch includes restaurants, boutique retail, and public spaces. Strategically located public art elements and access to the Cibolo Creek and trails help to further create a memorable sense of place. Today, the majority of businesses in this stretch close around 5:00 pm. With extended hours of operation, additional diverse business types, and potential expansion of the Hill Country Mile, this gem of Boerne could become an even greater asset for the community.

SPECIAL EVENTS

There are a number of special events held throughout the year that draw both local and regional attendees. These events are coordinated by different City departments or other local organizations. Special events are a great way to encourage people to interact, attract visitors to Boerne, provide a high-quality multigenerational experience for residents, and build a vibrant community.

Figure 2.23, Boerne Historic District



Map from the Boerne Historic Design Guidelines, prepared by the Boerne Historic Landmark Commission

Some of the events held in Boerne include:

- Year Round Family-Friendly Events - varying community events held throughout the year (e.g., Easter Egg Hunt, Movies in the Park, Concerts in the Park, Outdoor Family Fair, Boerne Chocolate Walk, Boerne Boo, etc.).
- Boerne Art al Fresco - an outdoor walkable public sculpture competition located throughout historic downtown and along the trail system.
- Dickens on Main - Main Street is annually closed to vehicle traffic and transformed into a vintage winter wonderland every Thanksgiving weekend.
- Vehicle Enthusiasts' Delights - Texas Corvette Show, Hot Rod Nights, and Keys to the Hills Rod Run.
- Cultural Events - Boerne Berges Fest, which includes a parade celebrating the community's German heritage, and Abendkonzerts Concerts at the Gazebo (The Boerne Village Band concert - the longest continuously playing German Band outside of Germany).
- Boerne Market Days - monthly open air markets with artists, craftsmen, and varying vendors which set up on Main Plaza.
- Boerne Farmers Market - weekly farmers markets held at the Cibolo Nature Center and Farm from March through December.

QUALITY OF LIFE

When asked during the public engagement component of this planning process, it was clear that one of Boerne's greatest assets is the high quality of life. Public survey respondents were asked how satisfied they were with the City of Boerne based on the overall quality of life. Over 90 percent (or over 1,400 people) indicated they were very satisfied or satisfied with the quality of life. Based on community responses, the elements which most highly contribute to the high quality of life in Boerne are:

- small-town character;
- great school district;
- growing parks and trail system;
- location in the Texas Hill Country;
- downtown Boerne;
- high quality of the built environment; and
- high-quality emergency services.

The community feedback indicated concerns about issues which have the potential to negatively impact the quality of life in Boerne. Some of these elements include concern about and perception of crime, the speed of growth, and the perceived lack of government transparency, among others. Further detail about public input results will be discussed in Chapter 3, *Community Input*.

Photo courtesy: DoM TalboysPhotography for ArtGives

Dickens on Main draws thousands of people from around the region.

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3. Community Input

One of the primary purposes of a community's master plan is to ensure that a city progresses down a path which best meets the wants and needs of its citizens today and into the future. As part of the planning process, gaining public input provides crucial insight into the current and future needs of the community. As part of this process, the community was asked questions such as "what is working?", "what isn't?", and "how would you improve it?". Through analysis of the community responses, important information can be gained about the desired vision for Boerne in the future.

A variety of different engagement methods were used to gain a well-rounded understanding of the publics' thoughts and ideas. Through the use of a variety of engagement strategies, different user types are provided a chance to voice their thoughts. The public engagement component of this Plan included 13 stakeholder meetings, 10 key person interviews, 11 meetings with the Master Plan Advisory Committee and Technical Advisory Committee, an online public survey, three public open houses, and four meetings with the Planning and Zoning Commission and City Council. Highlights from the engagement process are presented in this chapter.

Stakeholder meetings included a diverse representation of individuals and organizations that are interested in the future of Boerne.

Stakeholder Meetings

A series of stakeholder meetings, key person interviews, and a technical advisory committee meeting were held at the onset of the project. Meeting participants included 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.

Key trends voiced during the early public engagement include:

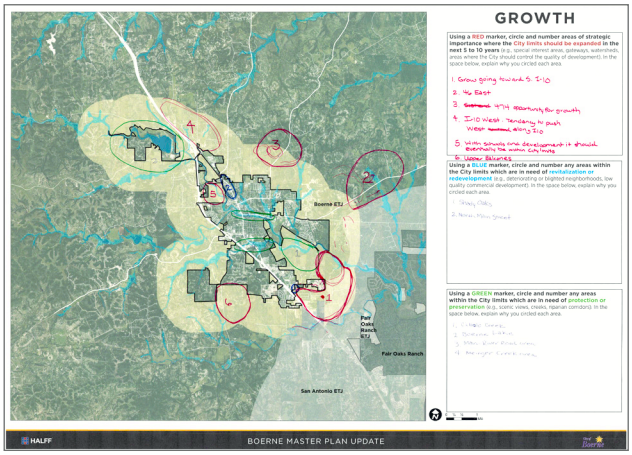
- Concern about increasing traffic and congestion;
- Concern about rate of growth;
- Concern about adequate water supplies;
- Need to proactively plan for future development (e.g., planning necessary infrastructure);
- Need for revitalizing North Main Street;
- Need for a truck route off Main Street;
- 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.

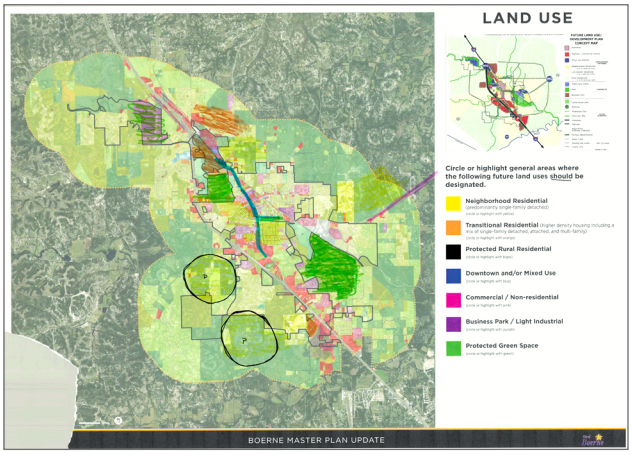
Master Plan Advisory Committee and Technical Advisory Committee

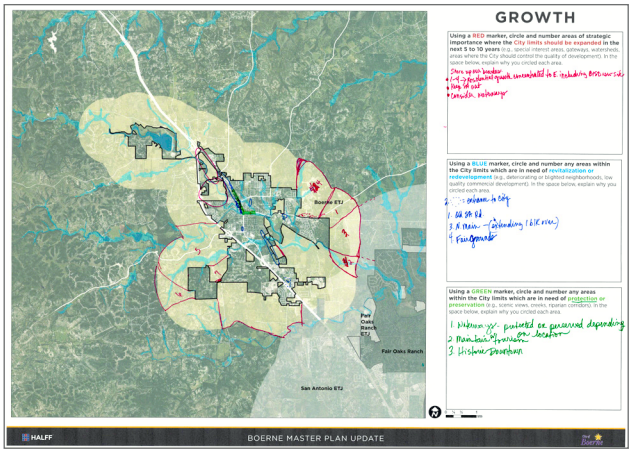
The Master Plan Advisory Committee (MPAC) met at key intervals throughout the planning process to provide input and guidance to the Plan. Through a series of 11 meetings, the 24-person MPAC helped to identify and evaluate areas of growth, mobility issues, and future land use scenarios, as well as provide comments on the Plan’s preliminary and final recommendations (see Figure 3.1, *Select MPAC Exercise Results*). The MPAC included representatives from City Council, Planning and Zoning Commission, Greater Boerne Chamber of Commerce; Boerne Kendall County EDC; Boerne Independent School District; the Historic Landmark Commission; local churches and business owners; builders and developers; concerned residents and students; and City staff. Representatives from an 11-person Technical Advisory Committee made up of key staff from numerous City departments were also involved in the MPAC meetings.

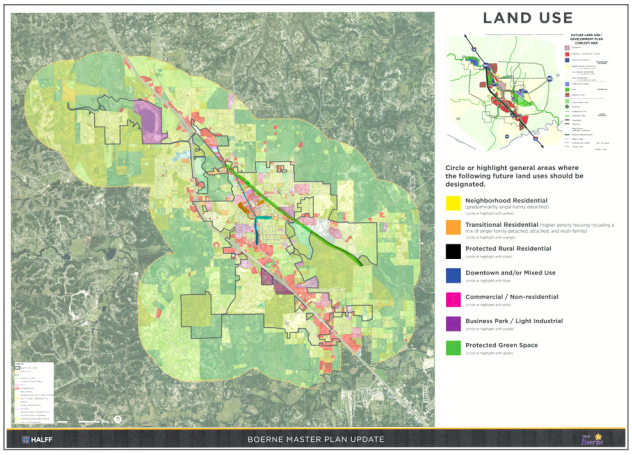
MPAC meetings included both interactive exercises and informative presentations.

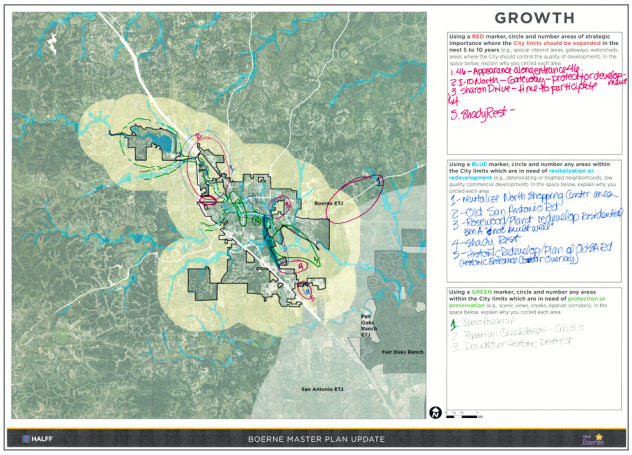
Figure 3.1, Select MPAC Exercise Results

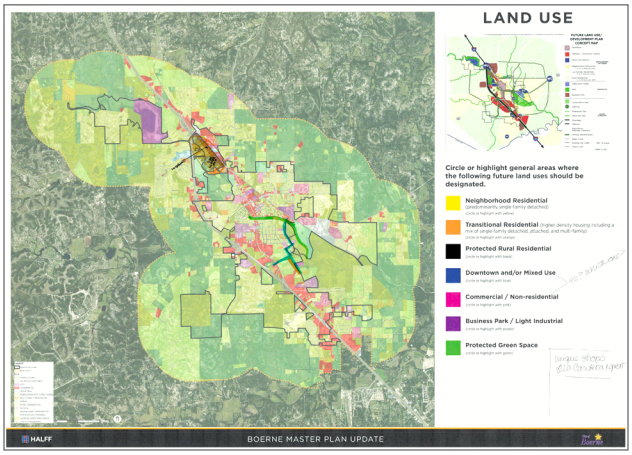


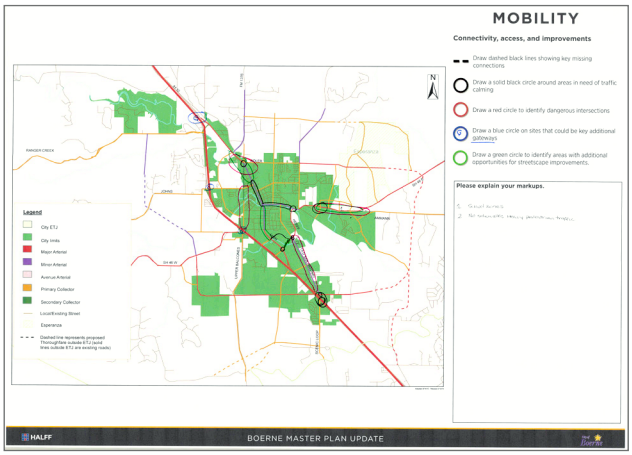


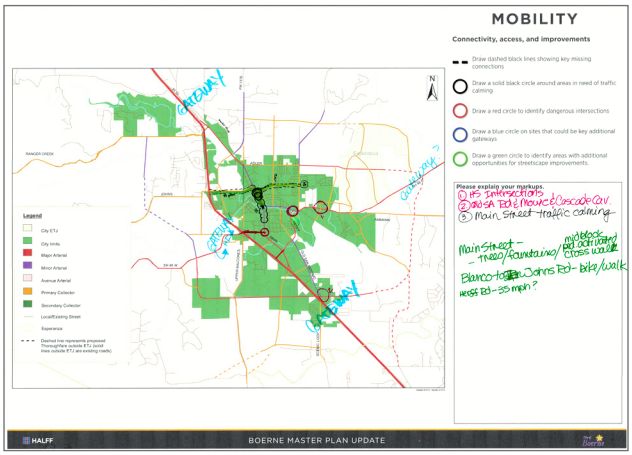












Public Survey Highlights

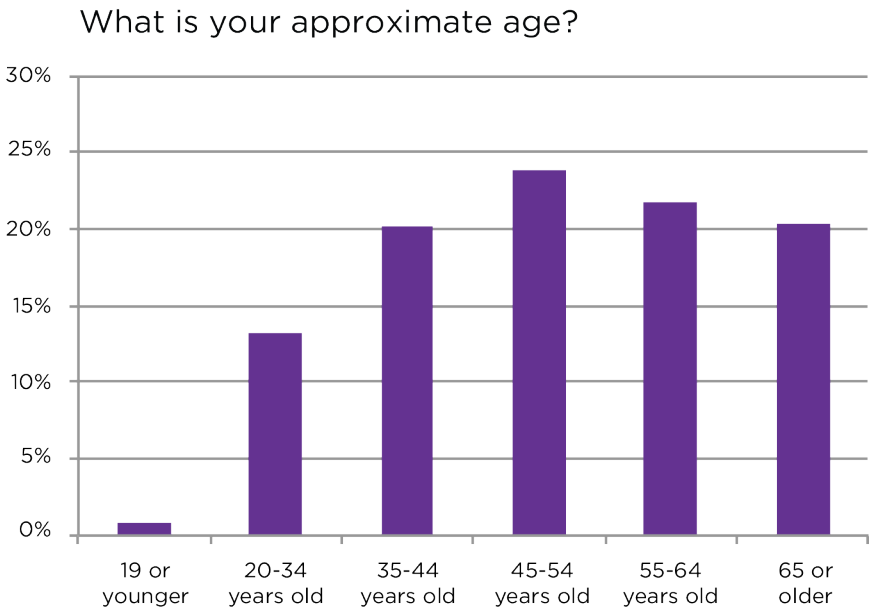
A public survey was conducted in September and October 2017. The survey was offered in both online and print formats. The survey was publicized on the City of Boerne and Boerne Kendall County EDC websites; on the Boerne City Hall and Mayor's Facebook pages; on the Boerne area "Next Door" page; in the City's e-newsletter and Constant Contact list (approximately 760 subscribers); and emailed to all City employees with an email address. The Boerne Star and Hill Country Weekly also ran multiple public service announcements and survey advertisements were distributed to open house attendees.

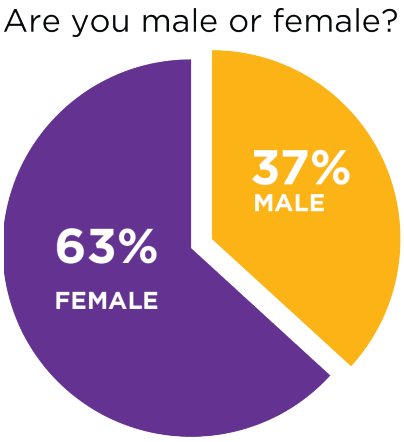
The 38-question survey included a variety of topics such as demographics; overall quality of life, satisfaction with City services (generally), transportation, housing and neighborhoods, economic development, community development, and priority issues.

A total of 1,720 responses were received, including both resident (62%) and non-resident respondents (38%).

Highlights from the public survey results can be found on the following pages.

Figure 3.2, Survey Respondent Demographics





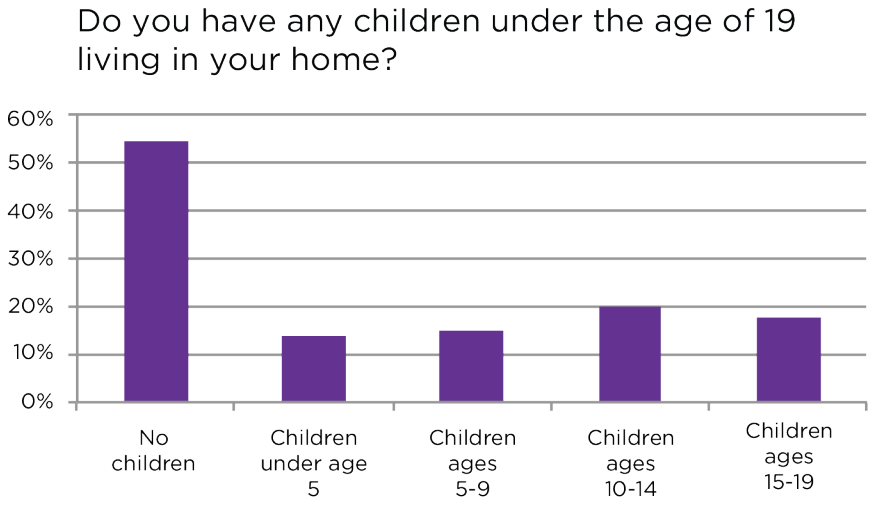


Figure 3.3, Survey Respondent Length of Residence

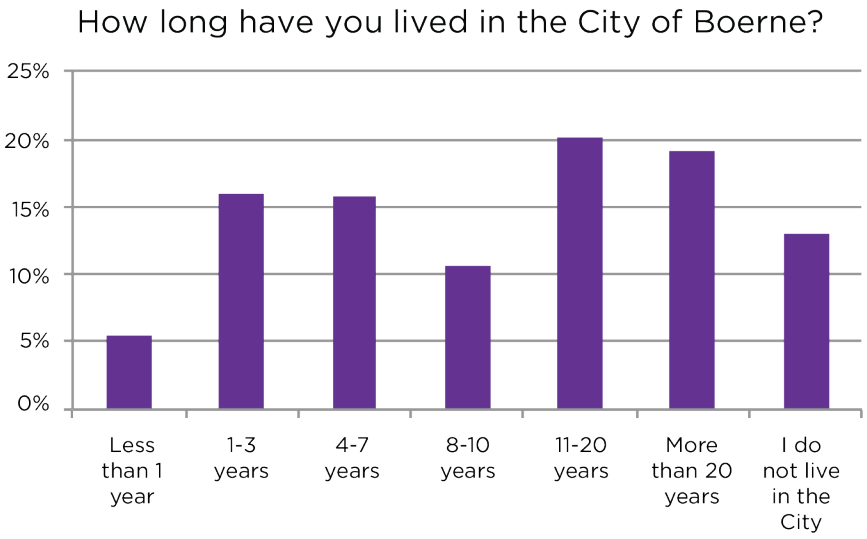


Figure 3.4, Survey Respondent Area of Residence

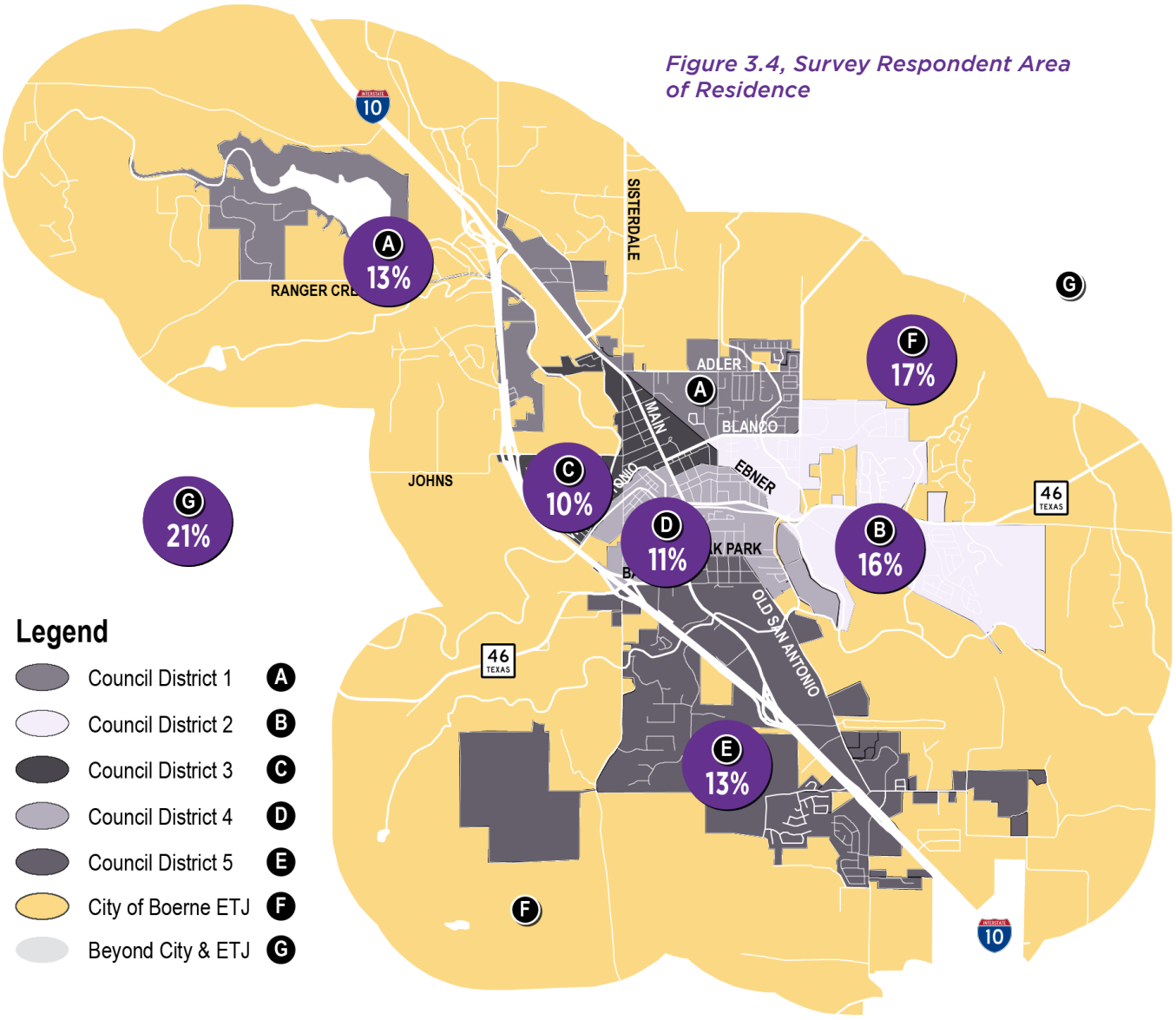


Figure 3.5, Overall Satisfaction with Boerne

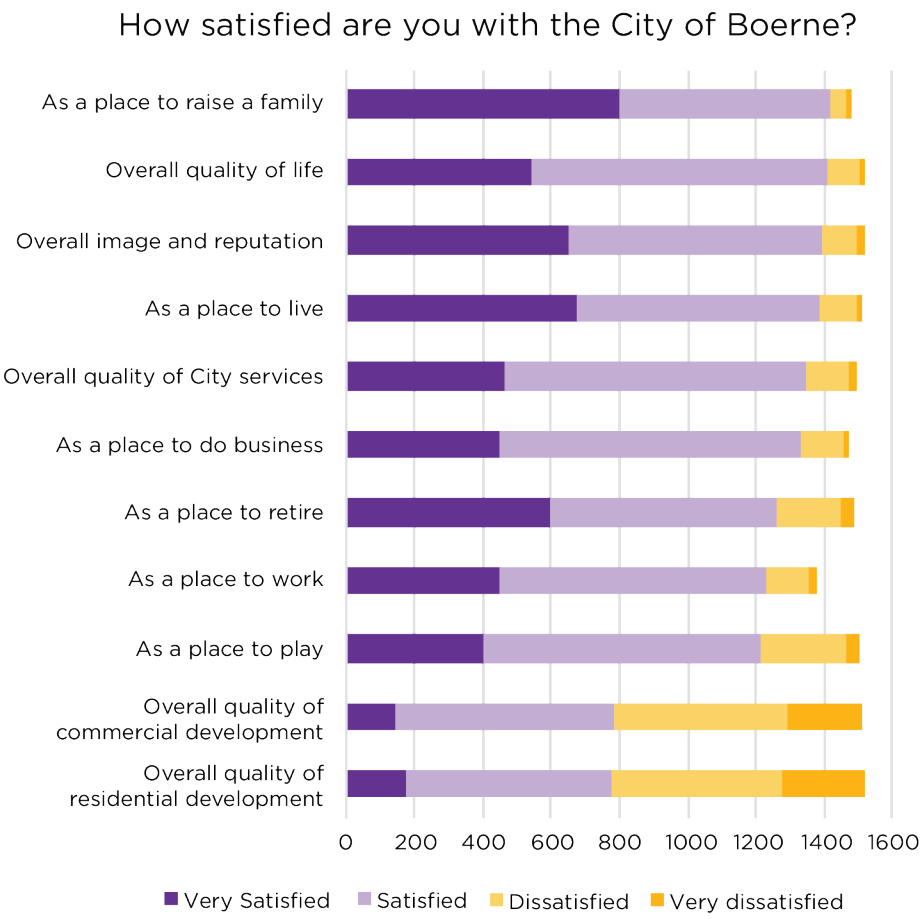


Figure 3.6, Satisfaction with City Services

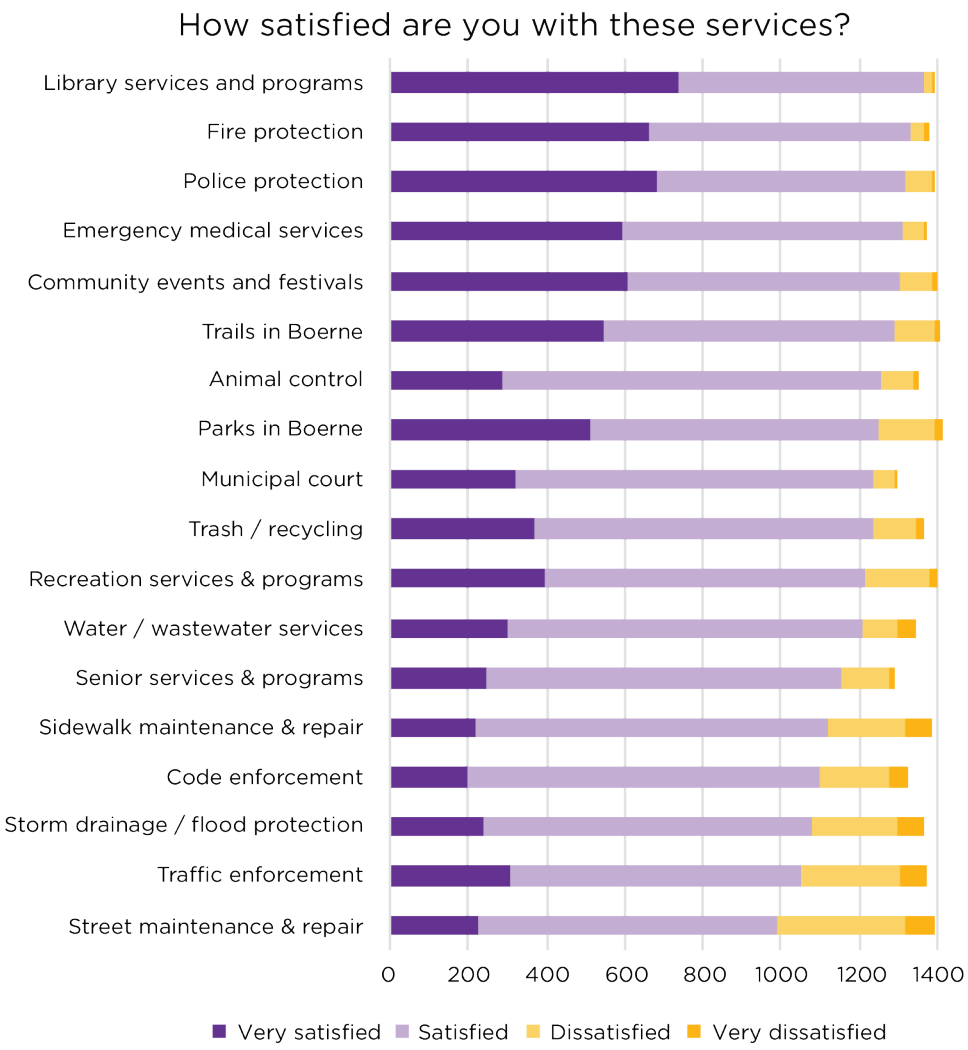


Figure 3.7, Transportation Priority Issues

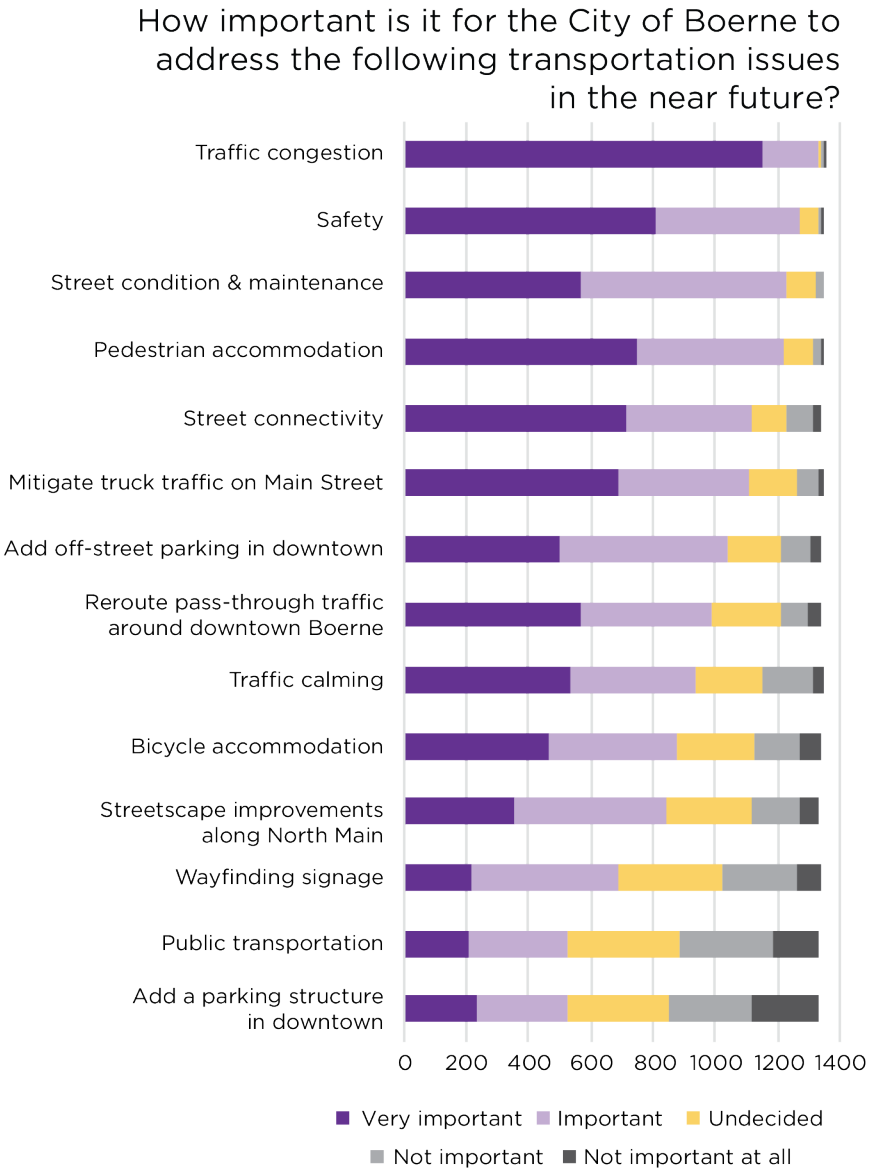


Figure 3.8, Neighborhood Priority Issues

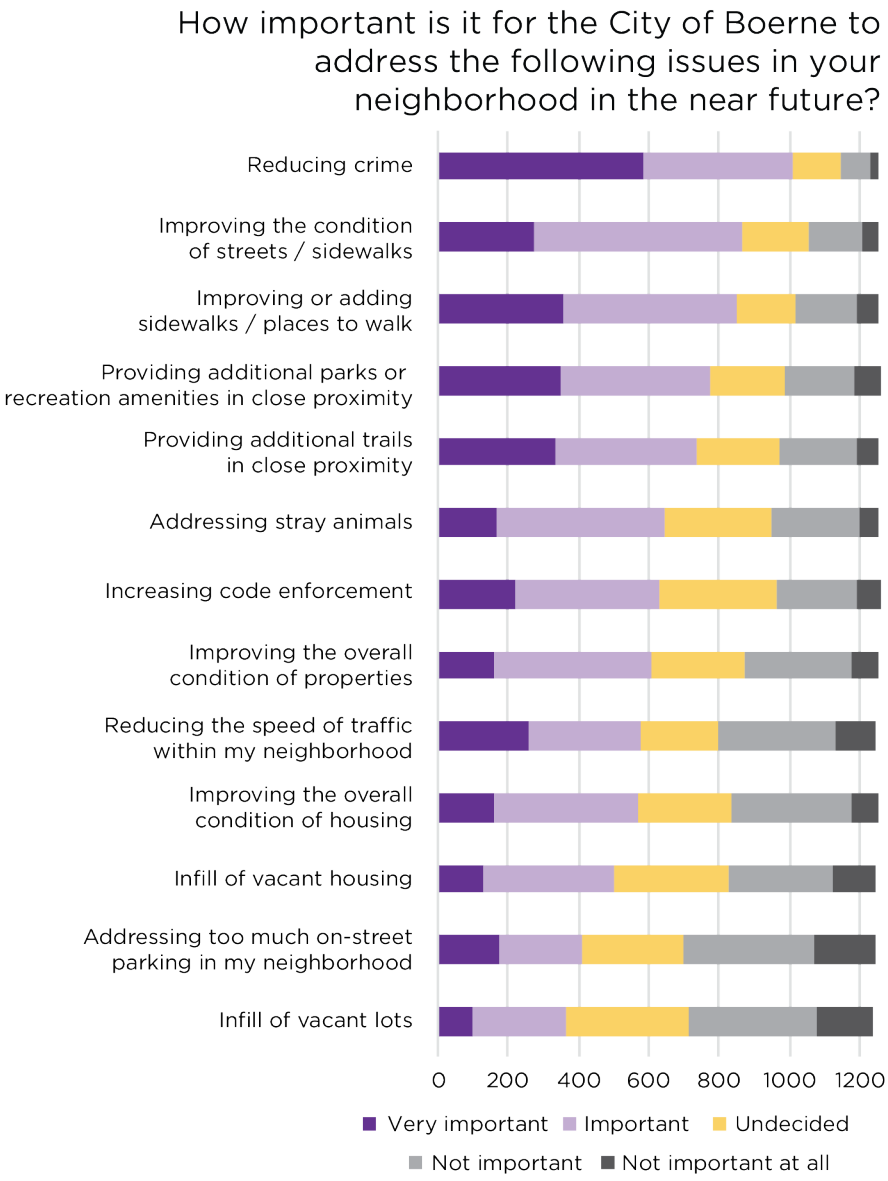


Figure 3.9, Importance of Economic Factors

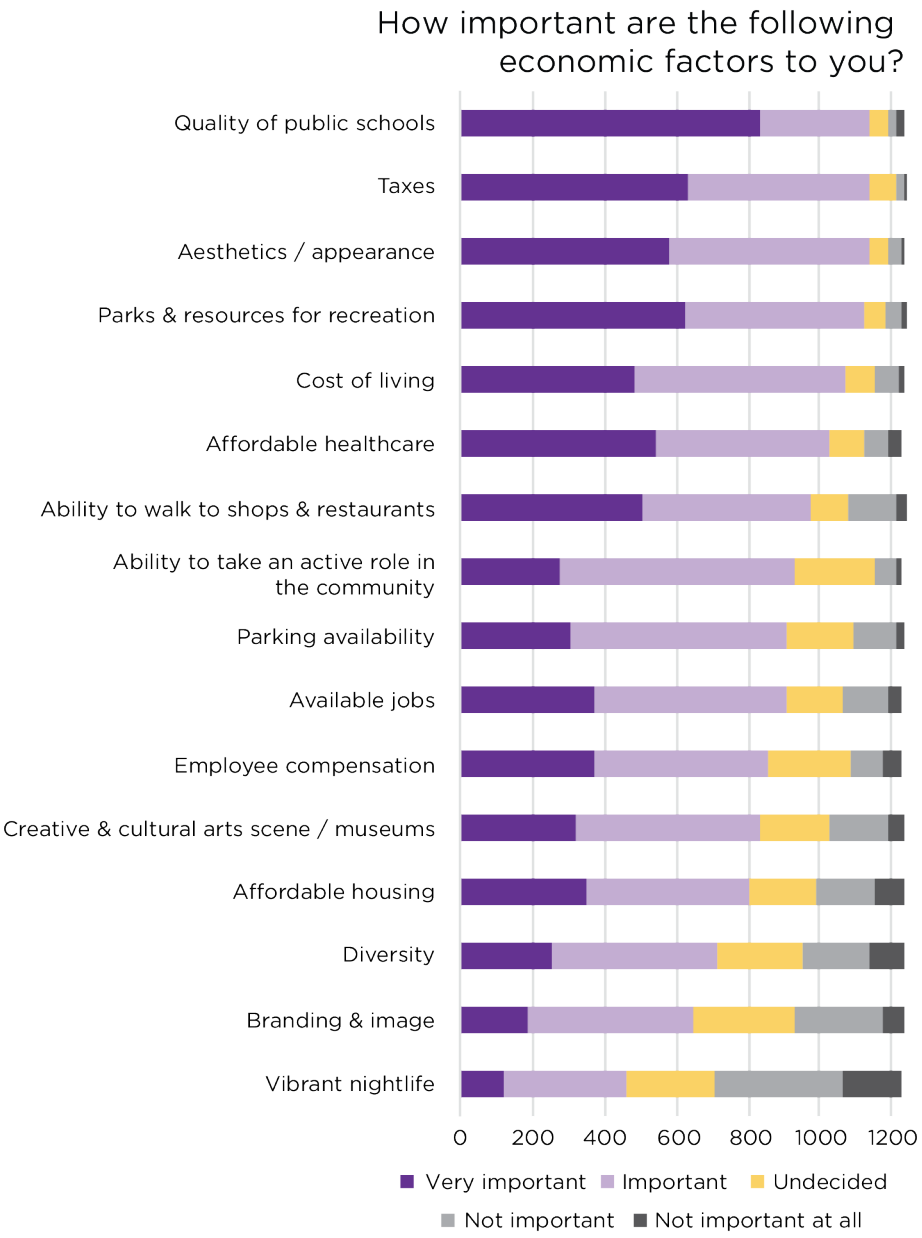


Figure 3.10, City's Performance on Economic Factors

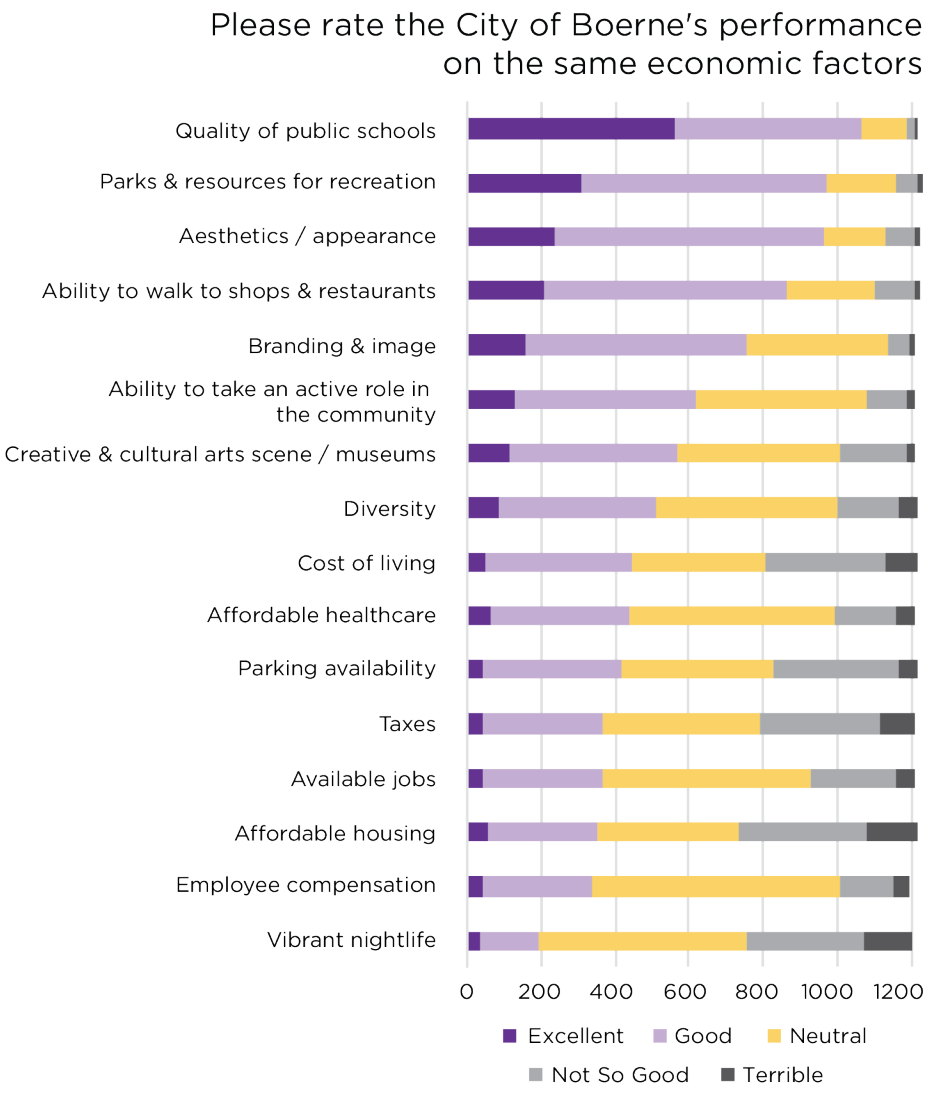
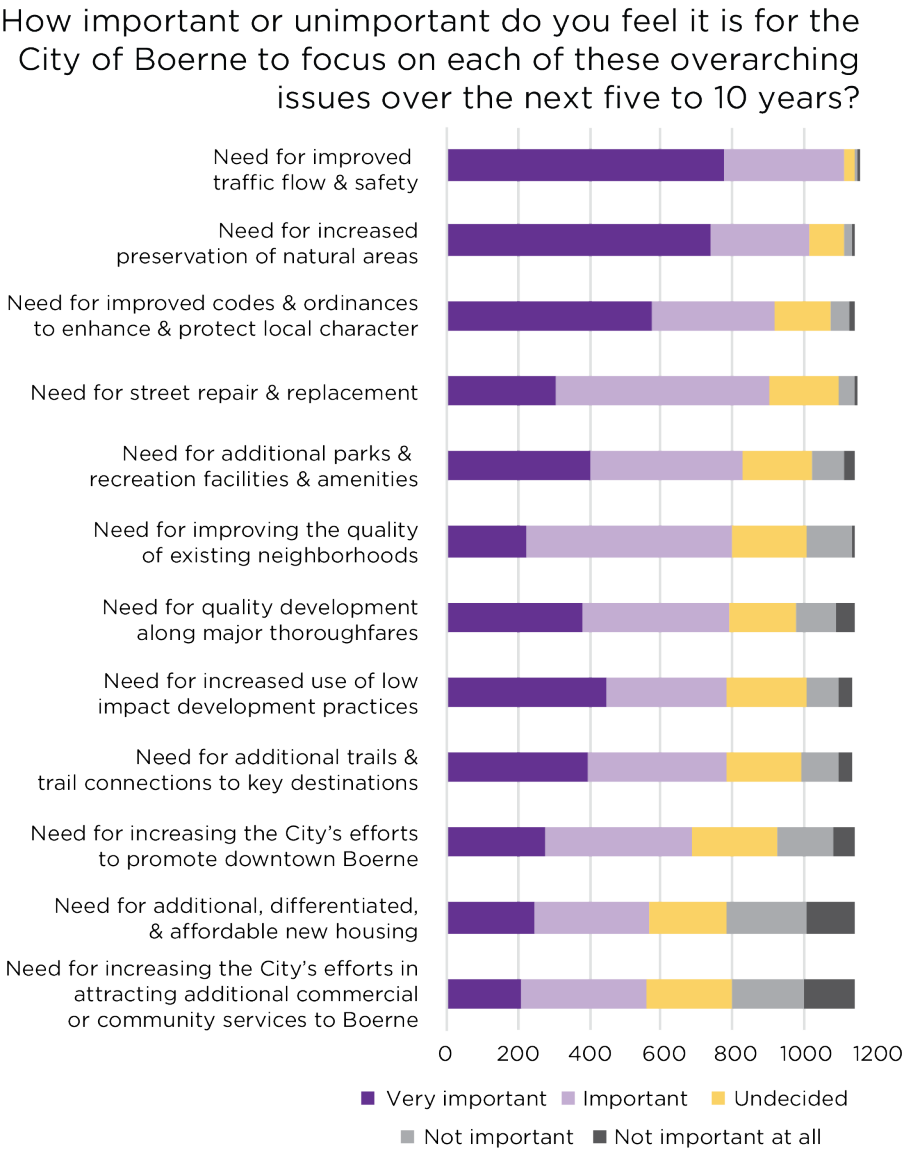


Figure 3.11, Overall Priority Issues



Open House

A public open house was held in October 2017 at the Kronkosky Place. The meeting was attended by 73 people including primarily individuals who live and work in Boerne. The meeting was an open house format so there was no formal presentation. Individuals were asked to provide feedback on a number of topics which had been identified as key issues during the kick-off and through analysis of interim survey results. All of the questions asked at the open house, and the tabulated responses, are presented on the following pages.

Figure 3.12, Open House Attendees' Area of Residence

WHERE DO YOU LIVE AND WORK?

Categories	Live	Percentage	Work	Percentage
City Limits	46	63%	32	44%
Boerne ETJ	9	12%	3	4%
Outside ETJ	5	7%	1	1%

Figure 3.13, Impacts of Growth

DESCRIBE THE POSITIVE AND NEGATIVE IMPACTS OF THE CITY'S GROWTH SINCE 2000

Positive Aspects	Negative Aspects
New/improved parks	Traffic
More centralized events and activities	Taxes for school construction
More business growth	The City is losing its identity
Economic diversity	Plans developed but not implemented
Not part of S.A. YET	Density - both residential and commercial
Medical facilities/doctors	Loss of historical/cultural attributes
Movie theater	Traffic
Trails	Poor apartment development - boxes
Restaurants	Strip malls - bad idea
Boerne City Lake	Crowded on Main Street
New parks & trails	Hurried development - not quality
New library	Zoning problems in new areas
Sidewalks (where they have been added)	Loss of green spaces
Broader tax base	Too many buildings being built
Retail services	Loss of important green spaces
Medical services	Loss of historical aspects
Library and trails	Density without a cohesive transportation plan
Parks, athletic parks for children, library, trails, lake upgrade	Failure of affordable housing - currently higher density, poor quality, and not affordable
Cibolo Nature Center	Influx of big box/franchises that make us the same and no longer unique
Library	Lack of affordable housing/home ownership for low to moderate income
Cultural events	Traffic
High-quality retail	Difficult to build
Diversity of business	Water quality/quantity
Trails/parks	Increased flooding
Herff Farm and other community	No increase in nightlife for activities for singles, young adults, working adults (e.g., live music venues, high-end cocktail bars, cafes, etc)
More to do	Drainage
	Dark skies

Figure 3.14, Congestion Relief Strategies

WHICH CONGESTION RELIEF STRATEGIES DO YOU MOST SUPPORT? (CHOOSE 3)

Strategy	Support	% of Responses
Re-routing pass-through traffic around downtown Boerne	54	28%
Re-routing pass-through traffic around City limits	45	24%
Additional left and right turn lanes	19	10%
Roundabouts/continuous traffic flow	15	8%
Better signal timing (e.g., coordinated green lights)	10	5%
Expand resources (e.g., manpower, equipment, and funding) to improve the quality and condition of road surfaces within the City	8	4%
More travel lanes	4	2%
Better street connectivity	4	2%
Better inter-parcel connectivity (i.e., internal connections between adjacent businesses and development)	4	2%
Access management (e.g., closing unneeded driveways)	1	1%
Other (please specify):	27	14%
Control & plan growth		
Plan growth around a cohesive transportation plan		
Better public transportation		
Limit high density housing		
Total Responses	**191**	

Figure 3.15, Transportation Safety Strategies

WHICH TRANSPORTATION SAFETY STRATEGIES DO YOU MOST SUPPORT? (CHOOSE 3)

Strategy	Support	% of Responses
Identify a truck route that removes heavy truck traffic out of neighborhoods and downtown areas	45	28%
Improve/provide crosswalks in high pedestrian traffic areas (e.g., pedestrian crossing signals)	26	16%
Traffic calming (i.e., reducing traffic speed through the use of physical design elements)	19	12%
Adopt a citywide policy that all streets need to accommodate pedestrians and bicycles (i.e., a Complete Streets policy)	19	12%
Improve sidewalk conditions and provide additional sidewalk connections	16	10%
Provide additional off-street trails	16	10%
Enhance traffic enforcement (e.g., speed monitoring)	10	6%
Separate pedestrian street crossings along trail corridors (e.g., pedestrian overpass)	8	5%
Other (please specify):	4	2%
Speed bumps on some streets		
Total Responses	**163**	

Figure 3.16, Traffic Calming Strategies

WHICH TRAFFIC CALMING STRATEGIES DO YOU MOST SUPPORT? (CHOOSE 2)

Strategy	Support	% of Responses
Center landscape medians	28	31%
Residential roundabouts	22	24%
Comment: 87 and Crossroads		
Curb extensions / Bulb outs	13	14%
Pedestrian refuge islands	13	14%
Speed bumps / tables	9	10%
Lane narrowing	6	7%
Total Responses	**91**	

Figure 3.17, Neighborhood Safety Strategies

WHICH NEIGHBORHOOD SAFETY STRATEGIES DO YOU MOST SUPPORT? (CHOOSE 2)

Strategy	Support	% of Responses
Improve code enforcement (e.g., abate property maintenance violations such as trash and weeds)	32	23%
Enhanced street lighting	25	18%
Enhanced enforcement (e.g., more frequent police patrols)	22	16%
Provide training for neighborhood watches	19	14%
Install security cameras in select public spaces (e.g., public parking areas)	17	12%
Abate nuisance violations such as noise, loitering, disturbing the peace, etc.	13	9%
Crime prevention through environmental design (CPTED) (e.g., increase natural surveillance)	5	4%
Other (please specify):		
Enforce cell phone use	2	1%
None of the above	3	2%
Keep low income housing to a min		
Total Responses	**138**	

Figure 3.18, Housing Needs

WHICH TYPES OF HOUSING ARE MOST NEEDED IN BOERNE? (CHOOSE 3)

Strategy	Support	% of Responses
Cottage (single-family detached)	39	23%
Patio, Garden, and Zero-Lot-Line (single-family detached)	27	16%
Townhome (single-family attached)	23	13%
Downtown Lofts	22	13%
Large lot (single-family detached)	13	8%
Traditional Lot (single-family detached)	11	6%
Duplex (single-family attached)	10	6%
Tiny Home (mobile) (single-family detached)	7	4%
Apartment (multi-family)	7	4%
Senior, Retirement, or Assisted Living	7	4%
Estate Lot (single-family detached)	5	3%
Total Responses	**171**	

Figure 3.19, Economic Development Strategies

WHICH ECONOMIC DEVELOPMENT STRATEGIES DO YOU MOST SUPPORT? (CHOOSE 3)

Strategy	Support	% of Responses
Promote historic resources (e.g., downtown, historic buildings, etc.)	49	28%
Promote resources related to trails and open space	37	21%
Further develop and promote festivals and events in the City	25	14%
Develop culinary attractions (e.g., wineries, local farming, etc.)	22	12%
Further develop Boerne as a bicycle-friendly and active tourism community	16	9%
Develop visual and/or performance arts attractions	12	7%
Improve the City's communication and marketing resources	3	2%
Develop a centralized performance space	1	1%
Other (please specify):		
Promote historic district and maintain strict zoning/construction standards	8	4%
Other (please specify):	5	3%
Along I-10 bring in more big box to compete with RIM		
Nothing else, too many people already		
Along I-10 bring in a Target with a Hill Country look, our Walmart looks terrible!		
New district bike/pedestrian freeway with retail, restaurants, music, nightlife - hip with Boerne character		
Total Responses	**178**	

Figure 3.20, Downtown Enhancement Strategies

WHICH DOWNTOWN BOERNE ENHANCEMENT / IMPROVEMENT STRATEGIES DO YOU MOST SUPPORT? (CHOOSE 3)

Strategy	Support	% of Responses
Enhance public off-street parking	32	18%
Enhanced streetscape (e.g., outdoor seating)	29	17%
Extend and enhance the Hill Country Mile to the north	21	12%
Encouraging extended hours of operation for businesses and restaurants	15	9%
Provide additional festivals/events (e.g., a community event featuring pedestrian-only access to Downtown)	14	8%
Public support for nightlife and weekend activities	13	7%
Center landscape median	12	7%
Effort to increase the urban character of downtown beyond Main Street	10	6%
Efforts to increase residential living within walkable proximity to downtown	7	4%
Signalized mid-block crosswalk	6	3%
Signalized pedestrian crosswalks prioritizing pedestrian crossing	5	3%
Extend and enhance the Hill Country Mile to the south	5	3%
Installation of bulb-outs at intersections	3	2%
Increase building height along Main Street	3	2%
Total Responses	**175**	

Figure 3.21, Potential Regulatory Provisions

WHICH POTENTIAL REGULATORY PROVISIONS DO YOU MOST SUPPORT? (CHOOSE 5)

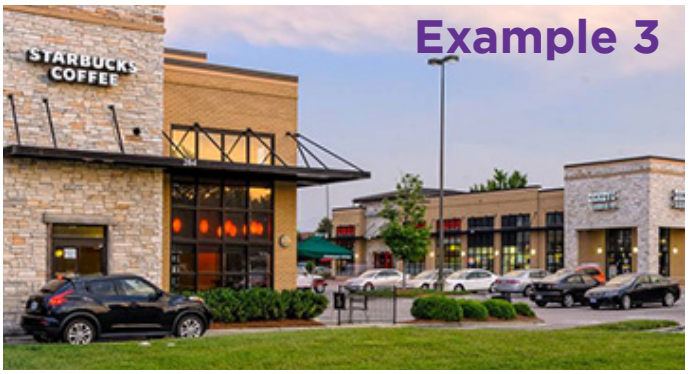
Strategy	Support	% of Responses
More parks and open space	46	16%
Low impact development (e.g., native landscaping, rainwater capture and reuse)	44	15%
Better tree protection during development	40	14%
Better pedestrian linkages to thoroughfares and trails	33	11%
Improvements to neighborhood layout, design, and development standards	27	9%
Increased riparian buffers / setbacks	25	9%
Improvements to non-residential / commercial site standards (e.g., access, parking, landscaping, lighting)	17	6%
Better street connectivity	17	6%
Improvements to non-residential / commercial building quality	12	4%
Better protection of viewsheds	10	3%
Increased landscaping requirements	9	3%
Diversity of / incentives for different housing types	7	2%
Improvements to residential housing quality	4	1%
Better protection of steep slopes	0	0%
Total Responses	**291**	

Figure 3.22, Non-Residential Building Form & Architecture

WHAT SHOULD THE ARCHITECTURE & FORM OF NON-RESIDENTIAL BUILDINGS LOOK LIKE IN BOERNE?

Visual Example (Choose 1)	Support	% of Responses
Example 4 • Enhanced pedestrian experience • Masonry is predominant exterior building material • Articulated building offsets, both horizontal and vertical • Accentuated architectural details (e.g., roof overhangs, structural awnings) • Pedestrian-scaled signage	44	59%
Example 3 • Auto-oriented experience • Combination of masonry and other building materials • Articulated vertical building offsets • Architectural detailing (e.g., canopy awnings)	3	4%
Example 2 • Auto-oriented experience • Minimal levels of masonry; predominant other building materials • Minimal vertical building offset; no horizontal offset • Auto-oriented signage	1	1%
Example 1 • Auto-oriented experience • Minimal levels of masonry; predominant other building materials • No vertical or horizontal building offset • Auto-oriented signage	0	0%
Other (please specify):	26	35%
Buildings that are culturally appropriate for Boerne. We do not need more strip malls of any shape/kind		
Village type set up with Boerne architecture		
Patios for dining		
All 4 examples do not fit in the downtown area		
Larger retail		
Total Responses	**74**	

Figure 3.23, Non-Residential Site Quality



WHAT SHOULD THE SITE QUALITY ASSOCIATED WITH NON-RESIDENTIAL DEVELOPMENT LOOK LIKE IN BOERNE?

Visual Example (Choose 1)	Support	% of Responses
Example 4 • Auto-oriented and enhanced pedestrian-oriented experience (e.g., internal pedestrian connectivity) • Native/low water parking lot landscaping • Decorative site furnishing and lighting • Outdoor seating areas	36	46%
Example 3 • Auto- and pedestrian-oriented experience • Grouped building configuration rather than linear • Interior parking lot landscaping • Non-decorative lighting and limited furnishings	8	10%
Example 1 • Auto-oriented experience; no pedestrian accommodations • Minimal landscaping • No lighting	2	3%
Example 2 • Auto-oriented experience; no pedestrian accommodations • Site landscaping • Non-decorative lighting and no furnishings	0	0%
Other (please specify):	32	41%
Village type - historic Boerne		
Smaller, more low key development		
Pedestrian and bike oriented with room for the cars that move us in Texas		
Less building		
Example 4 but with more wider green space along the curb line		
Total Responses	**78**	

Figure 3.24, City Spending Priorities

WHAT INVESTMENTS SHOULD BE PRIORITIZED BY THE CITY? (CHOOSE 3)

Strategy	Support	% of Responses
Trails	40	20%
Parks	39	20%
Infrastructure (water, wastewater, and drainage)	38	19%
Downtown and economic development	33	17%
Streets	29	15%
Public Safety	17	9%
Total Responses	**196**	

Figure 3.25, Open House Final Thoughts

Final Comments
We need to preserve the historic corridor of Downtown Boerne. This is the unique attribute that helps people enjoy quality of life and encourages visitors to come visit
Residential and commercial density are primary drivers of many issues we face. The city needs to explore this directly and set goals (preferably low)
Move residential cluster development and less box apt. complex
More practical LID ordinance
SoBo can be historic as well as mixed use
Housing that's affordable for young families/couples of median/low income
Control growth and retain our community values - can do both!
More residential development and less apartment type complexes
No more strip malls and big residential developments
Need county lot size restrictions
Dark sky ordinance
Less crowding, clean air, clean water
More parkland around Boerne Lake w/ trails
More businesses/districts supporting music/social activities/unique restaurants/cafes. Young adults and college kids visiting home are bored!
Water sources improved - keep open prairie to properly recharge aquifer and help carbon capture as population/traffic grows
Enforceable LID requirements along our waterways
Commercial building design standards updated to reflect Hill Country/German heritage
A well defined plan with specific actions
New development needs multi-exits and no cul de sacs - no single street exit and entrance
New developments need to keep significant green space!
New water supplies
New look at zoning as we grow - to grow well - green & small town!
Commercial buildings should have the Hill Country look. Also, if you bring Target and Chick Fil A, I will never leave :)
Expand historic district north of Blanco
No hewing down 100+ year old trees!
Better coordination with BISD - the major employer and economic driver in the community

Elected & Appointed Officials Meetings

Over the course of the planning process, a series of meetings were held with the Boerne elected and appointed officials, including the City Council and Planning and Zoning Commission. Participants in these meetings provided valuable leadership and oversight, vetted the Plan, and will also play a crucial role in implementing Plan recommendations. Elected and appointed official meetings culminated with a City Council adoption of the Boerne Master Plan in 2018.

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4. Community Vision

Photo courtesy: Hannah Evans

One of the most important components of a comprehensive plan is the community's vision for the future. This vision is derived through the public engagement process and captured in the vision statement, guiding principles, goals, and implementation actions.

The community's vision for the future is also embodied in the City's adopted Future Land Use Plan. The Future Land Use Plan identifies differing areas of character which can guide future land use and development decisions; and as it is implemented, creates the "Boerne" of tomorrow as envisioned by the community. In this regard, the vision identifies how the community believes Boerne should grow, develop, and redevelop over time. For Boerne, the vision identifies how the City can realize its potential of being a mature live, work, play destination – while protecting the small-town character and sense of place that makes Boerne what it is today.

Implementation and full realization of the vision requires a concerted effort of public and private sector actions that will be undertaken during the horizon of this Plan and beyond, recognizing that change is constant and periodic reviews, updates, and modifications will be necessary.

Development of the City's Future Land Use Plan was a joint effort integrating feedback from dozens of individuals ranging from residents to elected and appointed officials.

Community Character & Growth

A well-planned system of land uses, combined with a distinct sense of place and a quality built environment provides an effective foundation for a sustainable and prosperous future. In this regard, a community needs to be comprised of unique and differing areas of character so that there is flexibility and choice for those citizens and businesses who wish to call Boerne home.

Therefore, the interrelationship between land use, character, and design cannot be overstated. This is particularly important for Boerne, as it was clearly identified throughout the public engagement process that what makes Boerne unique and special is its small town character. This is clearly embodied in downtown and along the entire stretch of the Hill Country Mile.

Across Boerne, the City exhibits a variety of development characteristics that range from rural (in some of the Hill Country estate neighborhood areas) to urban (in downtown). Each of these areas embody what makes Boerne "Boerne." Outside of these areas, however, much of the new development exhibits the standard suburban and auto-centric development that can be found throughout the U.S.

Indeed, many of these areas could be characterized as anything but "small town." It doesn't mean these places are not important. To the contrary, they are essential to expanding and maintaining the City's economic viability over time.

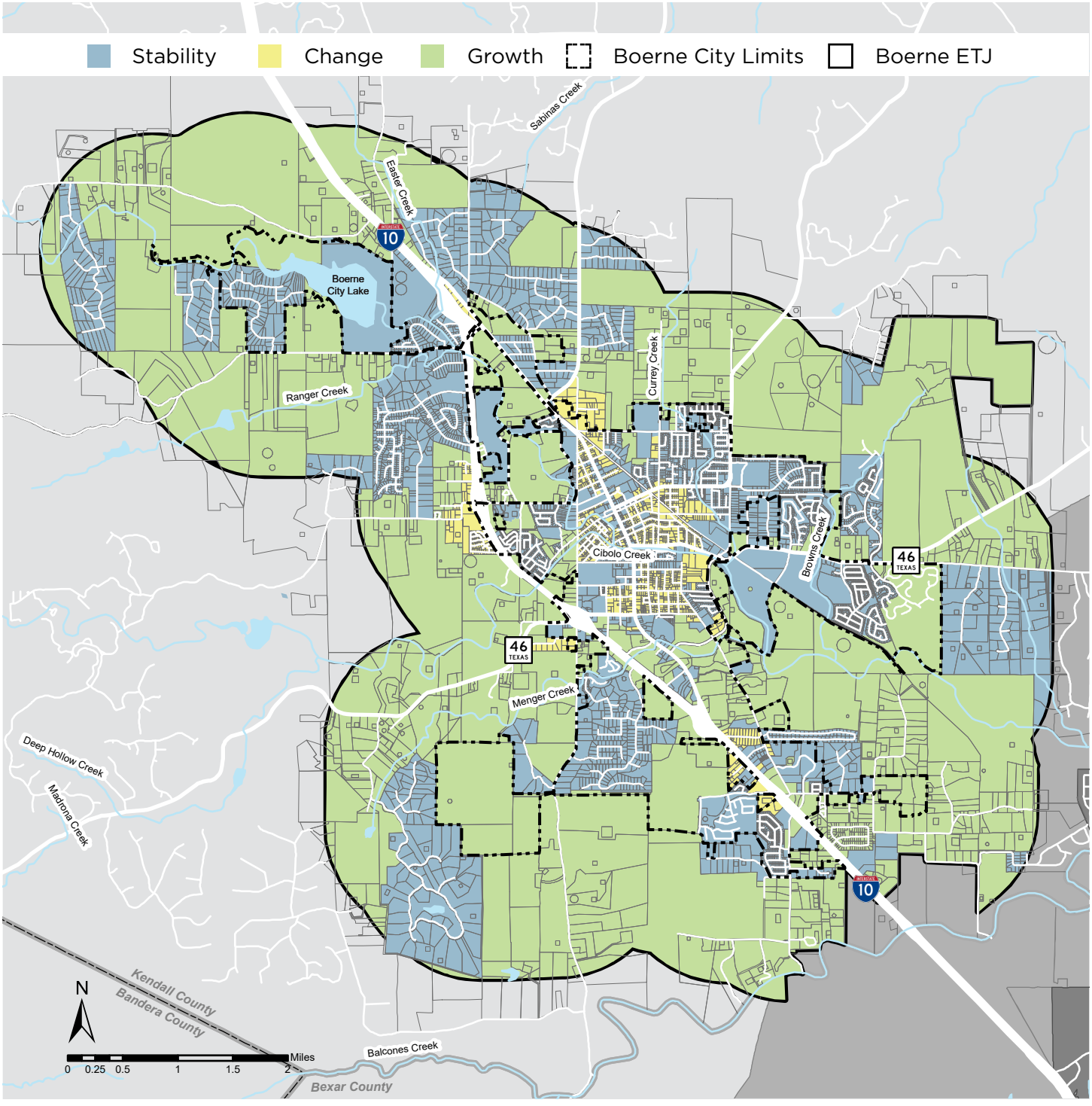
Moving forward, the City will need to find the right balance between these differing areas of character. It will require both public sector actions and the assistance of private development. One of the most important aspects will need to be the continued expansion, development, and redevelopment of the "urban" character of downtown. It is the historical, cultural, and governmental heart of the City, and is what people envision when they think of the "small-town character" of Boerne.

Similarly, the Hill Country areas are another aspect of Boerne that sets it apart from many other parts of the state. Growth in these areas should exhibit a rural character of development. Much of the remaining areas of Boerne will probably develop using an auto-oriented character of development. To ensure Boerne continues to exhibit a "small-town character" over time these areas will need to develop and redevelop using improved development design standards.

Photo courtesy: Hannah Evans

As Boerne looks forward towards its future, the City will need to ensure that it retains what makes Boerne unique and special.

Map 4.1, Growth, Stability, and Change Map



Growth, Stability, and Change

As a preliminary step in the analysis of the built environment's existing conditions, identifying the development patterns throughout the city is a necessary effort. This information helps determine the likelihood of particular parts of the community to change in the future. Areas that are currently undeveloped or underdeveloped reflect areas designated for growth. Areas that are already built out and are likely to continue their current use and contributions to the built environment are considered to be areas of stability. Areas that face redevelopment pressure for a new land use or an increase in development intensity are considered to be areas of change (see Map 4.1, *Growth, Stability, and Change Map*, above).

This effort helps focus the future land use designations to be representative of the opportunities and strengths of the City's built environment. This approach is intended to be informative, but not necessarily a prescriptive method that needs to be followed to the letter.

Determining Growth

Understanding the potential growth a city may experience is an important component of planning for the future. In essence, it provides a snapshot of the potential number of houses needed; the configuration and capacity of new roads; expansions to water, wastewater, and other utility infrastructure; as well as many other important municipal functions that require years of pre-planning.

However, planning for accurate population growth is an inexact science even under the most ideal circumstances. In truth, while a local jurisdiction's ability to dictate and guide growth is a true function of city government and control, it is not beyond national, state, and regional market conditions and influences that shape it.

With that being said, population projections help a city to be able to proactively pre-plan for the future. While more accurate in the short-term, longer-term projections require constant analysis and re-evaluation which can effect all aspects of the planning process and land use. While it can be inefficient to significantly over estimate the projections, it can be catastrophic to significantly under estimate them.

Using the best data available, a series of population projection models were created including a 0.5 and 1.0 county step down model, a linear regression and exponential growth analysis (all using the latest population projection data from the Texas Demographic Center and from the Texas Water Development Board Draft 2021 Regional and 2022 State Water Plan projections data).

Using this available projection data, the projected Boerne population for 2040 ranged from a low of 16,605 people (using the 0.5 county step-down method) to 50,981 people (using the exponential growth method) (see Figure 4.1, *Boerne Historical and Projected Population*). Considering the continued rapid rate of growth in Boerne and the region, an average of all forecasting tools were used to determine a 2040 projected population for Boerne.

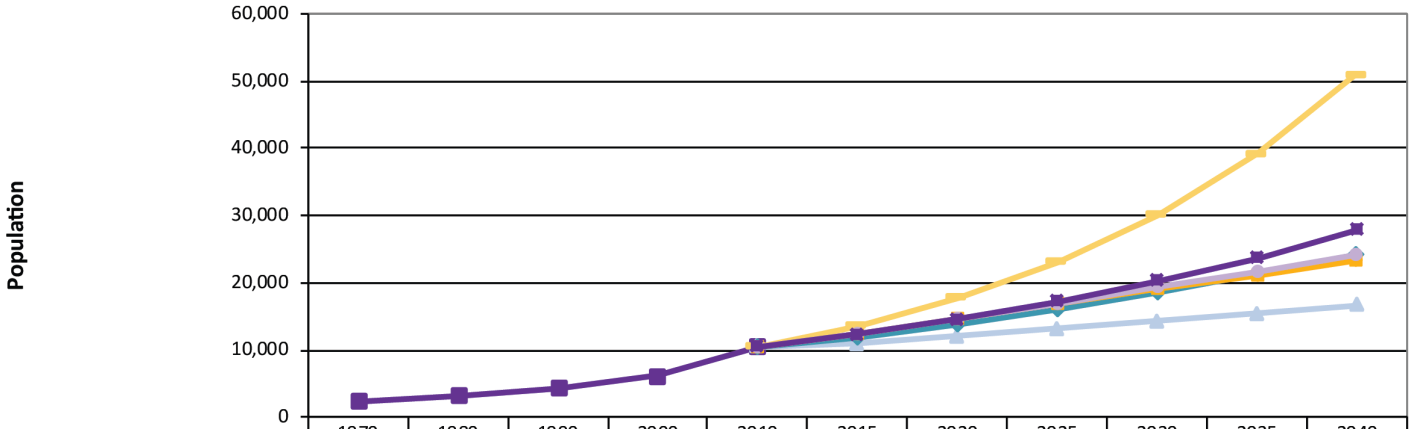
2040 Projected Population

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

Future Land Use Scenarios

To determine the best plan for moving forward, a series of three alternate future land use scenarios were developed. These included: Alt. 1, *Traditional Development*, Alt. 2, *Expanded Downtown*, and Alt. 3, *Activity Centers* (see Figure 4.2, *Alternative Scenarios* on the next page).

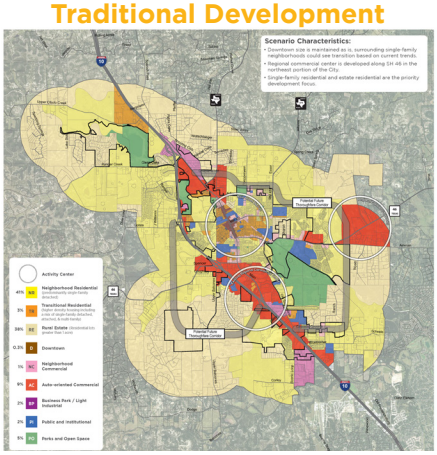
Figure 4.1, Boerne Historical and Projected Population



	1970	1980	1990	2000	2010	2015	2020	2025	2030	2035	2040
Historical Data	2,432	3,229	4,274	6,178	10,471						
0.5 County Step-Down Method					10,471	10,978	12,016	13,122	14,296	15,472	16,605
1.0 County Step-Down Method					10,471	11,861	13,906	16,132	18,606	21,302	24,145
Linear Regression					10,471	12,434	14,764	16,774	19,057	21,095	23,350
Exponential Growth					10,471	13,632	17,747	23,105	30,079	39,160	50,981
Texas Water Development Board					10,471	12,420	14,732	16,861	19,298	21,575	24,121
Preferred: Avg. of Projection Methods					10,471	12,265	14,633	17,199	20,267	23,721	27,841

Figure 4.2, Alternate Scenarios

Alternate 1
Traditional Development



KEY PARAMETERS:

- Downtown size is maintained as is, surrounding single-family neighborhoods could see transition based on current trends.
- Regional commercial center along SH 46 in the northeast portion of the City.
- Single-family residential and estate residential are the priority.

PROS

Provides good base for past growth; but not ideal for the future.

CONS

Protects downtown as is, but does not allow for growth and expansion.

Leads to urban sprawl and over reliance on linear commercial.

Not enough business / office park area.

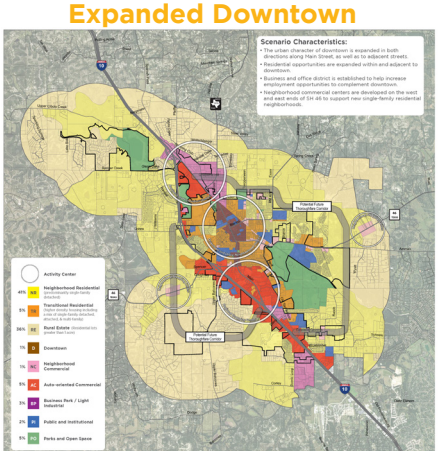
Too large of activity center east of town.

Too much auto-oriented commercial.

Limits ability to grow economically.

Lack of housing diversity.

Alternate 2
Expanded Downtown



KEY PARAMETERS:

- Urban character of downtown is expanded along Main Street and adjacent streets.
- Residential opportunities are expanded in and near downtown.
- Business and office district increase employment opportunities near downtown.
- Neighborhood commercial centers are developed along SH 46 to support new single-family residential neighborhoods.

PROS

Expands and diversifies downtown (i.e., grows the urban character/ mixed-use area in and around downtown).

Requires improved architectural controls.

Increases needed housing diversity particularly in the central core area; but possibly too much.

Provides opportunity for more young professionals.

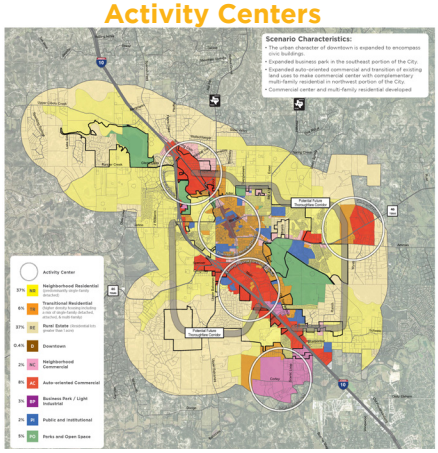
Protects downtown character.

CONS

Too much business / office park.

Lacks neighborhood shopping opportunity at the edges of town.

Alternate 3
Activity Centers



KEY PARAMETERS:

- Urban character of downtown is expanded to encompass civic buildings.
- Expanded business park in the southeast portion of the City.
- Expanded auto-oriented commercial and transition of existing land uses to make commercial center with multi-family residential in northwest portion of the City.
- Commercial center and multi-family residential developed along SH 46 in northeast portion of the City.

PROS

Allows downtown growth (not to the extent of the *Expanded Downtown* scenario), but anticipates additional growth in other activity centers.

Better architectural controls needed.

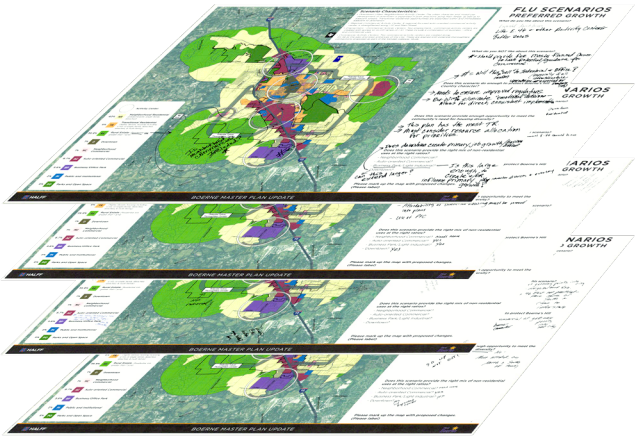
CONS

Too much auto-oriented commercial and business / office park; not enough of neighborhood commercial.

Does not feel like Boerne.

A joint meeting was held between the City Council, Planning & Zoning Commission, and the MPAC. This meeting was held on January 10, 2018 and was open to the public. A maps and markers exercise was undertaken to derive additional consensus on how to move forward with the preferred future land use plan.

Figure 4.3, Preferred Scenario Analysis and Feedback



Additional feedback on the preferred alternative was derived through a joint meeting of the City Council, Planning and Zoning Commission, and MPAC (see Figure 4.3, *Preferred Scenario Analysis and Feedback*). Overall, there was positive feedback on the preferred alternative, the future land use categories, and the focus on protecting and expanding downtown. Additional comments derived through a maps and markers exercise were used to further refine the preferred future land use plan (see Map 4.2, *Boerne Future Land Use Plan*).

Once a preferred and refined alternative was established, it was further analyzed to understand how growth could occur as well as the inherent cost of services in various areas (see page 76).

PROS

Provides for needed expanded downtown center.

Future Land Use categories are appropriate.

Provides necessary buffering of nonresidential to residential areas.

Creates good opportunity for business/employment areas.

Creates needed SH 46 E Activity Center.

Thoroughfare plan (if implemented) will help north and south areas of Boerne.

Good proposed use (i.e., residential) in SOBO.

CONS

Too much auto-oriented commercial at gateway points to City; although gateways to City are the most appropriate areas for commercial / employment nodes.

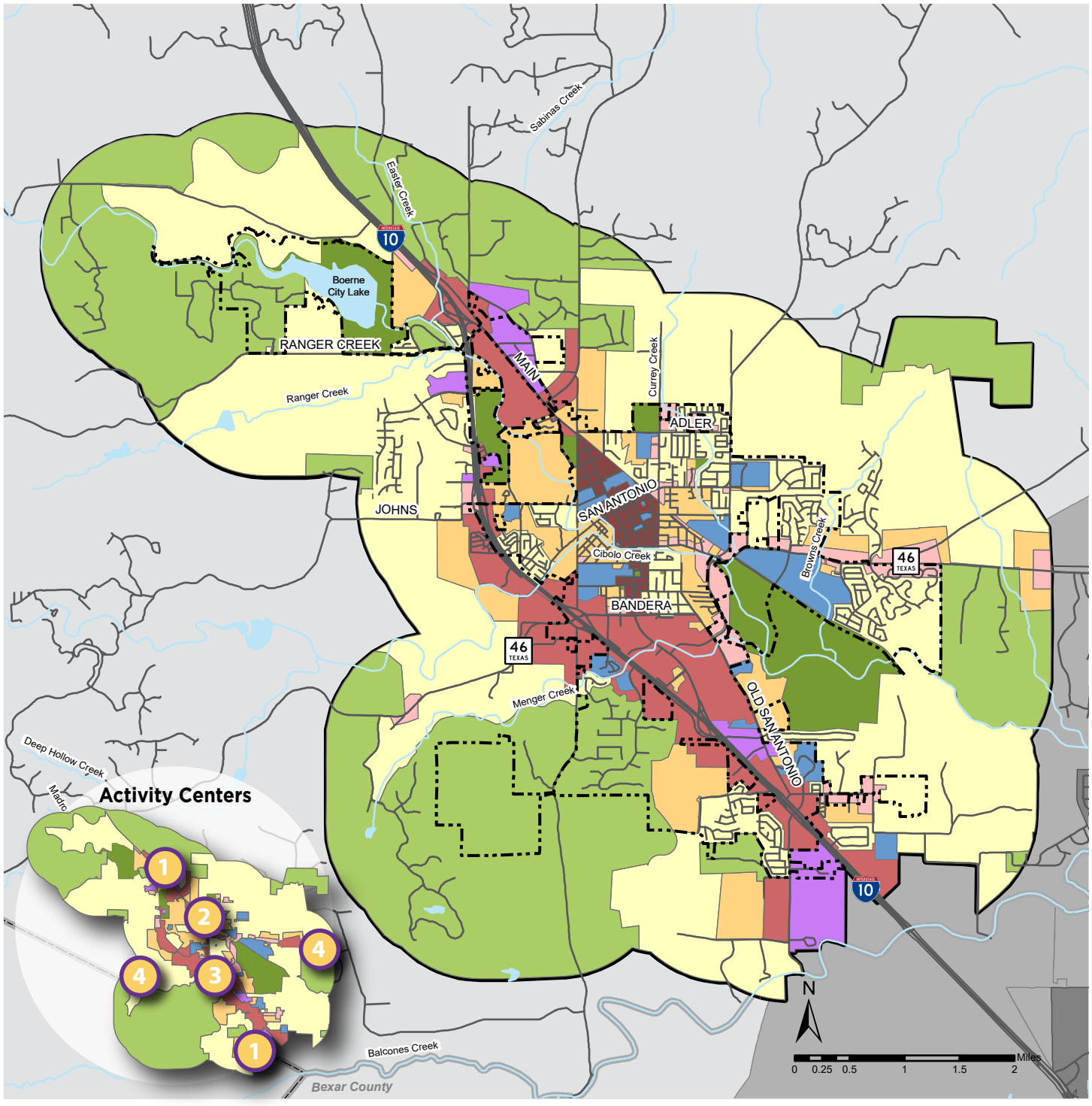
Too much rural estate uses on edges versus neighborhood residential.

Too much transitional residential on SH 46 E; should be more situated near proposed thoroughfare intersection.

Need more neighborhood commercial near east and west gateway points.

Need more transitional residential near the north and south sides of town and throughout Boerne.

Map 4.2, Boerne Future Land Use Plan



Activity Centers

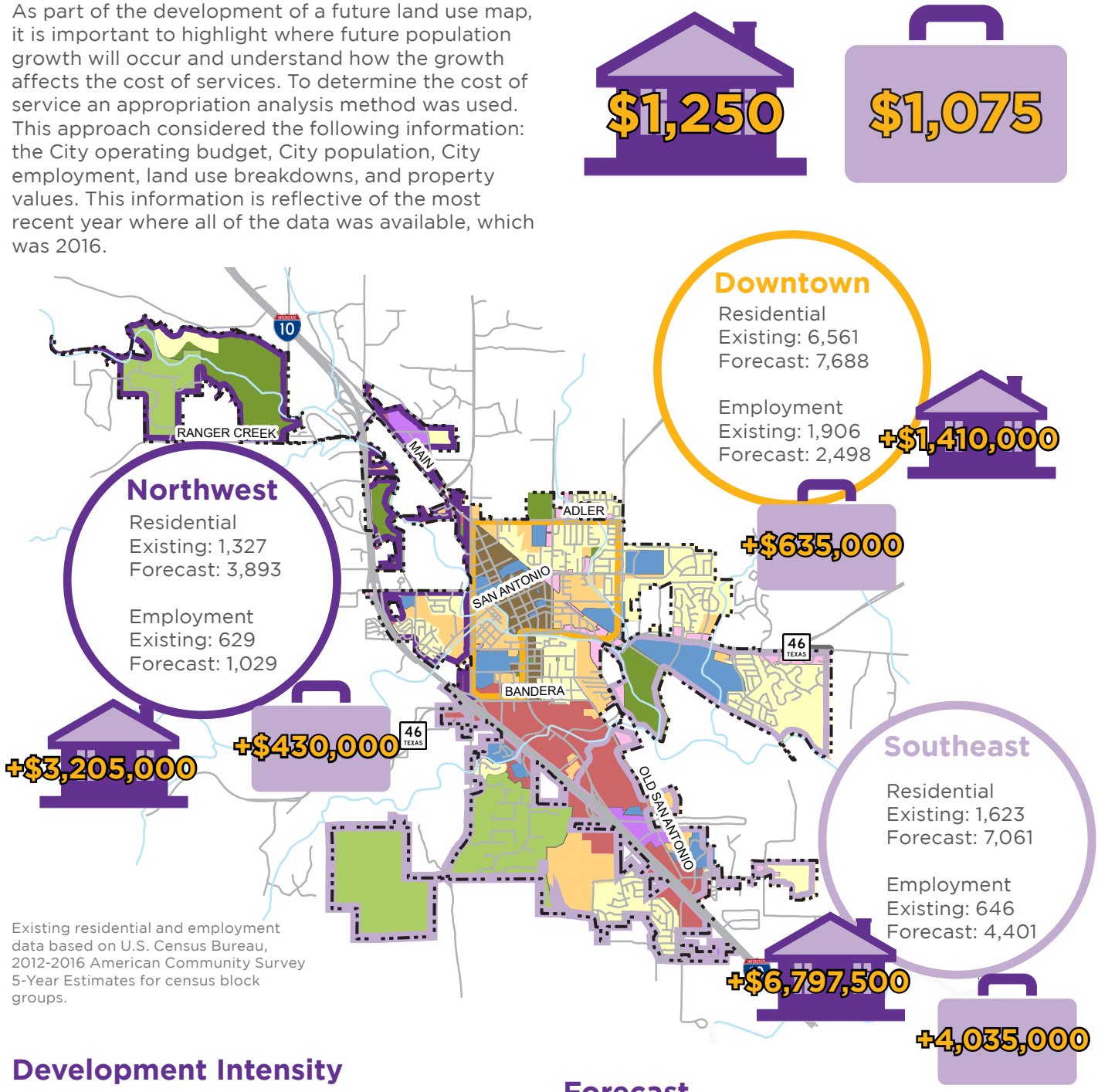
1. Employment/Commercial
2. Downtown and Urban Neighborhood
3. Regional Commercial
4. Neighborhood Commercial

- 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

Growth and Cost of Services

As part of the development of a future land use map, it is important to highlight where future population growth will occur and understand how the growth affects the cost of services. To determine the cost of service an appropriation analysis method was used. This approach considered the following information: the City operating budget, City population, City employment, land use breakdowns, and property values. This information is reflective of the most recent year where all of the data was available, which was 2016.



Existing residential and employment data based on U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates for census block groups.

Development Intensity Assumptions

The future land use categories are established with the intent of influencing the development character of the underlying built environment. As such, it is possible to make informed generalizations about the number of housing units and employment with respect to each land use category. This information was determined by analyzing the existing housing and employment characteristics of the community of Boerne and adjusting those values proportionately to intended character of the areas set out in the new future land use plan.

Forecast

Forecasting is based on an assumption of meeting the development intensities of the corresponding future land use category. This assumption is built around the understanding that development would occur with the most efficient use of the property that the land use category is applied to. Essentially this makes the forecast a max build-out scenario. The reality is that development does not often meet forecast, as individual development projects are based on different development needs and intensities. The forecast numbers were developed for land areas that are currently within the City limits.

Vision

A community's vision represents a collective aspiration for the future, while also defining a direction for the goals and actions that are set out later in this Plan. The vision statement functions as a tool for decision-making by elected and appointed officials, guides city staff priorities, and helps build community support to ensure that everyone is working together towards the same future.

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:

Vision

A vision statement is a formal statement that expresses the aspirations and goals of a community.

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.

Goals and Guiding Principles

Goals and guiding principles can also be an important component of decision-making, particularly as part of post-adoption implementation. As set out below, there are six goals and associated guiding principles which frame recommendations identified in Chapter 5, *Future Directions*.

GOAL 1 – GROWTH & CAPACITY

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

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 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.

GOAL 2 – LAND USE & DEVELOPMENT

Diversify housing and employment opportunities through a focus on the character and quality of development and redevelopment around Boerne.

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.

GOAL 3 – MOBILITY

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

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.

GOAL 4 – COMMUNITY FACILITIES & SERVICES

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

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.

GOAL 5 – ECONOMIC DEVELOPMENT

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.

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.

GOAL 6 – COMMUNITY LIVABILITY

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

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.

Future Land Use

The Future Land Use Plan 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 covers all areas within the City limits and the City's extraterritorial jurisdiction (ETJ). It was derived using feedback from the public engagement process, including feedback received from the online community survey, open house public workshop, the Master Plan Advisory Committee (MPAC), Planning and Zoning Commission, and City Council.

The Future Land Use Plan 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.

With that being said, the Future Land Use Plan is also intended to be a guide and is subject to modification over time based upon new or changing information and circumstances. The map itself is primarily used to evaluate zoning requests. Similarly, the descriptive text is used to support staff recommendations and elected and appointed official decisions on the same. By state law, the Future Land Use Plan does not have the same force of law as the City's zoning map. However, the descriptive text is oftentimes used to guide updates to the City's zoning and other development regulations. As such, the future land use descriptions have been developed within the context that they will lead to improvements to the City's zoning regulations over time.

As set out in Map 4.2, *Boerne Future Land Use Plan*, on page 75, geographic areas of future land use have been identified for the entire City limits and the ETJ. The next nine pages contain a series of one-page future land use descriptions which provide further information about the intent of these differing areas of the community, including:

- *Intent & Character*. This subsection provides a general description of the intent and intended character of development.
- *Appropriate Land Use Types*. This subsection provides guidance on the primary, and in many cases, secondary uses which may be appropriate in certain areas of the City and to update zoning district regulations.
- *Compatible Zoning Districts*. This subsection provides guidance as to which established zoning district may be most appropriate to implement the intent of the future land use category. In many cases, improvement to the City's regulations may be warranted to fully achieve the envisioned character.
- *Moving Forward*. This subsection provides guidance on proposed locations and development qualifiers which may be appropriate during zoning requests, development approvals, as well as during subsequent updates to the City's regulations.

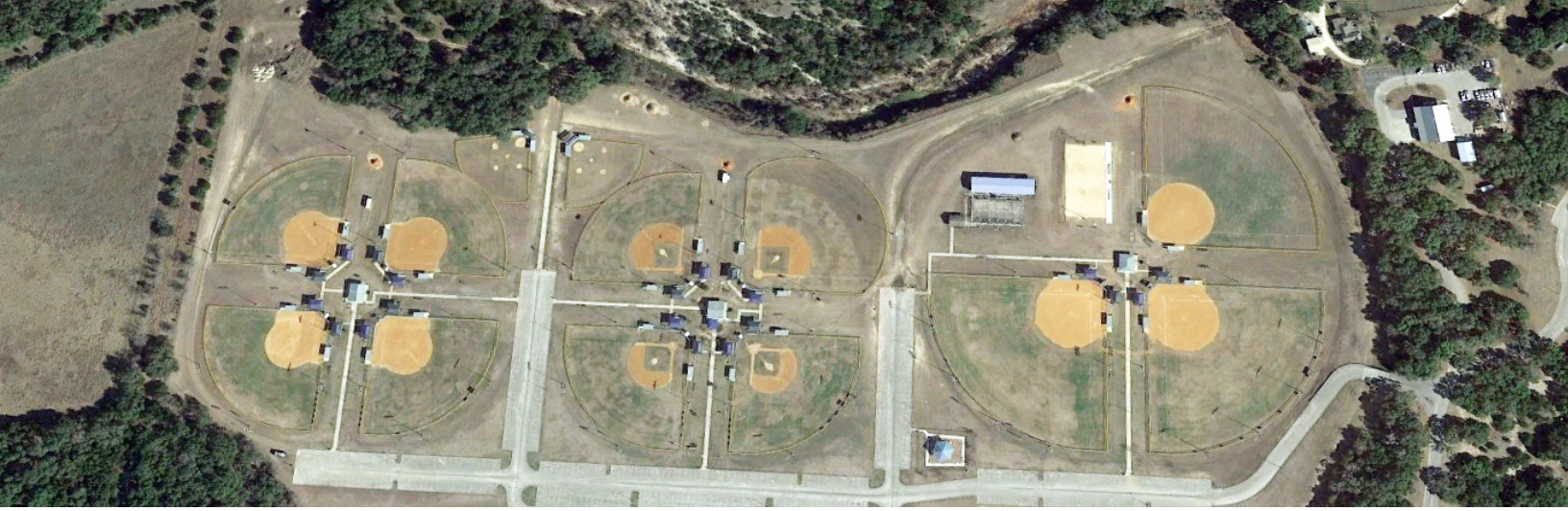
Set out in Figure 4.3, *Future Land Use Category Analysis*, found after the future land use descriptions contains acreage and percentage breakdowns by category.

Future Land Use Categories

The Future Land Use Plan contains the following nine categories:

1. Parks & Open Space
2. Rural Estate
3. Neighborhood Residential
4. Transitional Residential
5. Neighborhood Commercial
6. Auto-Oriented Commercial
7. Business / Office Park
8. Downtown
9. Public / Institutional

When citizens, property owners, investors and the development community have confidence that their time, effort, and monetary investments are valued and protected for the long-term, it provides certainty, security, and encouragement to do or invest more. Alternatively, when these protections are not in place, or where there is low transparency or trust, it breeds uncertainty and a tentativeness towards making the best long-term development decisions for the future.



PARKS & OPEN SPACE

Intent & Character

The Parks & Open Space 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.

Appropriate Land Use Types (permitted, limited, or restricted)

Areas designated for parks and open space should be comprised of public parks and recreation areas, public / private golf courses, trails, and privately owned common areas set aside for floodplain protection. Secondary uses predominantly include special events. In some cases, parkland may be collocated with public facilities and infrastructure to maximize resource use and efficiency (e.g., regional detention may be collocated on a portion of the same property as a public park).

Compatible Zoning Districts

The Parks & Open Space future land use category is not intended to be implemented via a specific zoning district. Instead, the zoning and subdivision regulations should be evaluated to ensure adequate park and open space areas are set aside and developed simultaneously with new development or redevelopment.

Moving Forward

The following recommendations should be considered as part of rezonings, development approvals, or improvements to existing regulations:

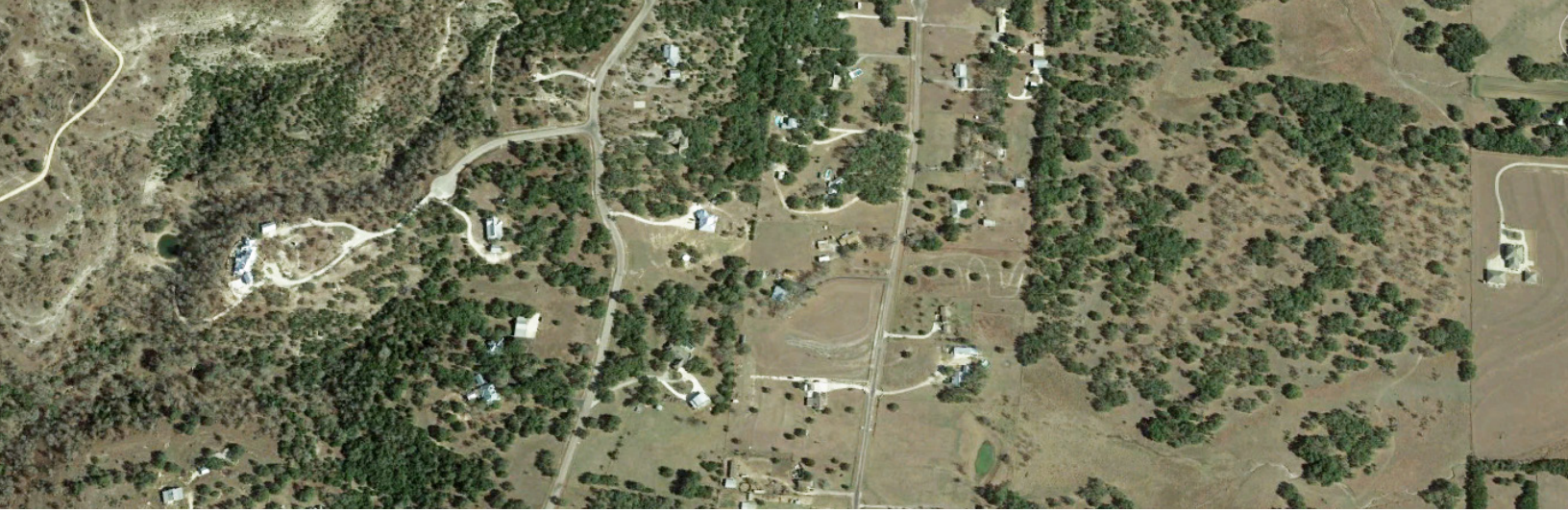
- Areas designated as public parkland or open space on the future land use plan should be maintained in public ownership in perpetuity.
- The future land use plan should be updated to reflect privately owned parkland submitted to meet minimum requirements for open space (e.g., as part of parkland dedication requirements or semi-public common areas as part of new development).
- New parks that involve active recreation (e.g., sport fields) should be located along a collector roadway or greater in functional classification.
- Existing regulations should be evaluated to require and / or incentivize the protection of sensitive natural resources (e.g., stream corridors, floodplains, steep slopes, wetlands) as common open space areas.

PUBLIC PARKLAND

PLAZAS AND OPEN SPACES

Photo by Hannah Evans

CREEKS, NATURAL DRAINAGE, AND OTHER OPEN SPACE AREAS



SINGLE-FAMILY DETACHED HOUSE, LARGE LOT

SINGLE-FAMILY DETACHED HOUSE, LARGE LOT

SINGLE-FAMILY DETACHED HOUSE, LARGE LOT

RURAL ESTATE

Intent & Character

The Rural Estate future land use category is intended for areas within the City which will maintain a rural character during the plan horizon and beyond. These areas are comprised of natural undeveloped areas, agriculture, and large, estate lots with large lot minimums and greater setbacks.

Appropriate Land Use Types (permitted, limited, or restricted)

The appropriate primary uses allowed in areas designated as Rural Estate include agriculture, local utility services, parks and recreation, personal care homes, safety services, single-family detached residential (including modular housing), and schools. Appropriate secondary uses include such things as accessory dwelling units, assembly uses, bed and breakfast lodging, campgrounds, commercial stables, community and group homes, government facilities, home professions, kennels, plant nurseries, and recreational vehicle parks.

Compatible Zoning Districts

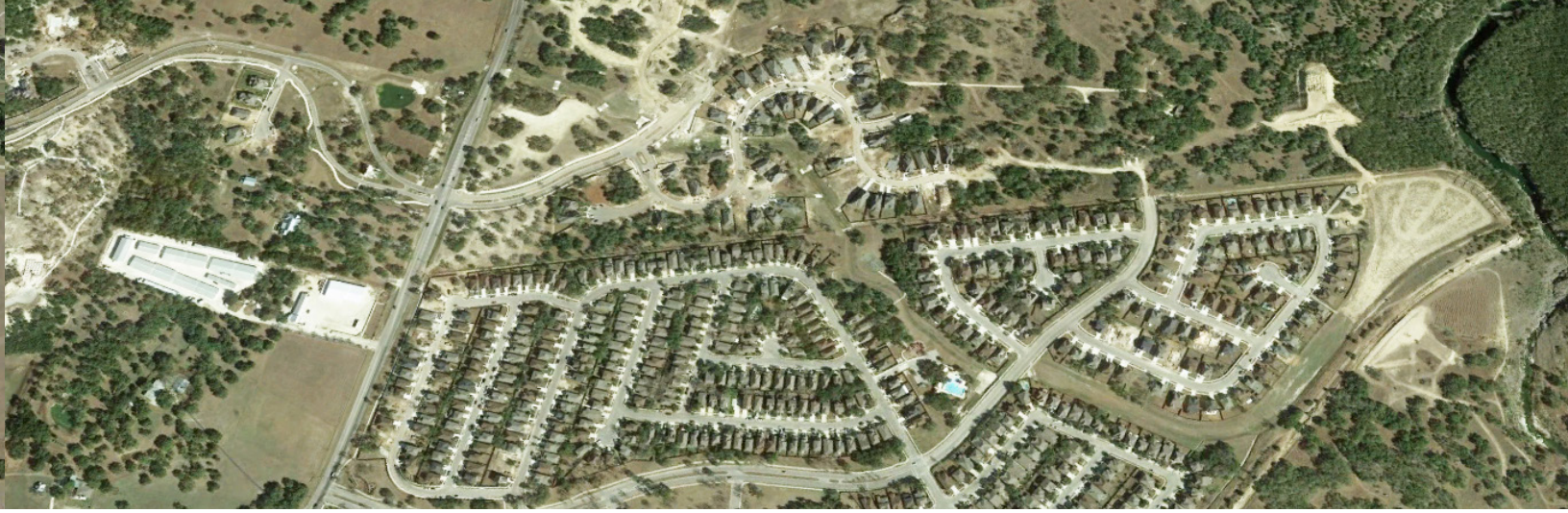
The following existing districts may be compatible with the rural estate future land use category (zoning district modifications may be needed to achieve the envisioned rural character):

- R-A

Moving Forward

The following recommendations should be considered as part of rezonings, development approvals, or improvements to existing regulations:

- Appropriate residential dwelling types could include rural lots, large lots, and manor lots provided that a minimum of one dwelling unit per two acres is maintained. Depending on lot size, this could necessitate minimum amounts of open space depending on lot size (e.g., conservation subdivisions could be allowed with smaller lot sizes and larger areas of protected common open space).
- New rural neighborhoods should be served by roads with rural cross-sections and should not need sidewalks or on-site stormwater detention systems.
- New rural neighborhoods are intended to be served by on-site septic and wells.
- New nonresidential development should also be designed to reflect a rural character.



NEIGHBORHOOD RESIDENTIAL

Intent & Character

The Neighborhood Residential 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; meaning that these areas are predominantly dominated by streets, driveways, and garages. Lot sizes and architectural styles are fairly uniform; but generally, new development density is between two and six units per acre (depending on required open space ratios).

Appropriate Land Use Types (permitted, limited, or restricted)

The appropriate primary uses allowed in areas designated as Neighborhood Residential include parks and recreation, personal care homes, safety services, single-family detached residential (including modular housing), and schools. Appropriate secondary uses include such things as accessory dwelling units, assembly uses, bed and breakfast lodging, community and group homes, government facilities, home professions, and local utility services.

Compatible Zoning Districts

The following existing districts may be compatible with the Neighborhood Residential future land use category (zoning district modifications may be needed to achieve the envisioned character):

- RMA, R-E, RE-1, R-1, RN-1, and MU-1*

Moving Forward

The following recommendations should be considered as part of rezonings, development approvals, or improvements to existing regulations:

- Appropriate residential dwelling types could include estate lots, low-density lots, standard lots, neighborhood lots and small lots provided that the performance standards achieve the envisioned character of the area (i.e., as lot size goes down, open space goes up).
- *It may be appropriate to allow small amounts of single-family attached products (e.g., duplexes or townhouses) and neighborhood commercial as part of a master planned community development
- Development approvals for new residential or nonresidential development should include dedication of thoroughfares and trails as specified within the adopted thoroughfare plan and trail plan maps.

SINGLE-FAMILY DETACHED HOUSE

SINGLE-FAMILY DETACHED HOUSE

SINGLE-FAMILY ATTACHED HOUSE (SMALL % AS PART OF A MASTER PLANNED COMMUNITY)

EXISTING MATURE HOUSING STOCK

DUPLEX / TOWNHOUSE

APARTMENT

TRANSITIONAL RESIDENTIAL

Intent & Character

The Transitional Residential future land use category is intended for areas that will be primarily developed with a higher density and with different housing types than which is allowed in Neighborhood Residential. These areas are intended to be developed with an auto-oriented character, meaning that streets, driveways, parking lots, and garages are the dominant view. In general, these areas are intended to provide a transition between lower density Neighborhood Residential and more intensive nonresidential uses.

Appropriate Land Use Types (permitted, limited, or restricted)

The appropriate primary uses allowed in areas designated as Transitional Residential include parks and recreation, personal care homes, safety services, single-family attached residential (including modular housing), multi-family, and schools. Appropriate secondary uses include such things as accessory dwelling units, assembly uses, bed and breakfast lodging, community and group homes, government facilities, home professions, local utility services, and single-family detached residential (including garden homes).

Compatible Zoning Districts

The following existing districts may be compatible with the Transitional Residential future land use category (zoning district modifications may be needed to achieve the envisioned character):

- R-2, R-3, R-D, and R-4*

Moving Forward

- Appropriate residential dwelling types could include duplex lots, attached lots, and multi-dwelling lots provided that the performance standards achieve the envisioned character of the area (i.e., as lot size goes down, open space goes up).
- Existing single-family detached residential should be allowed to remain and/or be replaced.
- *It may be appropriate to allow small amounts of new single-family detached products (e.g., standard lots, neighborhood lots, and small lots) and neighborhood commercial as part of a master planned community development.
- New neighborhoods should be designed in a manner that buffers lower density uses from more intense uses and should be required to have at least two points of access to a collector roadway or greater in functional classification.

NEIGHBORHOOD COMMERCIAL

Intent & Character

The Neighborhood Commercial future land use category is intended for areas that will be developed primarily as nonresidential uses that are of an appropriate use, scale, and design that is compatible with abutting or nearby residential uses. These areas are intended to be of a more suburban character rather than auto-oriented. In other words, the areas designated for vehicles (i.e., driveways, parkways, etc.) should be deemphasized through placement (e.g., on the side of the building), landscaping, or screening.

Appropriate Land Use Types (permitted, limited, or restricted)

The appropriate primary uses allowed in areas designated as Neighborhood Commercial include assembly uses, day / adult care, community and group homes, hotels (boutiques), offices (including medical), parks and recreation, personal care homes, retail sales and services (with design and scale limitations), restaurants, safety services, and schools. Appropriate secondary uses include such things as assembly uses, local utility services, and government facilities.

Compatible Zoning Districts

The following existing districts may be compatible with the Neighborhood Commercial future land use category (zoning district modifications may be needed to achieve the envisioned character):

- B-1

Moving Forward

- New Neighborhood Commercial development should be located and take access from a collector roadway or greater in functional classification.
- New Neighborhood Commercial areas should be subject to scale limitations based upon the functional classification of roadway it takes access from.
- New Neighborhood Commercial areas should be subject to design standards (e.g., occupy smaller footprints and have pitched roofs, higher levels of landscaping, and less signage than similar uses in Commercial land use areas) which ensure compatibility with surrounding residential areas.
- No drive-throughs should be allowed, bay doors should be placed perpendicular to the public right-of-way, and signage should be appropriately scaled to reflect neighborhood-serving uses.

Photo Not From Boerne.

NEIGHBORHOOD SCALE ADMINISTRATIVE OFFICE

NEIGHBORHOOD SCALE PROFESSIONAL OFFICE

TRANSITIONED NEIGHBORHOOD RETAIL

RETAIL, STRIP SHOPPING CENTER

OFFICE, STAND ALONE

BIG BOX RETAIL

AUTO-ORIENTED COMMERCIAL

Intent & Character

The Auto-Oriented Commercial 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 (e.g., I-10 and portions of SH 46). These areas are typically comprised of nonresidential uses of varying lot sizes and intensities and configured in a manner that predominantly serves the automobile. While these areas will always be auto-oriented, there is room for improved pedestrian and bicycle accommodation and higher quality development.

Appropriate Land Use Types (permitted, limited, or restricted)

The appropriate primary uses allowed in areas designated as Auto-Oriented Commercial include assembly uses, automobile sales and services, brew pubs and night clubs, convenience stores, day / adult care, hotels and motels, offices (including medical), parks and recreation, personal care homes, retail sales and services (including heavy retail), restaurants, safety services, and schools. Appropriate secondary uses include such things as local utility services, government facilities, recreation and entertainment facilities, recreational vehicle parks, shopping centers, and transportation uses.

Compatible Zoning Districts

The following existing districts may be compatible with the Auto-Oriented Commercial future land use category (zoning district modifications may be needed to achieve the envisioned character):

- B-2 and B-2R

Moving Forward

- New Auto-Oriented Commercial development should be located and take access from an arterial roadway, or a newly constructed collector roadway that is appropriately designed to handle larger traffic volumes.
- New Auto-Oriented Commercial development should include improved standards for building form and architecture, buffering, landscaping, and signage.
- Minimum lot sizes should not be needed provided that all other minimum requirements (e.g., parking, landscaping, setbacks, etc.) are met without the need for a variance.
- Bicycle and pedestrian accessibility and safety should be incorporated as part of new development and redevelopment.

BUSINESS / OFFICE PARK

Intent & Character

The Business / Office Park future land use category is intended to create opportunities for the City's two proposed employment / commercial activity centers. These areas will be developed to support various employment opportunities related to light manufacturing, light industrial, or warehousing uses, all primarily consisting of indoor uses. These areas are strategically located with easy access to I-10 to maximize opportunities for new development.

Appropriate Land Use Types (permitted, limited, or restricted)

The appropriate primary uses allowed in areas designated as Business / Office Park include assembly uses, automobile sales and services, brew pubs and night clubs, convenience stores, contractor services, funeral homes or mortuaries, large vehicle sales and services, manufacturing (indoor operations), mini-warehouses, offices (including medical), trade schools, and warehouse retail and wholesale uses. Appropriate secondary uses include such things as local utility services, government facilities, and transportation uses.

Compatible Zoning Districts

The following existing districts may be compatible with the commercial future land use category (zoning district modifications may be needed to achieve the envisioned character):

- O and I

Moving Forward

- New Business / Office Park development should be located along an arterial roadway and have good access to I-10.
- New development which includes outdoor operations should be designed to minimize the amount of nuisance (e.g., light, sound, dust, etc.) that leaves the site.
- New outdoor storage areas should be designed in a manner that screens materials and equipment from the public rights-of-way and abutting uses.

LIGHT INDUSTRIAL

WAREHOUSING

MANUFACTURING

LOCAL BUSINESSES ALONG MAIN STREET

PEDESTRIAN SIDEWALK FRONTING MAIN STREET

TRANSITIONED COMMERCIAL USES

DOWNTOWN

Intent & Character

The Downtown 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. The urban character of downtown is characterized by buildings being located close to the street (i.e., build-to lines), parking is either on-street or in public parking lots, and the pedestrian environment has equal consideration, if not priority, over the vehicle. It is envisioned that new mixed use development (or redevelopment) will extend further along north and south Main Street and to some of the abutting streets.

Appropriate Land Use Types (permitted, limited, or restricted)

The appropriate primary uses allowed in areas designated as Downtown include brew pubs and night clubs, government facilities, multi-family, offices (including medical), parks and recreation, retail sales and services, restaurants, single-family attached residential (i.e., townhouses built with an urban character), safety services, and schools. Appropriate secondary uses include such things as assembly uses, local utility services, home professions, hotels, personal care homes, recreation and entertainment facilities, and transportation uses.

Compatible Zoning Districts

The following existing districts may be compatible with the Downtown future land use category (zoning district modifications may be needed to achieve the envisioned character):

- B-3

Moving Forward

- New Downtown development should be subject to a “build-to” requirement so as to prevent auto-oriented character from disrupting the intended urban character of the Downtown area.
- New Downtown development should be designed for two or more stories so as to create a sense of enclosure necessary to foster an urban environment.
- New Downtown development should de-emphasize parking to on-street areas or public parking lots, while over emphasizing the pedestrian environment.
- New Downtown development should emphasize vertical mixed use, including some kind of combination of retail, office, and/or residential uses (e.g., lofts).

PUBLIC / INSTITUTIONAL

Intent & Character

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.

Appropriate Land Use Types

The appropriate primary uses allowed in areas designated as Public / Institutional include administrative services, assembly uses, cemeteries, exhibition or fairgrounds, libraries, local utility services, museums, golf courses, maintenance and service facilities, parks and recreation services, postal facilities, railroad facilities, regional detention facilities, safety services, and schools.

Compatible Zoning Districts

The Public / Institutional future land use category is not intended to be implemented via a specific zoning district. Instead, the zoning and subdivision regulations should be evaluated to ensure that these uses are allowed in appropriate districts.

Moving Forward

- New Public / Institutional development should be located and take access from a collector roadway or greater in functional classification.
- New Public / Institutional civic uses should demonstrate a high standard of quality, including building form, architecture, and materials; landscaping; and signage.
- New Public / Institutional development should be designed in a manner that matches the quality and character of the surrounding area. In other words, new Public / Institutional uses in the downtown area should be designed to match the intended urban character of that area.

CITY HALL (FUTURE) & LIBRARY CAMPUS

SCHOOLS

SAFETY SERVICES

FUTURE LAND USE ANALYSIS

As set out in Map 4.2, *Boerne Future Land Use Plan*, on page 79, the City is separated into 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.

The Boerne Future Land Use Plan provides for varying areas of residential character. It is envisioned that there will be new residential development (similar to the newer residential subdivisions being built today, like Regent Park) surrounded by higher-end Texas Hill Country residential estates, like Menger Springs.

The Boerne Future Land Use Plan also provides for varying areas of nonresidential character. Several activity centers have been added throughout the City, including two Employment / Commercial Activity Centers which provide Business / Office Park and sales tax generating commercial uses in proximity to Interstate 10. Two smaller Neighborhood Commercial Activity Centers provide smaller scale and less intense commercial uses along key existing and potential thoroughfares (e.g., along SH 46).

A new Downtown and Urban Neighborhood Activity Center is strategically located in the central core of Boerne. As envisioned, it includes an expanded mixed-use downtown (with urban character) which is supported and strengthened by existing residential housing, some of which may transition to higher density transitional housing types over time. Finally, a Regional Commercial Activity Center is located near the intersection of SH 46 and Interstate 10, where large volumes of regional traffic pass every day.

The total number of projected acres and percentage breakdowns are set out in Figure 4.4, *Future Land Use Category Analysis*, below.

Figure 4.4, Future Land Use Category Analysis

Future Land Use Category	Map Color / Symbol	Acres	Percent
Parks & Open Space		1,377	4.8%
Rural Estate		9,641	33.3%
Neighborhood Residential		11,609	40.1%
Transitional Residential		2,129	7.4%
Neighborhood Commercial		598	2.1%
Auto-Oriented Commercial		2,115	7.3%
Business/Office Park		572	2.0%
Downtown		287	1.0%
Public & Institutional		630	2.2%
Total		28,958	100.0%

5. Future Directions

Photo courtesy: David Talboys

The community's vision for the future, described in Chapter 4, *Community Vision*, was developed following analysis of the existing conditions in the City and an extensive public engagement process, including stakeholder meetings; key person interviews; a public survey; public open house; and meetings with the Master Plan Advisory Committee (MPAC) and Technical Advisory Committee (TAC). In order for the City to take incremental steps towards the collective vision for the future, a series of recommended implementation actions have been developed.

Recommended actions are presented in this chapter in the order of the topics described in Chapter 2, *Existing Conditions*:

- Community growth and capacity;
- Existing land use and development;
- Mobility;
- Community facilities and services;
- Economic development; and
- Community livability.

It is understood that not every recommendation can be achieved in the near-term. With this understanding, Chapter 6, *Plan Implementation*, will set out the Implementation Action Plan that details the community's near-, mid-, and long-term priorities for moving forward.

Feedback throughout the planning process clearly indicated a desire to preserve the heart and soul of Boerne.

Goals, Objectives, & Action Recommendations

This chapter addresses the many facets of the Boerne community and how the pieces fit together to provide a comprehensive plan of action for the future. Plan goals represent the overall desire of the community related to each plan element. The vision, goals, and guiding principles presented in Chapter 4, *Community Vision*, have then been applied to the different plan elements to create objectives and actions which clearly identify and define recommendations that are proposed to realize the community vision.

ACTION FRAMEWORK

The guiding principles, goals, objectives, and action recommendations in this section create the foundation for guiding future decisions and development. They provide consistency and predictability in day-to-day decision making by City staff as well as policy- and decision-making by Boerne's elected and appointed officials. The components of each element are described below (see Figure 5.1, *Vision to Implementation Framework*).

Goals

A goal describes the desired outcome for a plan element. It is different from a vision in that it speaks directly about the element. The overall plan goals further refine the vision set out in Chapter 4, *Community Vision* and are included in this chapter for convenience.

Guiding Principles

Guiding principles are similar to overarching policy statements which helped to further refine the strategic directions of the plan goals and to help with daily decision-making as part of post adoption implementation. The overarching guiding principles are found in Chapter 4, *Community Vision*.

Objectives

Objectives are intended to provide more measurable direction beyond what is captured by the overall plan goals. They help to further organize plan actions into functional topics addressing a particular issue related to specific plan elements and action outcomes.

Actions

Actions include specific strategies or steps to take in order to reach an objective. Action items are specific enough to include a recommended time frame for implementation, partners or agencies for implementation, and, in some cases, a potential cost.

Benchmarks

A benchmark is a target measure which the objectives and actions are working toward. It measures progress in achieving the goal over time.

Together, the goals, guiding principles, objectives, actions, and benchmarks are the building blocks for Boerne's future.

Figure 5.1, Vision to Implementation Framework

Photo courtesy: Elizabeth Castle for Art Gives

The actions embodied in this chapter are intended to provide a comprehensive set of recommendations which can be achieved over time to further establish Boerne as a great community as "unique as its name."

Growth & Capacity

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 program 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.

Smart growth involves finding the right balance between development and conservation. It involves smart decision making with regard to development outcomes by focusing on making the community more attractive, economically stronger, and more socially diverse, while at the same time protecting public health, safety, welfare and the natural environment. As made evident by the Boerne community, quality growth is a high priority. As such, the City should evaluate its growth opportunities, not just in the context of expansion of the City limits, but in the context of all development decisions, using Smart Growth principles (see inset on the next page) and the guiding principles set out in Chapter 4, *Community Vision*. It is in these principles that Boerne will have the best chance of allowing and accommodating necessary growth while protecting the treasured community assets that make the City unique.

Action 1.1.2, Emphasize community growth strategies that maximize the use of existing City infrastructure.

There are a variety of valid reasons why a City should consider a strategic expansion of it's limits. Foremost is the fact that the City can exert minimal regulatory control over development in its extraterritorial jurisdiction (ETJ) and beyond. As such, the City should consider developing a proactive and predictable community growth program that results in measured, sustainable growth. In this regard, the City can focus on facilitating infill projects and redevelopment activity in the already developed areas of the City, encourage contiguous development when financially feasible, given the requirement to provide utility service within 30 months of annexation, and focus on the quality growth of the City's commercial corridors. The City should investigate opportunities to further emphasize infill and LID projects that minimize the footprint of impervious cover. Ordinances may need revision to accomplish these goals to allow for taller structures. This will provide for an efficient use of limited tax dollars and longer-term fiscal sustainability, while acknowledging that certain growth will still occur in the City's fringe areas. Example implementation of this action could include modifying the ranking criteria of the City's capital improvement needs to provide extra weight for projects that promote infill and/or contiguous development.

Smart Growth principles embody many of the quality growth characteristics envisioned by the Boerne community, including fostering a distinctive, attractive sense of place, preservation of the community's open space and natural resources, and walkable neighborhoods comprised of a range of housing choices.

Source: Smart Growth Online

Action 1.1.3, Continue to evaluate opportunities for potential strategic annexation as part of the City's growth and expansion strategy.

As set out in the previous action, the City needs to have a clear understanding of the benefits and costs of expanding its City limits, and consequently, its ETJ. As these expansions are under consideration, the City should further evaluate opportunities to consider developing a more strategic growth and annexation plan to clearly state the City's intent to grow in certain directions. This expansion of growth could be for a variety of reasons, including controlling the pattern and quality of growth, restricting formation of Municipal Utility Districts (MUDs) and Water Control & Improvement Districts (WCIDs), controlling gateways and entrances to the City, as well as for future potential revenue generation. As such, the City should consider further study of the benefits and costs of expanding the City limits in areas designated as strategic growth areas set out on Map 5.1. *Boerne Growth Plan*, on the next page.

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.

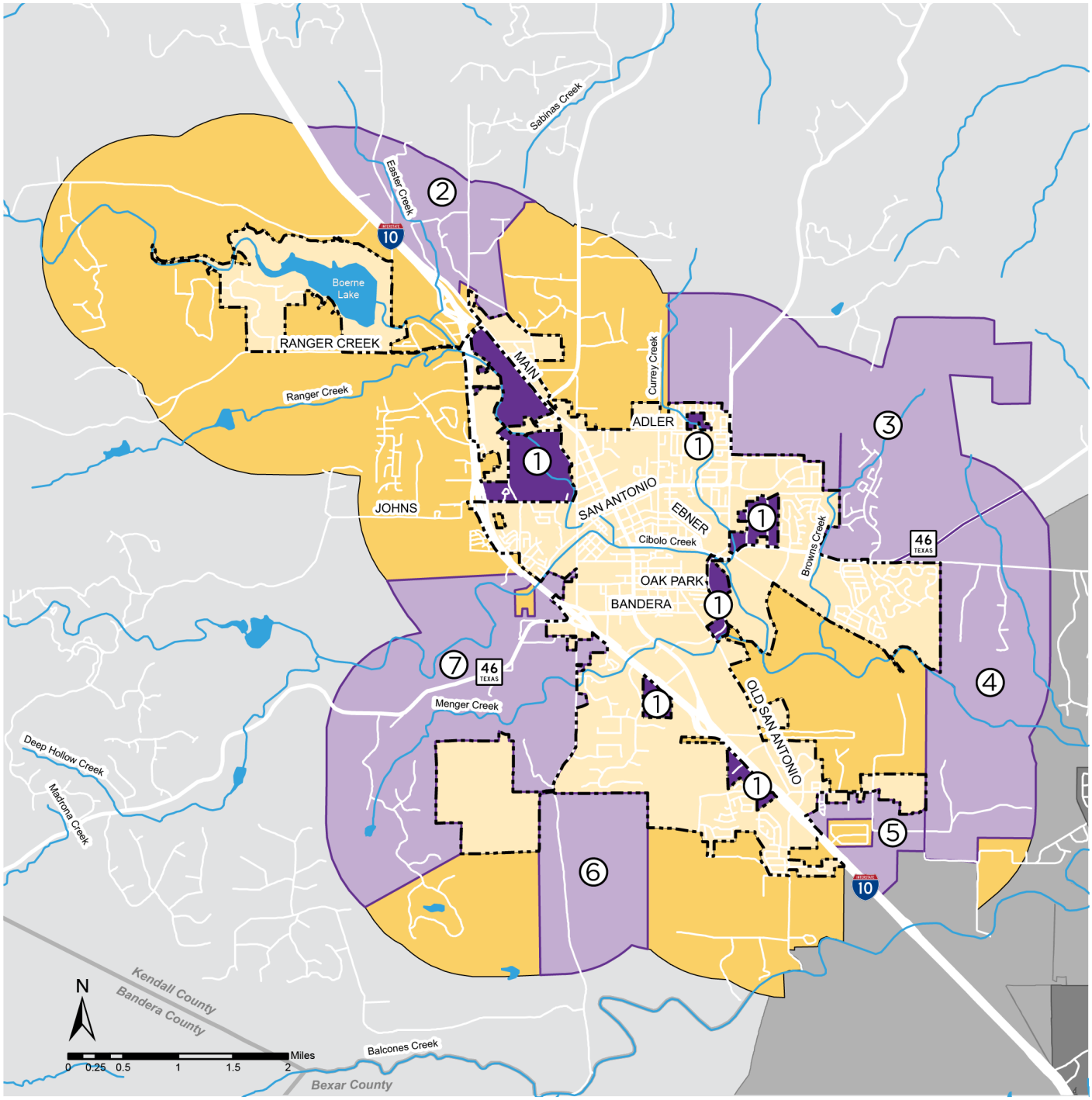
A CIP is a multi- year plan that identifies and prioritizes projects related to public facilities and services. Developed in accordance with documented community goals and objectives, the CIP is focused on physical enhancements that upgrade, extend, or replace infrastructure, and provide a governing authority with increased service capacity for its constituents. Capital improvement projects may include: streets, electric, gas, water, wastewater, reclaimed water and drainage utility projects; open space, trails, and recreation facilities; public buildings and facilities; major equipment; and, technology investments. While the City has an existing CIP, many cities consider updating the ranking and prioritization criteria based on new findings developed as part of their comprehensive plan. As such, the City should consider ensuring that Boerne's future capital expenditures correspond to the goals and objectives as community priorities change over time. This should occur during its annual budgeting process and CIP update.

This review and update process must also include consideration of funding needs for new facilities and programs to adequately cover operations and maintenance expenses, personnel costs, and ongoing upgrades and replacements.

Figure 5.2, Growth Considerations

Potential Growth Area	Remedies Infill Islands	Control Gateway / Entrance to City Quality	Control Growth Patterns & Quality of Development	Control Utility Rights	Protect Potential Future Revenue Generation
Area 1	√	√ (in some cases)	√	√	√
Area 2		√	√	√	√
Area 3		√		√	√
Area 4		√	√	√	√
Area 5		√	√	√	√
Area 6			√	√	
Area 7		√	√	√	√

Map 5.1, Boerne Growth Plan



- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Major Roads
- Minor Roads
- Counties
- Creeks
- Water Bodies
- Primary Potential Growth Area
- Secondary Potential Growth Area

Action 1.1.5, Ensure that all departments are open and transparent about their development related data.

Both the City government and the development community are partners and play roles in creating new development/redevelopment opportunities in Boerne. Growth, in any form, cannot exist without this partnership. To help determine the viability of potential new development in the City, the development community needs to understand how and where it will tie into the City's infrastructure system (or whether tie in is even necessary). As such, the City should be open and transparent about available infrastructure data and make that more accessible, for example, on an interactive mapping website (see also Action 2.3.2).

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.

Today, understanding the long-term implications of annexation and growth is an increasing concern, whether it is an expansion of City limits or the approval of a new planned unit development or other similar development approval. As such, many communities are developing standardized fiscal impact analysis tools to weigh the cost versus benefit of these types of actions (see Figure 5.3, *Example Fiscal Impact Analysis Tool*). The example at right, highlights one simple method by which potential expenditures versus revenues may be measured when considering annexation, or other development proposals (particularly when a full service annexation would obligate the extension of City services within a constrained time frame). Moving forward, the City should consider developing a fiscal impact tool. This will involve identifying the necessary staffing resources and process to undertake the evaluation. Once a fiscal impact model (i.e., the metrics for evaluation) is established by the City, the actual evaluation of fiscal impacts involves asking the right questions during the development application process, followed by a staff driven review process which is intended to identify the anticipated financial impact of the land use decision.

Figure 5.3, Example Fiscal Impact Analysis Tool

Service	Input
EXPENDITURES	
Public Safety	
Estimated # Calls Per Service	Total Number
Cost Per Hour	Dollars
Average Time Per Call (State or Local Average)	Hours (1.0)
1st Year Cost of Service	Number x Dollars x Hours
Public Works	
Streets	
Miles Per Street	Total Number Within and Directly Accessed to 1st Stop Sign or Traffic Signal.
Cost For Routine Maintenance	Average Cost To City Per Lane Mile
1st Year Cost of Service	Miles x Cost Per Lane Mile
Water and Reclaimed Water	
Add formula if all costs are not offset by impact fees, and monthly service fees.	
Waste Water	
Add formula if all costs are not offset by impact fees, and monthly service fees.	
Electricity and Gas	
Add formula if all costs are not offset by impact fees, and monthly service fees.	
Solid Waste	
Add formula if all costs are not offset by monthly service fees.	
Estimated O&M Costs:	
REVENUES	
Property Tax Revenues	
(Year) Assessed Valuation	Less Exemptions
Assessed Value of Non-Agriculture	Percentage of Overall Assessed Valuation (Less Exemptions)
Tax Benefit of Non-Agriculture	Estimated Tax Revenue (As percent of Assessed Valuation)
O&M Budget: Estimated Fiscal Impact in 1st Year	Percentage of Tax Benefit (Split with Debt Service)
Debt Service: Estimated Fiscal Impact in 1st Year	Percentage of Tax Benefit (Split with O&M Budget)
Net Fiscal Impact on O&M Budget (1st Year)	**Estimated O&M Revenues - Estimated O&M Costs**

Source: Halff Associates

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.

The San Antonio River Authority (SARA) is a special purpose political subdivision of the state established to develop and conserve water resources of Bexar, Wilson, Karnes, and Goliad Counties. At any given time, SARA is undertaking studies in the Cibolo Creek watershed (e.g., a current on-going Risk MAP assessment). Since Cibolo Creek is such an important natural resource for Boerne, particularly since it flows directly through downtown, the City should prioritize collaboration with SARA regarding how best to implement identified improvements to this important resource. This also involves partnering with other area partners such as GBRA to identify drainage enhancements, program changes, and funding mechanisms to improve drainage issues throughout the Boerne community. Implementation should involve further evaluation of the benefits versus costs of establishing a stormwater utility in Boerne.

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.

Recent changes in the National Oceanic and Atmospheric Administration (NOAA) precipitation frequency estimates (in their Atlas 14 update) will have far-reaching implications for new development/redevelopment throughout the state. As such, the City should proactively evaluate its drainage criteria and regulations to ensure that new development/redevelopment built in the near-term does not transition into the floodplain in the longer-term.

Action 1.2.3, Consider development of a comprehensive Drainage Master Plan for Boerne.

A comprehensive study should address flooding and evaluate drainage issues on a citywide basis and develop an approach to prioritize and address these problems. The study should evaluate existing stormwater infrastructure and identify capital improvement projects to address drainage and flooding problems. The City should consider forming a Stormwater Utility to fund the study and future projects.

Currently, Boerne has a number of high-quality amenities and infrastructure located within the City's natural creeks and drainageways. As the City continues to grow, it will need to take a proactive stance in protecting these critical resources for the future.

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.

Considering that Boerne is in the growth path of the San Antonio region, it would be prudent to consider the further development of a Water/Wastewater Master Plan to ensure that the City can proactively meet the long-term infrastructure needs prior to the need for it. This master plan will give City leaders direction on future goals and improvements which will be needed on the current and future water and wastewater system to stay ahead of the demand as the population grows. The new Water/Wastewater Master Plan should take into consideration the improvements identified in the 2015 Boerne Water Resources Plan, which focused on the City's water supply. This planning effort would expand the conversation to identify needed improvements in the water distribution and treatment system, as well as the wastewater collection and processing system.

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.

Currently, the City has a policy which only allows for the provision of water and wastewater utility services within the City limits unless it is otherwise determined to be advantageous by the City Council. As the City considers the potential expansion of its geographic boundaries, it will also have to concurrently expand the boundaries of the Certificate of Convenience and Necessity (CCN) area. These certificated areas designate the entity which holds the right to provide future water and wastewater services. In some cases, it may be prudent to expand the CCN area in anticipation of a future annexation where the City intends to provide these services and considering the cost benefits of the annexation.

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.

The City currently has more than adequate water supply to serve more than two times the needs of Boerne's current population, The City is projected to grow to almost 28,000 people by 2040. This will necessitate the need for additional water/wastewater infrastructure. As such, the City should proactively

Currently, Boerne has both adequate supply and expandable capacity at the water treatment plant to serve the anticipated population during this plan horizon.

monitor the City's growth and annexation program (see Actions 1.1.1 and 1.1.2) and changes in population to ensure that adequate capacity is available to support long- term growth. Understanding that adequate water supply is an important part of Boerne's future, the City should emphasize this through continued communication with the public regarding the status of the existing water supply as well as plans for the future.

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.

Currently, Kendall West Utility has a CCN area and provides water and wastewater infrastructure primarily to areas north and northwest of the current City limits. Recently, they have also been allowed to service small areas within the City limits consisting of two small residential neighborhoods. Since this is a relatively new occurrence the City should continue to assess the costs versus benefits on a case by case basis to ensure that it is still in the best interests of the Boerne community moving forward.

Action 1.3.5, Continue to evaluate and anticipate the need for expansion of the City's water treatment to accommodate population growth projections.

Boerne's current practice is to keep at least one peak-day of water in storage between all City storage sites. As service population increases, the City will need to add storage and pumping capability incrementally. In addition, the City will at some point need to upgrade the water treatment plant at Boerne City Lake to a peaking capacity of about 4.5 million gallons a day (MGD), assuming that per-capita consumption remains consistent with today's usage patterns. This means that the City will have to increase capacity of the plant at some point within the next 10 years. Overall, the plant can be expanded, and other secure water resources utilized, to serve a future population of about 35,000 people, which covers more than the population growth anticipated during the horizon of this plan.

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.

Boerne currently provides wastewater treatment through two wastewater treatment plants: the Esser Road Plant and the WWTRC on Old San Antonio Road (with 1.2 and 1.4 MGD of treatment capacity calculated as a running annual average). Due to regulatory changes and operational issues, the Esser Road Plant will likely need to be decommissioned within the next 10 to 15 years. The WWTRC has an expandable capacity to 5.2 MGD. Over time, the WWTRC will need to be expanded in 1.3 MGD increments as population increases, per-capita consumption increases, or when the Esser Road Plant is decommissioned.

As Boerne's population continues to grow, it will need to anticipate the need to expand wastewater treatment capacity. This will include both an expansion of the existing wastewater treatment and recycling center and the possible decommissioning of the Esser Road Plant.

Action 1.3.7, Continue to identify opportunities to extend the reclaimed water supply to new private development.

The City currently operates one of the first residential reclaimed water utilities in Texas. This involves, in cooperation with developers, the installation of dual water systems in two neighborhoods (currently Esperanza and Ranches at Creekside). This will result in the installation of almost 3,500 individual lawn irrigation systems not using potable drinking water. It will also result in significantly lowering the City's per-capita peaking numbers, which means that this will extend the time frame for water plant upgrades or reduce the actual need. Due to the significant cost savings for both the City and the property owners, the City should identify additional opportunities to expand this program to additional residential neighborhoods over time, particularly to new developments of previously undeveloped lands in proximity to the system infrastructure.

Action 1.3.8, Periodically evaluate and modify necessary utility rates and impact fees to ensure economically sustainable continuation of operations.

To ensure adequate electric, gas, reclaimed water, water, and wastewater utility operating fees, the City should continue to periodically evaluate and modify utility rates and impact fees to avoid the necessity for large increases and to ensure sufficient revenues for operation, maintenance, capital improvements, and debt service. At a minimum, state law requires re-calculation of impact fees every five years. The City of Boerne has always complied with this, resulting in periodic fee changes.

Currently, Boerne serves the Esperanza Development with City public utilities through a comprehensive development agreement with higher water and sewer rates. It is currently the only neighborhood being served by City of Boerne utilities outside of the City limits.

Action 1.3.9, Continue to evaluate the costs versus benefits of providing public utility infrastructure to areas outside the City limits.

Boerne currently serves one large development with public utilities outside of the City limits (Esperanza). The decision was made to do so only after prolonged negotiations of a development agreement which made it financially attractive. It is governed by a comprehensive development agreement and has higher water and sewer rates than what is charged for in-City customers. Prior to agreeing on additional developments using the same framework, the City should continue to evaluate the long-term costs versus benefits of providing these public utilities to areas outside of the City limits on a case by case basis.

Action 1.3.10, Evaluate the feasibility of a future partnership or consolidation of infrastructure services in the Boerne area.

Currently, most of the Boerne community is being served water utilities predominantly from the City or Kendall West Utility (largely, although not exactly following CCN boundary delineations). This dual framework is currently working, and the City has a defined agreement/partnership which could lead to the possibility of a consolidation of services at some point.

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

Evaluate the present conditions of the downtown / North Main utility infrastructure so that a program of improvements can be created to capitalize on potential 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.

As part of a growing trend to reduce the environmental impact of development, the City should continue to support private sector development efforts that incorporate green building practices and/or energy efficiency. This could include an assessment of the City's zoning regulations to remove impediments and/or add incentives for green building practices. Examples of green building practices that should be considered include low impact development (which utilizes the site's natural resources as part of the overall stormwater management program), rainwater capture, tree preservation, night sky protection, xeriscaping, and pervious pavement, among others. This could also include the City installation of rain water catchment infrastructure, the offering of grants and/or rebates for green building or site installations (e.g., xeriscaping), and other similar incentive-based programs.

Action 1.4.2, Continue to promote and foster increased use of water conservation practices throughout the City.

As the community continues to grow, demand for water will also increase. Unfortunately, meeting water supply needs is challenging and expensive statewide. This will eventually lead to price increases from suppliers and water shortages. Solutions are two-fold; increase supply and reduce demand. A proactive jurisdiction would pursue both simultaneously. As such, the City should continue to foster reduced water consumption by providing education and programs that promote water conservation. The City may want to consider the following strategies to promote water conservation:

- Increase the use of reclaimed water irrigation on public lands and potentially as part of new residential development (see Action 1.3.8).
- Consider encouraging water reclamation and reuse among existing residents through rebates for the purchase and installation of rainwater harvesting systems on homes and other conservation measures. There are also rainwater system providers that offer discounted or wholesale pricing through cities available to residents.
- Continue to utilize the City's existing Drought Management Plan to collect funds from large water users to fund new sources of water supply and capital improvements.

The Patrick Heath Public Library serves as a model example of green building and other sustainable site development techniques.

Action 1.4.3, Continue to implement the urban waterfowl management recommendations as part of a broader effort to improve water quality.

As part of the Upper Cibolo Creek Watershed Protection Plan, Cibolo Creek is identified as a degraded watershed due to over population of domestic waterfowl. As such, it was recommended that the City undertake a multi-part process to establish a manageable population of waterfowl, improve water quality, and otherwise improve sanitary conditions around picnic areas and other public areas of River Road Park.

Action 1.4.4, Evaluate opportunities to improve riparian buffers on City-owned property.

As part of the Upper Cibolo Creek Watershed Protection Plan, it identified that urban development was negatively contributing to increased bacteria and nutrient loads detrimental to sensitive natural resources (e.g., riparian areas). One way to mitigate this is to increase the amount of riparian buffer acreage on City-owned property so that stormwater can be treated to some degree prior to it reaching the City's watercourses. In this regard, the City could lead by example as it simultaneously works to increase riparian buffers on private property (see Action 1.4.5, below).

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.

Boerne is still a young city with lots of room for new development. Some of the feedback received stated that this development should embody what makes the City unique and should be protective of the area's sensitive natural resources. One of the ways to help facilitate this is to consider an ordinance further increasing required buffers and low impact development as part of new development and redevelopment. This could include protections against the removal of trees and increased building setbacks along riparian corridors. It could also include incentives for property owners to re-establish riparian buffers on their own. Stakeholders acknowledged that ordinance development and compliance, long-term maintenance of riparian buffers, and quantification of effectiveness of this management strategy are all significant challenges. As such, the City should consider undertaking a effective education and outreach campaign to demonstrate benefits to landowners.

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.

Since protection of sensitive natural resources is important to the Boerne community, the City should evaluate opportunities to modify the zoning, subdivision, and other development regulations to restrict or incentivize increased protection of such things as stream and riparian corridors, steep slopes, mature trees, etc. This additionally could include enhanced riparian buffers and setbacks, more stringent tree protection requirements, flexibility to offset greater protection using low impact development, etc. It could also include allowances for open space in exchange for increased density or smaller lot sizes, balanced with the City's "Development Friendly" economic goals.

Increased protection of the City's riparian corridors and other natural resources is highly valued by the Boerne community.

Since Boerne has been, and is projected to still be, a fast-growing community, it will have to be more proactive in its plan of action for protecting what makes Boerne unique. This involves a focus on the character and quality of development and commitment to ensuring quality development outcomes.

Land Use & Development

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.

One of the priorities stemming from the public engagement process was a desire for clear, fair, and consistent regulations to encourage quality development. This necessitates a comprehensive analysis of the City's existing regulations followed by an update to ensure they result in the quality and character of development commensurate with the community's vision for the future. It will be necessary to balance updates with the resulting added costs and delays to the development process in Boerne. The first step should include a review of the City's existing zoning, subdivision, and other development-related regulations for conformance with the strategic directions of this Master Plan. This could include the development of a memorandum which identifies inconsistencies between plan and code, items for procedural or substantive update, and recommended next steps.

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.

As identified throughout the public engagement process, the citizens value protecting what is unique and special about Boerne. To improve design criteria and the built environment over time, an update to the City's zoning, subdivision, and development regulations will be needed. The improvements could include an update to the City's existing regulations, or a complete overhaul. Recommendations for moving forward should be identified through a comprehensive analysis of the City's existing regulations, which could be undertaken prior to, or concurrent with, the regulatory update process (see Action 2.1.1, above). The update could also include a restructuring of the existing regulations to improve readability and usability. One example of this is organizing the regulations by functional topic (e.g., zoning districts, land uses, landscaping, etc.), rather than by separating similar provisions throughout the regulations (e.g., by zoning district). The City may wish to undertake additional engagement outreach as part of this process.

Action 2.1.3, Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.

Improving the connectivity within and to/from neighborhoods provides residents greater choice in being able to access the citywide thoroughfare network. During high congestion periods (e.g., during the a.m. and p.m. commuter rush hours), or during construction periods, all traffic entering or accessing a subdivision oftentimes converges on a single point which further exacerbates traffic congestion, adds to a perception that traffic is a problem within the City, and increases overall frustration with the City's transportation network. Providing multiple choices and creation of a better grid between all roadways helps to reduce congestion and improve the overall satisfaction with the City's thoroughfare system. Example improvements could include calculating the number of required access points based on the size of the neighborhood, requiring cross-access to adjacent neighborhoods, establishing a connectivity ratio, and shortening block lengths in new traditional neighborhood development. Interconnection of roadways is often met with push back from neighborhoods or from individual homeowners. The City must overcome singular or localized concerns for the greater good of the Boerne community.

Action 2.1.4, Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in neighborhoods.

Encourage development to offer a variety of housing types at varying price points and to offer "life cycle" housing to achieve a broader housing and income mix across the City. As a priority, the City should continue to encourage flexibility in offering a greater variety of single-family attached residential products, including cottages; patio, garden, or zero lot line homes; townhouses; and downtown lofts. Additional recommendations could include modification for anti-monotony regulations, establishing minimum residential facade requirements or duplication limitations, providing flexibility for average lot size rather than a strict adherence to across-the-board minimum lot sizes, etc.

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.

Having a high-quality school system is an essential element of creating a highly valued community. Having elementary, and in some cases, middle schools located in and among residential neighborhoods is an added element that provides even further economic attractiveness to parents who are potentially looking to relocate to Boerne. As such, the City and BISD should continue to prioritize working together to locate schools with a focus on community access, rather than just solely based on available property or access to the City's thoroughfare network. One resource which could assist with this effort is the Environmental Protection Agency's (EPA) School Siting Guidelines document, which provides a comprehensive process for school siting. It identifies a number of attributes to be considered in siting a school, including pedestrian and bicycle access, vehicle circulation, proximity to other community facilities, potential risk exposure, preservation of sensitive land, presence of utility, street, and communications infrastructure, and consideration of attendance boundaries.

Although Boerne ISD's Fabra Elementary School is a very good school, it is located and oriented in a manner that better serves the vehicle, rather than pedestrian or bicycle access from surrounding neighborhoods. This is indicative of many of the elementary schools in Boerne.

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.

One of the highest priorities of the citizens of Boerne was to protect the unique sense of character of downtown Boerne. This provides the opportunity to expand business and employment opportunities that may look and feel uniquely different than what may be established along I-10. It may also include the allowance of new residential opportunities, provided that they are developed with an urban character (e.g., mixed use or townhouses with front entrances built to the street). To expand the uniqueness of this area involves an adherence to perpetuating what makes this area different than the other areas of Boerne – the urban character (i.e., buildings to the street, parking on-street or in off-site public parking lots) and pedestrian-friendly environments where the pedestrian has higher priority than the vehicle. To achieve this, it may involve a strict adherence to improved urban-character design requirements and a limitation of uses which may or may not be appropriate in downtown (e.g., drive-throughs).

Action 2.2.2, Identify opportunities to allow multi-family residential in transitional residential areas per market demand.

Boerne has a solid reputation as being a high-quality community. Traditionally, this has resulted in an over-reliance on single-family detached housing, an increase in housing costs, and eventually affordability. While an increase in housing costs benefits many, it also provides a barrier to entry for young adults and families who are trying to get into the housing market. If price points hinder entry into the housing market, or there is no opportunity for the local workforce to live and work in Boerne, then it becomes increasingly difficult for businesses to hire and maintain a quality workforce. Today, it is widely recognized that a mix of housing types and price points (even better if intermixed into a master planned community) can bring greater benefit to the long-term sustainability of a community. In support of this, the Boerne Market Analysis - Southtown Boerne (SoBo) Site Summary (August 2015) indicated that there is a demand for additional multi-family units in Boerne. Finding the right location is important as well. As such, the Future Land Use Plan (see Map 4.2, *Boerne Future Land Use Plan*) provides guidance as to where the transitional residential areas and these uses may be most appropriate.

Protecting, enhancing, and growing downtown Boerne is a high priority for the community. As such, the Future Land Use Plan provides guidance regarding the urban character of downtown Boerne and how it should be extended.

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.

Increasing housing choice is an important component of creating a diverse and sustainable community. Increasing housing choice in close proximity to downtown is even better, particularly because it creates a greater market demand to support growing downtown businesses. Further, if done correctly, it synergistically creates opportunities for enhanced pedestrian-friendly accommodations and connections between downtown and the walkable residential areas. As such, the City should evaluate and amend the zoning and subdivision regulations to identify additional opportunities to create flexible, yet predictable transitions of single-family detached neighborhoods (in and near downtown) to newer transitional single-family attached units focused on connectivity and walkability. Examples of this are already occurring on O'Grady and other streets in and near 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.

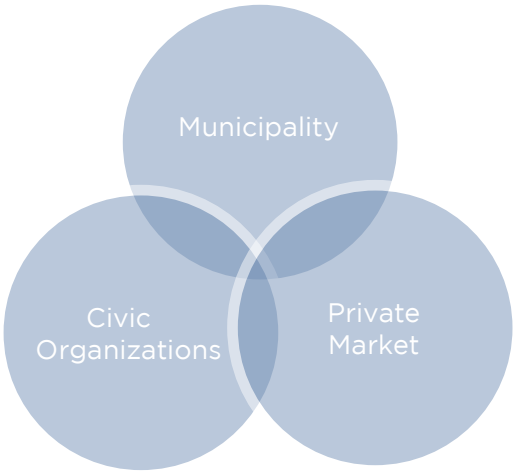
Not all roadways are created equal. In fact, roadways can have similar functional classifications but may look and feel entirely different. By way of example, an arterial roadway out in Boerne's ETJ may be a two-lane roadway with wide shoulders, open bar ditches, and no sidewalks. In downtown Boerne, it might still be a two-lane roadway, but would have curb and gutter, sidewalk and pedestrian amenities, etc. Since roadways play such an important role in creating (or detracting) from an area's character and quality of development, it is recommended that the City consider adopting context-sensitive street cross-sections based on surrounding uses during the next update to the City's Thoroughfare Master Plan.

In some of the older residential neighborhoods near downtown Boerne, new higher density attached housing types are starting to be established. This creates additional opportunities for housing choice in Boerne and provides a greater market demand in closer proximity to downtown.

Action 2.2.5, Evaluate additional opportunities to implement the Cibolo Creek Catalytic Site in downtown Boerne.

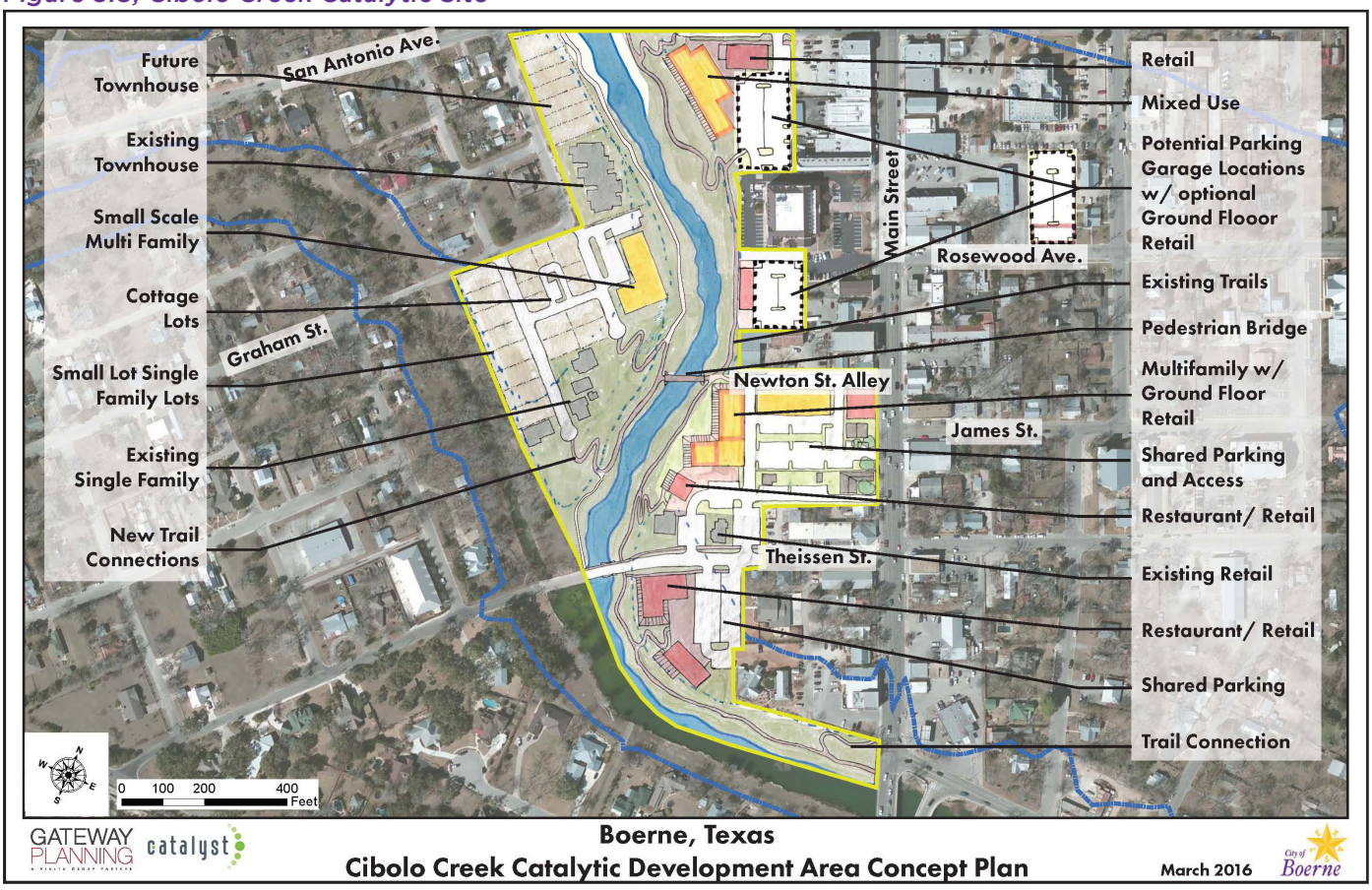
As set out in the Downtown Boerne Strategic Initiative (March 2016), a proposed catalytic site has been identified along Cibolo Creek. A catalytic site is a type of development configuration which tries to create alignment between three community sectors to create great places – the City, civic organizations, and the private market (see Figure 5.4, *Catalytic Triad to Create Great Places*). As proposed, the site is well-suited for infill, and transitional housing comprised of mixed housing types. In addition, this site provides a viable opportunity for a mixed-use development with office space and some retail. Moving forward, the City should continue to evaluate and explore opportunities to further develop the Cibolo Creek catalytic site (see Figure 5.5, *Cibolo Creek Catalytic Site*, below). The BKCEDC should be an important stakeholder in this process.

Figure 5.4, Catalytic Triad to Create Great Places



Source: Downtown Boerne Strategic Initiative

Figure 5.5, Cibolo Creek Catalytic Site



Source: Downtown Boerne Strategic Initiative

The Cibolo Creek Catalytic Site proposes a mixed-use development as an extension of downtown Boerne. It is intended to utilize the efforts and resources between three community sectors – the City, civic organizations, and the private market.

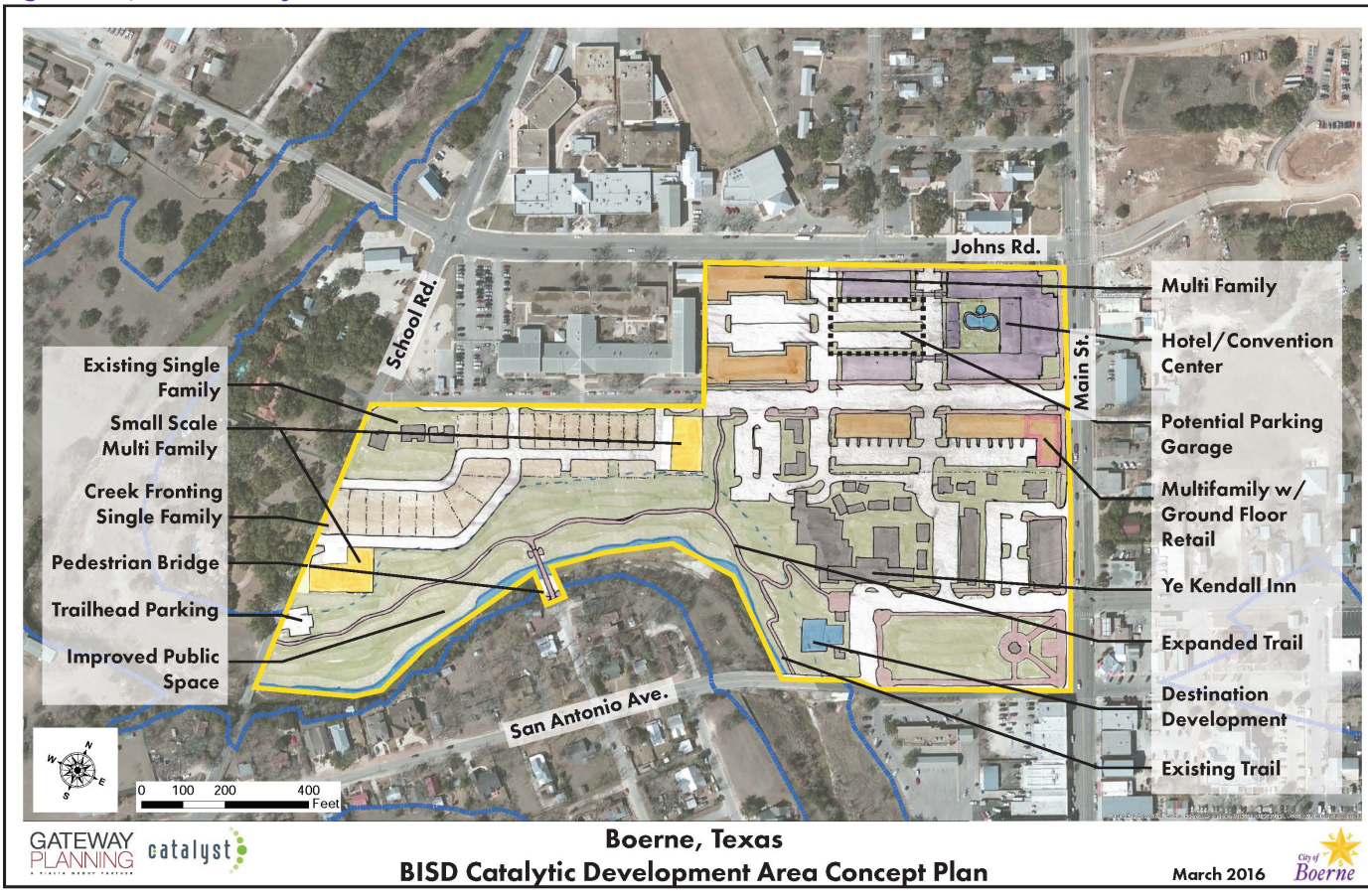
Action 2.2.6, Evaluate additional opportunities to implement the BISD Catalytic Site in downtown Boerne.

As set out in the Downtown Boerne Strategic Initiative (March 2016), a proposed catalytic site has also been identified for a property off of Johns Road and Main Street. Similar to the Cibolo Creek catalytic site, the BISD site offers the potential to create mixed-use development as an extension of downtown Boerne. For this site, it identifies the opportunity for incorporating a hotel/conference center, high-quality multifamily and townhome housing, office, and some retail. Moving forward, the City should continue to evaluate and explore opportunities to further develop the BISD catalytic site (see Figure 5.6, *BISD Catalytic Site*, below). The BKCEDC should be an important stakeholder in this process.

Action 2.2.7, Consider expansion of efforts to increase protections for historic preservation in Boerne.

The preferred characteristics in older communities are often preserved and promoted through the use of historic preservation tools. In simple terms, governing bodies may identify and document historic, architectural, and cultural resources and protect them via designation as historic sites. This procedure enables local governments (and federal and state governments) to protect historic resources and consequently the identity and character that makes their communities unique. Currently, Boerne has prepared Historic Design Guidelines and has established the Boerne Historic Landmark Commission. In light of the community's desire to preserve and protect what makes Boerne unique, it should identify additional opportunities to expand protections to historic resources in and around downtown and other areas of the City as may be appropriate.

Figure 5.6, BISD Catalytic Site



Source: Downtown Boerne Strategic Initiative

The BISD Catalytic Site proposes a mixed-use development as an extension of downtown Boerne. The 2016 concept included a hotel/conference center, high-quality multifamily and townhouse housing, office space, and retail.

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

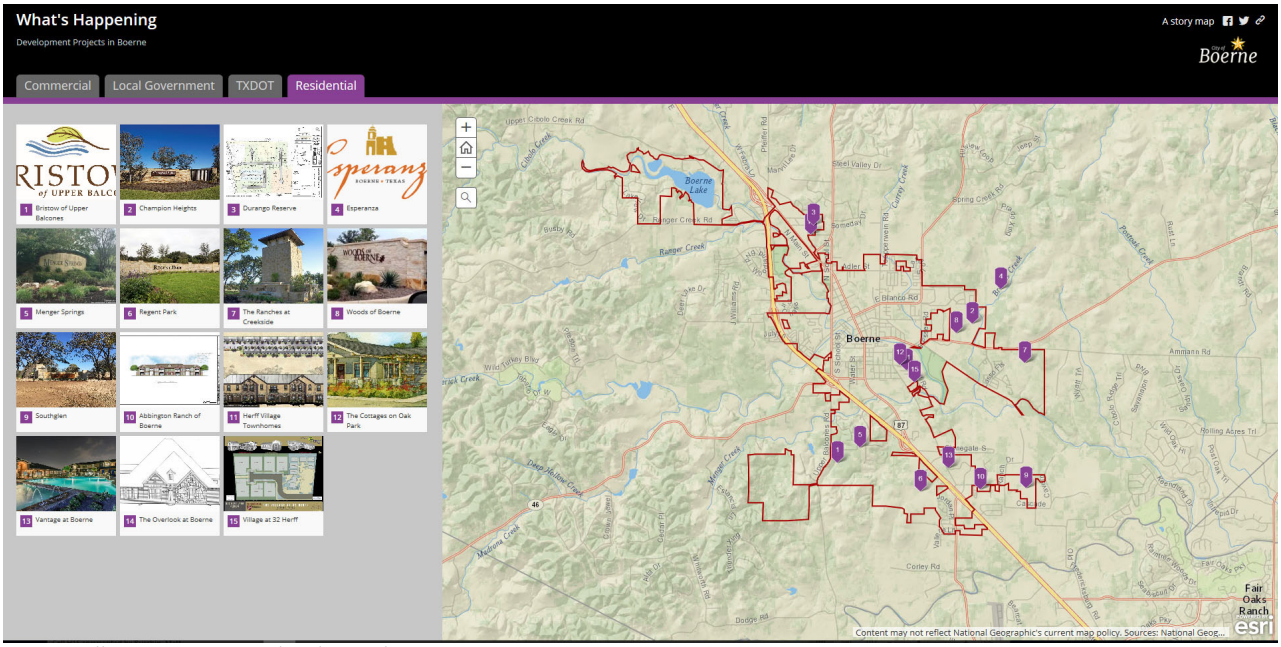
Action 2.3.1, Continue to enhance the City's interactive website which contains all data and layers necessary to navigate the development process.

Understanding the necessity for clearly presented and easily accessible information continues to be, and will continue to be, a priority of the City. Citizens, landowners, and developers all benefit from being able to find pertinent information compiled by the government. This accessibility is an essential part of living and working in the area and strengthens overall satisfaction with City government. This is especially important in an ever-changing technological climate where information is not only readily available, but also expected quickly. This information can greatly aid in decision making, oftentimes being the determining factor in deciding to move or do business in a city. As such, the City should look to continue to update its current online interactive maps to greater assist in this decision making. Currently, the City provides interactive maps that include data layers for government services, road closures, crime, park locations, City limits, extraterritorial jurisdiction (ETJ), zoning, council districts, and FEMA floodplain information. Possible valuable additions to current maps could include thoroughfare information, overlay districts, street center lines, and utility information that could include line locations and service areas. As the City continues to grow, availability of information will continue to be of great importance and the City should look to capitalize on its available resources to make any and all pertinent information available to the community as quickly as possible.

Action 2.3.2, Continue to provide the *What's Happening* interactive website to improve interaction and transparency with citizens and the development community.

Boerne has been, and is projected to continue to be, one of the fastest growing communities in the area. As the community grows, it becomes ever more important to make sure all available information and resources provided by the City are easily accessible by all. As such, the City should continue its community outreach and transparency goals by continuing to keep maps such as the *What's Happening- Development Projects in Boerne* (See Figure 5.7. *Boerne's What's Happening Interactive Website*) map up to date and even expanded upon. Recent efforts to enhance the City's social media presence have greatly improved the City's ability to quickly spread information and increase community

Figure 5.7, Boerne's What's Happening Interactive Website



Source: http://boerne.maps.arcgis.com/apps/Shortlist/index.html?appid=8ee9cc5a00ef40fdb8c0ab3fa8372925

The Boerne What's Happening interactive website provides a great snapshot of what is going on in Boerne, including City, private (i.e., private commercial development), TxDOT, and on-going residential projects.

awareness of development activity. The City should continue these practices and expand upon them moving forward.

Action 2.3.3, Consider developing a comprehensive guidebook which clearly specifies the development process for citizens and the development community.

For some people, particularly citizens, coming to the City and making a request to do something on their property is the only interaction they have with City government (outside of paying taxes and utility bills). This can and is oftentimes a confusing and difficult process. For the development community, time is money. The easier it is to navigate the process, the easier it is to spend more time and effort on doing good things in the community. As such, the City should develop a comprehensive best practices guidebook which clearly specifies the development process for both citizens and the development community. This could include permits required, descriptions of the types of applications available, flowcharts of each process, tables of submittal and hearing dates, details and contact information for where additional information can be found, and other items pertinent to the successful navigation of the application and approval process.

Action 2.3.4, Consider the establishment of a zoning clearance permit to clarify development rights.

Having clarity as to what is and what is not allowed on a property is a fundamental precursor to improving one's property. As identified during the early public engagement efforts, there has been a lack of clarity and consistency regarding property allowances. As such, it is recommended that the City establish a zoning clearance permit for new development which includes new land uses or changes in land uses. A zoning clearance permit is an administrative procedure in which the Director, or designee, determines if an application is in conformance with the provisions of the zoning regulations or is permitted by a variance, special permit, or decision from an appeal.

Action 2.3.5, Continue to implement a consistent process for codifying adopted City ordinances.

Codification is the process of collecting and restating the law of a jurisdiction, usually by subject, forming a legal code or "codex" of law. It removes repealed or obsolete ordinances and edits for proper grammar, consistency, and clarity. It also formats the material into user-friendly titles, chapters and sections. The result is one body of current, enforceable law. Currently, Boerne uses Municode for its codification processes; however, ordinances that receive frequent amendments such as the Zoning, Subdivision, and Sign Ordinance are not codified into Municode. Once an ordinance is approved, it is incorporated into their respective document and made available on the City's website under the Planning and Community Development web page, thus creating a single resource site for the citizens and development community. The City should continue to work towards finding different ways to make documents easily accessible for developers and the community.

Action 2.3.6, Evaluate opportunities to establish mixed-use development along Herff Road (i.e., mixed-product residential, commercial, medical and office development).

As set out in the Boerne SoBo Market Summary (August 2015, pg. 16), the Herff Road site still has the potential to serve as a viable mixed-use development incorporating mixed-housing, medical, office, and retail. Also important for the site would be a strong mix of housing, likely incorporating some high-quality multifamily residential alongside single-family townhomes and smaller lot homes. Since a more diversified and attainable housing base is important for the long-term growth and sustainability of Boerne, it is recommended that the City continue to evaluate opportunities to move forward with this type of 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.

As set out in the 2017 and 2018 Economic Development Work Plans, the City has identified a series of recommended changes to the development review and approval process, including infrastructure construction inspections, development plat and building permit timing, acceptance of "all bills paid" affidavits, acceptance of "partial performance guarantees," the ability to grant administrative waivers or variances, and a review of impact fees. Each of these process improvements should be evaluated to determine the best options for reducing unnecessary and overly complex administrative requirements, while not reducing the City's ability to ensure predictable outcomes and a quality built environment.

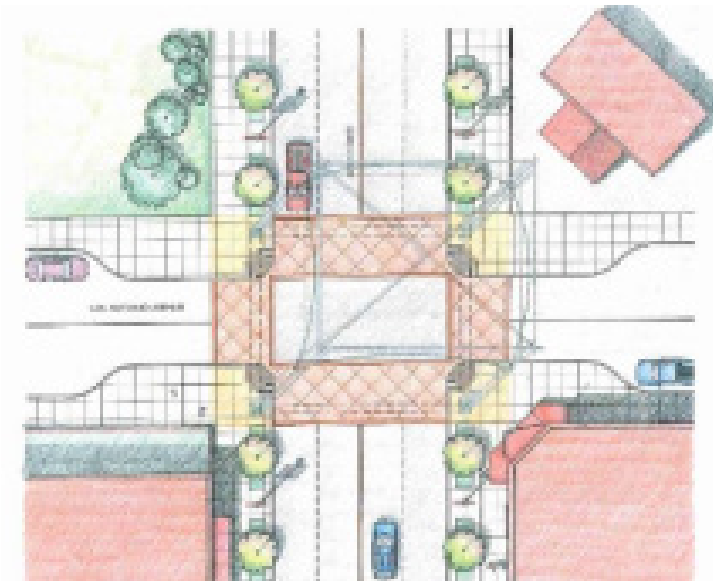
Objective 2.4: Prioritize the revitalization and enhancement of downtown Boerne to further strengthen it as the historical, cultural, and governmental heart of Boerne.

Action 2.4.1, Consider public streetscape improvements as catalyst projects in downtown.

Successful revitalization efforts oftentimes require both public and private investment. In many cases, private sector investment follows a public sector investment as part of a catalyst project. The City has been talking about what to do with Main Street, which is TxDOT Highway 87, for many years. Included in the discussion has been ongoing consideration whether or not to request ownership of a section of Main Street as part of the TxDOT "Turn Back" program. To make this a reality, it would require many different plans and projects to fall into place, including a potential by-pass of truck traffic and relocation of thousands of over-vehicle movements through alternate routes. If Boerne took possession of Main Street, it may provide a greater opportunity to control the walkability and urban character of downtown. One potential catalyst project which could greatly improve downtown Boerne as a "unique destination experience," rather than a thoroughfare with businesses, is a planted center median with improved intersection treatments and crosswalks. This has been identified in the 2007 Central Business District Master Plan, the 2008 R/UDAT report, the 2015 Main Street Study, among others. Alternatively the City could work with TxDOT to improve traffic for pedestrian safety and introduce calming measures without incurring the high cost of owning and maintaining the roadway.

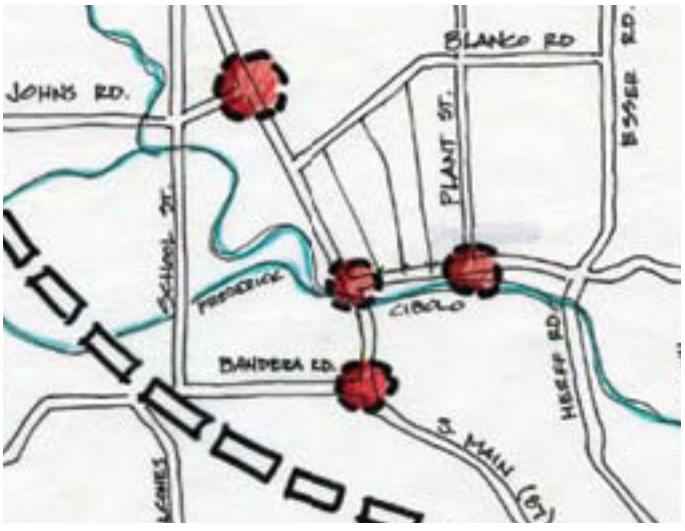
Action 2.4.2, Consider additional gateways into downtown Boerne.

Even though the City has primary and secondary gateways denoting entry into the City limits, it should also consider creating smaller gateways signifying entry into downtown and/or the historic core of the City. The purpose of these "downtown" gateways are to clearly signify that one has entered a special place in the City.



Source: 2015 Main Street Study

An improved streetscape and pedestrian-focused intersections could be a public sector catalyst project which further transforms downtown into a walkable "unique destination experience."



Source: 2008 R/UDAT Report

Establishing additional smaller-scale gateways into downtown Boerne, such as those identified in the 2008 R/UDAT study, would help to clearly identify that one has entered a special place in the City.

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.

As identified in the 2015 Boerne SoBo Market Summary (August 2015, pg. 9), there is a growing market demand and lack of supply for small-town downtown living. As such, the City should continue to identify opportunities to add urban-character residential units (e.g., mixed-use lofts, urban-scale townhomes, live-work units, multifamily) for providing more opportunities for living in downtown.

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.

As part of an access management study for North Main Street, the City should consider the creation of landscape islands and sidewalks as part of the access management improvements.

Transportation improvements including both vehicular and alternative forms of mobility are a high priority for the Boerne community. Although the City's Thoroughfare Master Plan will be revised under a separate planning process, this Plan does incorporate future directions from the City's recent work on active transportation and trails.

Mobility

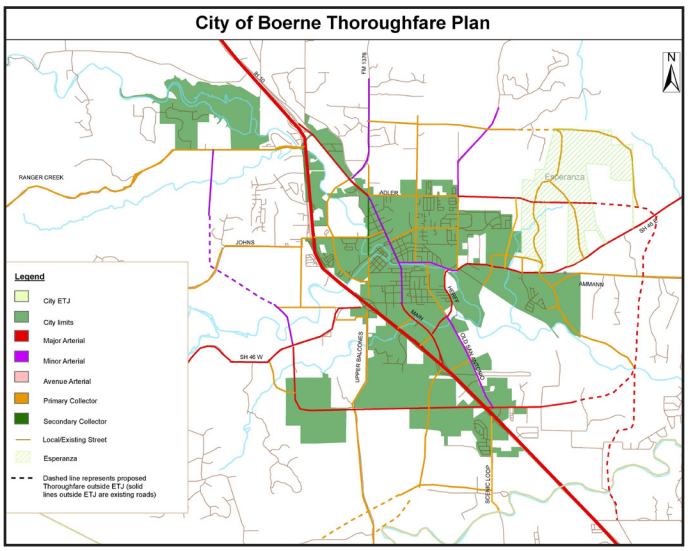
GOAL 3: Proactively plan for a multimodal transportation system to reduce congestion, accommodate anticipated travel demand, and provide quality of life amenities.

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.

Land use and transportation are inherently interconnected. In some cities, a Thoroughfare Plan map is adopted as part of the comprehensive planning process. In other cities, it is a more refined sub-set plan which provides greater detail on the proposed transportation improvements planned for the future. In Boerne, the latest changes to the Thoroughfare Plan were adopted in 2015 (see Figure 5.8, *Boerne Thoroughfare Plan*, below), although there has not been too much change since earlier versions were adopted during the past comprehensive planning process. Today, the City has been participating in a much broader regional study to determine how best to solve regional connectivity and congestion problems. Moving forward, the City should follow up with a full update to its Thoroughfare Master Plan, including updating the Thoroughfare Plan map and street cross sections. Once complete, potential modifications to the Future Land Use Plan map be warranted.

Figure 5.8, Boerne Thoroughfare Plan



Source: 2015 Boerne Thoroughfare Plan

One of the first implementation actions of the Boerne Master Plan should be to undertake 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.

Inevitably, Boerne and Kendall County's transportation improvements and available transportation dollars are connected to regional and state funding and resource availability. As such, it is important for the City to actively participate in regional and statewide planning activities to promote funding and/or improvements that benefits Boerne. Four multi-jurisdictional projects starting in 2018 include:

- TxDOT's resurfacing of Main Street.
- TxDOT's restructuring and new bridge overpass at Scenic Loop Road.
- TxDOT's widening of SH 46 from two lanes to four between Herff Road and Ammann Road.[1]
- TxDOT's improving Interstate 10 in Kendall and Bexar counties, including segments which extend into Boerne. Improvements include: frontage road conversion from two-way to one-way, reconfiguration of ramps, and interchange improvements at Highway 46 and Highway 87 overpasses.[2]

1 Alamo Area Metropolitan Planning Organization, Metropolitan Transportation Plan "Mobility 2040," updated June 26, 2017
2 Ibid.

Action 3.1.3, Continue to work in partnership with TxDOT, Kendall County, and other area partners to find solutions regarding regional transportation issues.

The City has been actively participating in a regional transportation study, the purpose of which is to identify recommended solutions to address the growing transportation demands within and around Boerne and Kendall County as a whole. The need for the study relates to increased congestion, lack of east/west connectivity, and the conflict between vehicular traffic speeds and volumes in downtown versus the interest in improving pedestrian walkability embodied in a urban-character environment. Long-term, both Boerne and Kendall County should continue to be actively engaged in future collaboration between area partners to ensure appropriate recommended solutions are identified and implemented.

Action 3.1.4, Consider acquiring the rights-of-way of Main Street/Highway 87 from TxDOT.

As set out in the 2015 Main Street Study (May 2015), the City has several viable options for improving the walkability of downtown Boerne. Most of these options, however, require the City to accept ownership and assume the cost of maintenance of Main Street from TxDOT (See Action 2.4.1). This discussion dates at least as far back as 2006, during the past comprehensive planning process, and has been discussed and reported on many times since. As of the latest recommendation, the City recognizes that requesting turnback should not be done until TxDOT improves both North and South Main Street and portions of River Road (SH 46). Next steps could include hiring a professional traffic mobility consultant to study the options more in depth and provide potential cost estimates for design and construction of proposed improvements. Also, city staff could contact TxDOT regarding actions that could be taken without turnback of roadway to the City.

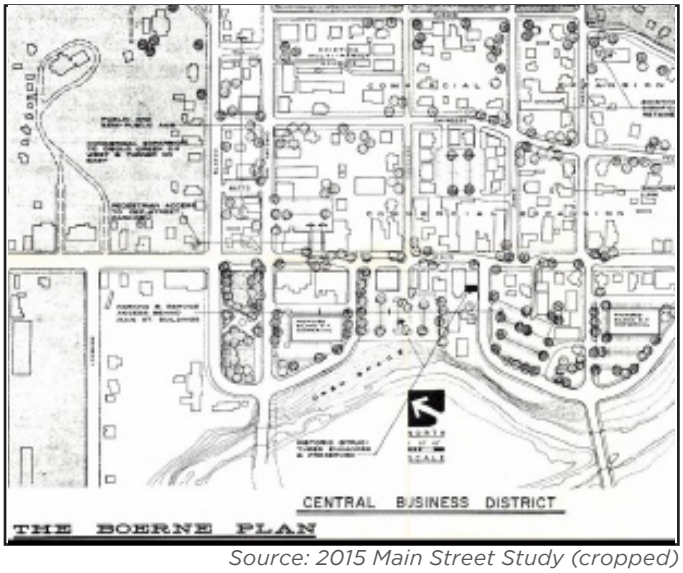
Action 3.1.5, Consider available opportunities to establish a new truck route ordinance to reroute truck traffic away from Main Street.

As evident throughout the public engagement process, the Hill Country Mile is one of the most important (and walkable) areas in Boerne; and as such, needs to be protected. To further protect the public safety and welfare of this area, the City should evaluate alternate opportunities to establish a "truck route" ordinance which specifies the acceptable routes that trucks can traverse the community. This ordinance should also include specifications such as maximum weight limits, loading and unloading provisions, exceptions, and enforcement and penalties. It could be developed independently, or together with the next update to the City's Thoroughfare Master Plan.

Action 3.1.6, Support longer-term efforts to establish a transit station in Boerne by 2032.

As set out in the Alamo Area Metropolitan Planning Organization (AAMPO) Mobility 2040 Metropolitan Transportation Master Plan, a transit station is intended to be constructed in Boerne by 2032.[3] This project is estimated to cost over $6 million and is currently unfunded. As the City considers the future walkability of its downtown, as well as access to a larger workforce on San Antonio's northwest side, connections to transit and the rest of the region can only increase Boerne's pull as a destination location. As such, the City should proactively identify a centralized location and lobby for available funding sooner than 2032.

Figure 5.9, Boerne 1972 Master Plan by L.K. Travis



Source: 2015 Main Street Study (cropped)

As identified in the 2015 Main Street Study, Boerne's original master plan by L.K. Travis envisioned an urban character and walkable downtown.

3 Alamo Area Metropolitan Planning Organization, Metropolitan Transportation Plan "Mobility 2040," updated June 26, 2017

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.

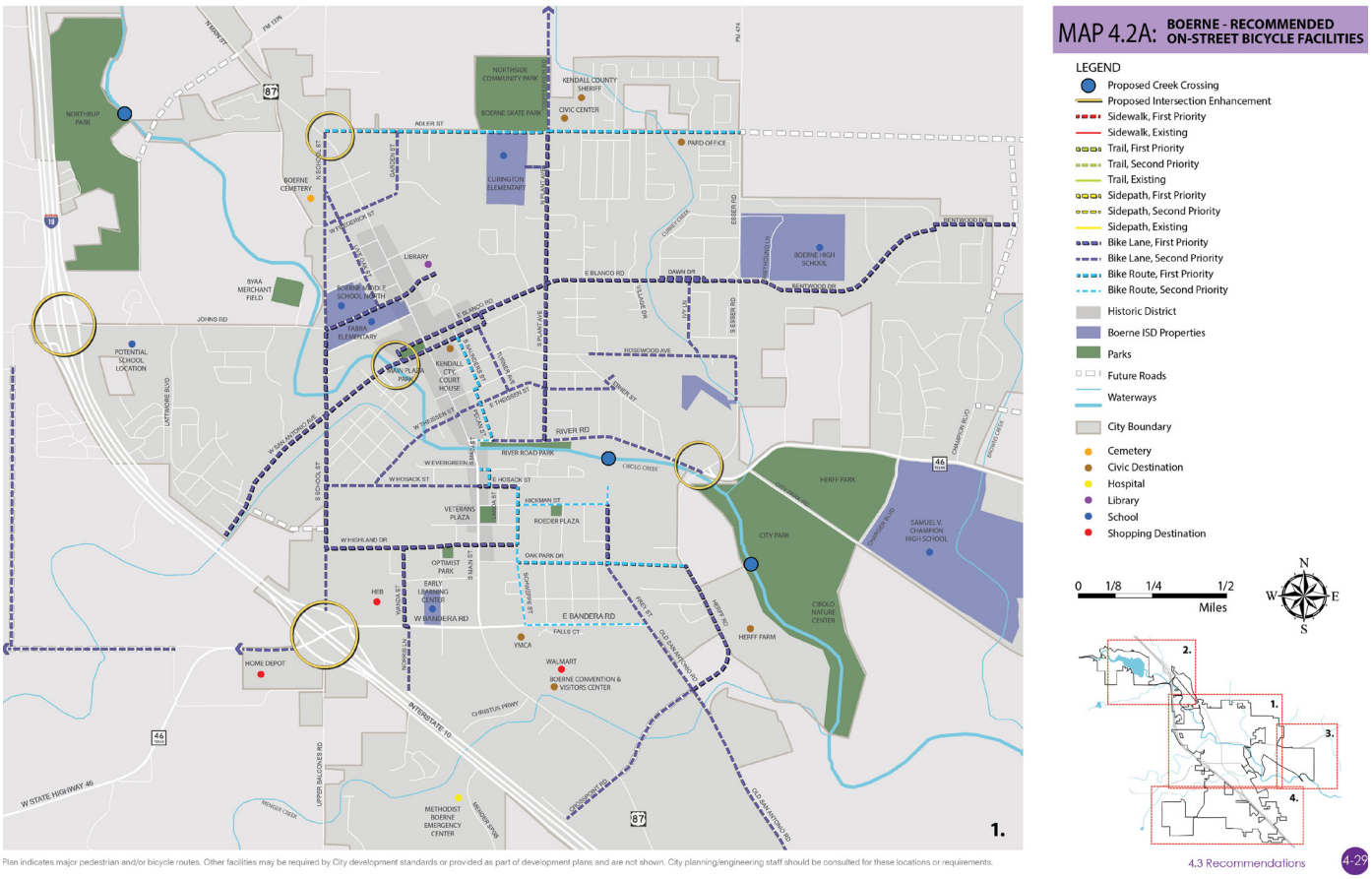
Pedestrian accommodation and bicycle accommodation were rated as very important or important by 90 and 65 percent of survey respondents, respectively. In order to better address this community desire moving forward, it is recommended that the City officially adopt a Complete Streets policy as soon as possible so that it can be used in all decision-making related to transportation planning, design, and maintenance. Full guidance on the specific implementation steps, and example best-practice adopted policies, can be found in the resources provided by the National Complete Streets Coalition, an outreach focus of Smart Growth America.[4]

4 National Complete Streets Coalition. http://www.smartgrowthamerica.org/complete-streets.

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).

The Boerne section of the Alamo Area MPO (AAMPO) Regional Bicycle and Pedestrian Planning Study, completed in 2016, recommended 8.7 miles of Tier 1 (i.e., high priority) bicycle lanes (see Figure 5.10, *High Priority Bike Lanes from AAMPO Regional Bicycle and Pedestrian Planning Study*). It is recommended that the City proceed with design and implementation of the bike lanes to improve on-street bicycling accommodations in the community. Funding will likely require a bond issue and tax revenue increase.

Figure 5.10, High Priority Bike Lanes from AAMPO Regional Bicycle and Pedestrian Planning Study



Source: Alamo Area Metropolitan Planning Organization, Regional Bicycle and Pedestrian Planning Study

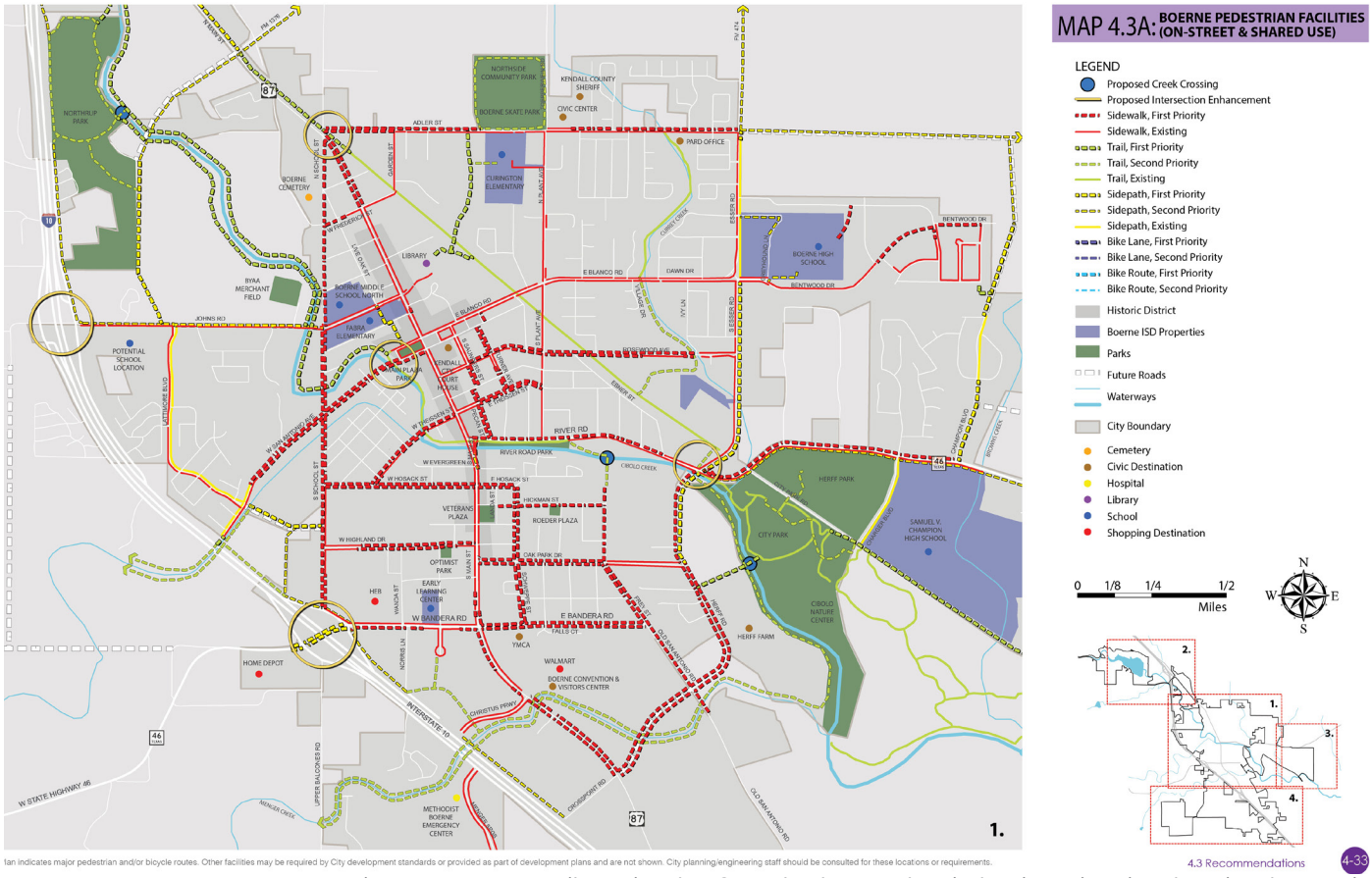
Action 3.2.3, Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North right-of-way 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).

A total of 19.6 miles of Tier 1 (i.e., high priority) sidewalks in Boerne were identified as part of the AAMPO Regional Bicycle and Pedestrian Planning Study (see Figure 5.11, *High Priority Sidewalks from AAMPO Regional Bicycle and Pedestrian Planning Study*). Based on public input, it is clear that this is a key need in the community. It is recommended that the City strategically proceed with design and implementation of the proposed facilities to improve pedestrian safety in Boerne. Funding will likely require a bond issue and tax revenue increase.

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.

Boerne's Main Street is one of, if not the, street with the highest pedestrian traffic. The community voiced concern throughout the planning process regarding pedestrian safety while crossing Main Street. As such, additional crosswalks with pedestrian median refuges and pedestrian crossing signals are recommended along Main Street to improve crossing safety in this highly trafficked area. There is also a need for safer pedestrian crossing on River Road (Highway 46) near the restrooms to connect with restaurants and businesses, as well as the City-owned parking lot across the street.

Figure 5.11, High Priority Sidewalks from AAMPO Regional Bicycle and Pedestrian Planning Study



lan indicates major pedestrian and/or bicycle routes. Other facilities may be required by City development standards or provided as part of development plans and are not shown. City planning/engineering staff should be consulted for these locations or requirements.

Source: Alamo Area Metropolitan Planning Organization, Regional Bicycle and Pedestrian Planning Study

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).

Pedestrian crossings at some intersections in Boerne can be a challenge. The AAMPO Regional Bicycle and Pedestrian Planning Study identified a number of key intersections that would benefit from improved pedestrian landings and distinctive crosswalks to better facilitate pedestrian crossings. On River Road, a pedestrian crossing is possibly planned for the corner near the restrooms at River Road Park. This will also facilitate access to the City-owned parking lot on Plant Street.

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).

The City's existing shared use facilities, often referred to as trails and sidepaths, are well used by the community. The AAMPO Regional Bicycle and Pedestrian Planning Study recommended an additional 11.4 miles of Tier 1 (i.e., high priority) shared use facilities. In the coming years, these projects should be considered for implementation as budget permits.

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.

Aside from having safe, accessible, and connected bicycle and pedestrian facilities, one of the most important elements in a successful multi-modal system is public education. Pedestrians and bicyclists need to know how to correctly navigate the system and drivers need to know how they are supposed to interact with pedestrians and bicyclists. It is recommended that the City consider partnering with AAMPO and other nearby jurisdictions to create and distribute consistent educational and promotional materials to better equip residents of the region with this important knowledge.

Action 3.2.8, Expand efforts to increase enforcement actions related to bicycle and pedestrian safety in Boerne.

In addition to bicycle and pedestrian education, enhanced enforcement is recommended to remind people that bicycles are legally allowed to use the road but must also follow the same rules that apply to vehicles. The AAMPO Regional Bicycle and Pedestrian Planning Study recommended a number of enforcement strategies (e.g., targeting motorist behaviors, regular training for police officers). As the City implements on-street bicycle facilities, it should increase enforcement actions concurrently.

Like many communities across Texas and the country, the Boerne community wants better bicycle and pedestrian accommodations. Bike lanes are one form of active transportation which can provide an alternate mode of mobility for the Boerne community.

Providing great community facilities and services (e.g., responsive, open, and transparent government operations; effective emergency response; quality parks and recreation; etc.) provides the Boerne community with a direct feedback loop regarding how their tax dollars are spent.

Community Facilities & Services

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.

Establishing effective communication is an essential component of government transparency and operations. Communication is a two-way street. In essence, the City needs to provide information to the public, and should also be available and open to listen to what the public needs and wants. As such, the City should identify opportunities to ensure an open dialogue with the community so that they feel comfortable in expressing their needs and to develop a cooperative relationship moving forward. One potential strategy is to maximize the use of civic events and holidays (e.g., National Night Out, Boerne Market Days, Farmers Market at the Cibolo, the Boerne Berges Fest, etc.) to disseminate information and to engage the public on important community issues. Another example is the continuance of the *What's Happening Boerne* website and other social media outreach.

Action 4.1.2, Utilize the Boerne Master Plan as an integral part of daily, weekly, and monthly decision-making processes.

It is intended that this plan should be utilized by city staff and the development community on a daily and weekly basis during interaction with customers and during application and development review. Indeed, the Future Land Use Plan frames and forms the foundation of future development and redevelopment throughout the City limits and the ETJ. Beyond the map, this Plan provides a series of guiding principles which are intended to be utilized during monthly decision-making by elected and appointed officials and city staff. It should also be utilized as part of the development of the City's annual budget and in planning discussions for the next update to the City's capital improvement program (CIP). Some cities require all agenda items to have a reference to how it relates to the comprehensive plan.

Boerne Market Days and other events provide potential opportunities for the City to disseminate important information to the public in a fun way.

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.

Implementation of a plan is less likely to succeed if it is not tracked. Some jurisdictions track implementation successes on an annual basis; others have established implementation benchmarking metrics (e.g., Colleyville, TX) and track it on a quarterly basis. These benchmarking performance measures are intended to provide more real-time understanding of how the City is doing, what programs or actions are doing well and conversely, which ones are not. Colleyville is one Texas community which has done an excellent job in creating and tracking key performance metrics, including metrics for development (e.g., % of zoning cases consistent with the Future Land Use Plan), leisure (e.g., % of households with at least one active library card), and administration (e.g., the number of City-initiated news leads), among others. These performance metrics are tracked and presented as part of a Council briefing 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.

Planning for the future is always the easy part. It is the follow up implementation that is more difficult. As such, the City needs to first prioritize and then fund high priority recommendations and actions. This could be in the form of updates to the City's CIP, changes in appropriations for the City's annual budgeting process, etc. This could also include a focused effort on grant writing, partnering, or a subsequent bond election. Since this is a 10-year vision for the future, it is understood that not everything will get funded next year, or in some cases, ever, if priorities change during subsequent planning processes. However, the City should identify the changes in process (e.g., how an annual budget gets prepared and submitted) which will create a connection from plan to action.

Action 4.1.5, Consider the development of additional parking options.

As the City and downtown continue to grow, parking options will need to be considered, including potentially a parking structure. This has been contemplated in several planning studies, including the 2008 R/UDAT Study (as part of the Civic Campus) and the 2016 Downtown Strategic Plan. In the latest plan, it called for the redevelopment of a portion of the downtown area between Cibolo Creek and Main Street and conceptualized using parking garages to service new development around the Mesquite Street and River Road area, the Saunders Street and Rosewood Avenue area, and the Civic Campus. Since the Boerne community has consistently focused on the enhancement of the downtown area, the City should continue to evaluate costs and opportunities to construct a downtown parking garage in Boerne or otherwise provide for avenue public 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.

The City's residents have consistently voiced a strong desire for an enhanced public space and experience embodied in the urban character and walkability of downtown Boerne. Across Texas, there is also oftentimes strong support for improving and/or enhancing the facilities and amenities found in parks and trails. As a means to further engage the general public in enhancing Boerne, the City could develop a formalized program for accepting donations or even a program or process of actually sponsoring public amenity improvements (e.g., shade structures, benches, water fountains, trees, monument signs, etc.). This program and sponsorship/donation program could be advertised on the City's website and could include a request for a need in a specific location and the pre-determined cost for purchasing and installation. For example, the need for a playscape shade structure could be advertised showing the project location and costs. A volunteer could donate the money for materials and installation so that the City could get it installed.

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.

The Boerne Parks, Recreation, and Open Space Master Plan was adopted in 2018. It included a series of prioritized park and trail recommendations with target implementation time frames of 2018 through 2025. As part of the annual budgeting process, it is recommended that the Parks and Recreation Department evaluate the priority projects and determine which warrant recommendation for inclusion in the 5-Year CIP and which projects or improvements should be completed with general funding. Once these determinations have been made, the City should consider funding options, likely a bond issue, and address the subsequent need for increased tax revenue. Land for the Northside Community Park was purchased in 2008 with funds from the 2006 Quality of Life Bond Issue. To date, a skate park, playscape, and restrooms have been built on the site. Another bond issue will be required to fund ball fields and other amenities as identified for the site in the Parks 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.

Participants throughout the public engagement process continually voiced strong support for protecting the environmental and recreational integrity of lands throughout the community as development continues. It is recommended that the City review and update its Open Space Systems requirements as a Parkland Dedication Ordinance (a term more commonly used and expected by developers). The Parkland Dedication Ordinance should:

- Account for the most current demographics of Boerne;
- Be updated to reflect the recommended levels of service adopted as part of the Boerne Parks, Recreation, and Open Space Master Plan;
- Include an updated fee-in-lieu requirement with a more straight forward market value methodology; and
- Consider dedication of conservation easements along creeks and waterways.

Additional detailed recommendations are presented in the Boerne Parks, Recreation, and Open Space Master Plan.

The Boerne community, similar to many Texas communities, place a high value on the development and programming of parks and recreation assets from playscapes to sports fields to trails.

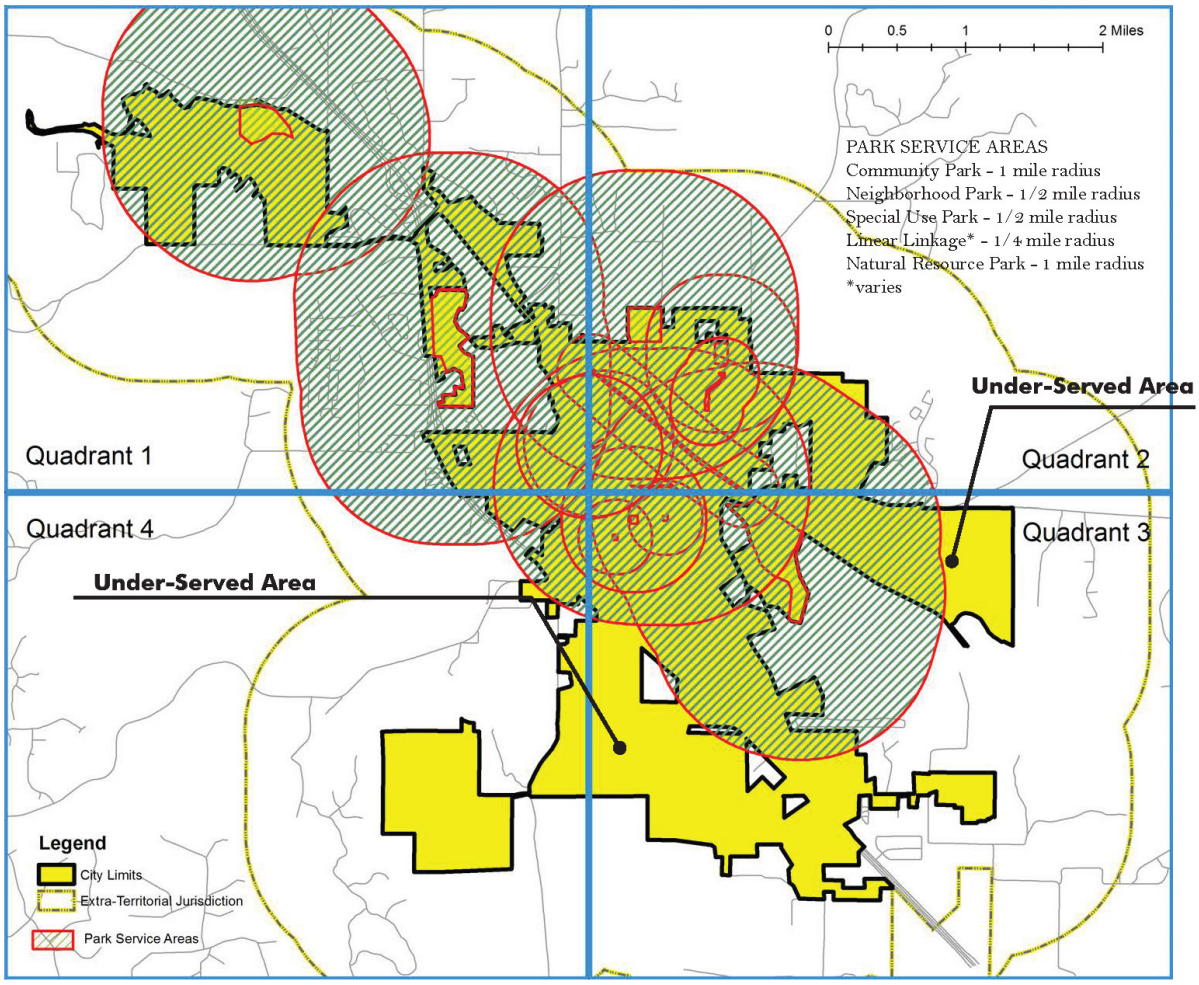
Action 4.2.3, Proactively address parkland needs in under-served areas identified in the Boerne Parks, Recreation, and Open Space Master Plan.

The park service area analysis completed as part of the Boerne Parks, Recreation, and Open Space Master Plan illustrated areas within the community which are currently lacking parkland (see Figure 5.12, *Park Service Areas*). The under-served areas are primarily in the southern and eastern portions of the City. As the population continues to grow and further distribute throughout the community, the need for parkland will increase while at the same time available land will be reduced. It is thus recommended that the City evaluate land in the underserved areas to proactively plan and prepare for future park development. Funding for large projects and purchases could be derived from the proposed parkland dedication ordinance as well as from cooperative efforts with BISD and Kendall County.

Action 4.2.4, Pursue partnerships with Boerne ISD and Kendall County to best leverage City resources and maximize recreation opportunities.

The City, County, and Boerne ISD have some similar objectives when it comes to providing recreational opportunities. Many BISD facilities could potentially provide greater benefit for the overall community outside of school hours and on weekends. Similarly, use of City facilities, or jointly developed recreation amenities, could benefit BISD's recreational and athletics programs. Many county residents also utilize and benefit from these facilities. To maximize the potential of a relationship between the City, County, and BISD, it is recommended that they pursue joint use agreements. This partnership could include joint use of existing BISD, County, and City-owned land and facilities, joint pursuit of land acquisition, and/or sharing the financial responsibility for the development of mutually beneficial facilities in the City, in the district, and the County.

Figure 5.12, Park Service Areas



Source: 2018 Boerne Parks, Recreation, and Open Space Master Plan by Burditt Consultants, LLC

Action 4.2.5, Annually assess the need for parks and recreation project funding in the City's 5-Year Capital Improvement Plan.

Aside from those projects listed in the Boerne Parks, Recreation, and Open Space Master Plan, additional park and recreation projects will arise within the planning horizon of this Plan. It is recommended that the City continue to annually evaluate parks and recreation project needs and plan for them as part of the City's 5-Year CIP.

Action 4.2.6, Consider development of an aquatics facility or natatorium; plan to provide a variety of water-based recreation opportunities in Boerne.

Public survey respondents indicated aquatic recreation as an important park system component. Notably, the Boerne Parks, Recreation, and Open Space Master Plan recognized that the City's only public pool, at City Park, is also the only public pool in Kendall County and is reaching the end of its useful life. It is recommended that the City, County, BISD, and YMCA evaluate the long-term aquatic needs of the community and establish a time frame for the development of appropriate and diversified aquatic facilities (e.g., competition and recreation swimming pools, splash pads) to meet the growing needs of residents.

Quality recreational programming and a diversified events calendar are essential components of a Parks and Recreation Department.

Action 4.2.7, Continue to perform Recreational Programming and Event Assessments to identify additional opportunities for multigenerational recreation.

Age distribution among Boerne residents varies greatly, with the largest age groups being residents under the age of 20 and between the ages of 35 and 45. As such, it is important for the City to provide diversified recreational opportunities for all ages. It is recommended that the City continue to conduct recreational programming and event assessments and feasibility studies to gain a comprehensive understanding of the recreational needs of the community and resource needs of the Parks and Recreation Department. Assessment and analysis of all public, private, and public/private recreational programs and events will identify gaps and overlaps, and help to determine additional event opportunities which could bring economic benefits to the City.

Action 4.2.8, Update the Boerne Parks, Recreation, and Open Space Master Plan by 2022-2023.

To ensure that the City continues to provide the parks and recreation opportunities and facilities to best serve its residents as funding allows and as their needs change over time, the City should update the Boerne Parks, Recreation, and Open Space Master Plan periodically. As suggested by the Texas Parks and Wildlife Department (TPWD), the Plan should be updated after a five-year period, or before any major developments occur which significantly impact the recreation needs of the City. While the TPWD does not require a parks master plan update, it does place a higher point value (during grant funding evaluation) on submittals that demonstrate that a plan has been updated within the past five years.

The following steps are recommended for periodic review of the parks plan:

- An annual review by City staff should be conducted to review progress and successes.
- An annual report should be provided to the City Council.
- More frequent updates may be required if special needs or occurrences require modifications to the parks plan.
- Public involvement through citizen meetings, interviews, and workshops should be included in any update process.

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.

The Patrick Heath Public Library is considered by many to be the heart of the Boerne community. Since its construction in 2011, it has served as a destination amenity for Boerne and Kendall County. The Library's most recent strategic plan was completed in 2016 to cover the time period from October 2017 to September 2019. To continue to plan for the library to best meet the needs of the community after 2019, it is recommended that the City review and update the 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.

If new costs arise in order to achieve the goals and objectives in the current library strategic plan, the library has committed to fundraise or reallocate money in their operating budget to cover the expenses. It is recommended that the City continue to regularly collaborate with the organizations which support the Patrick Heath Public Library (i.e., Kendall County, BPLF, and FOBPL) to determine if there are additional ways to help support fundraising efforts.

Action 4.3.3, Consider the longer-term goal to establish public library services in other areas of Boerne.

The distribution of population in Boerne continues to expand. As such, it will be increasingly important to regularly evaluate the Patrick Heath Public Library's service area to determine if the community's needs can continue to be met by the one facility in the northern portion of Boerne or if an additional facility is needed in the community. Adequate funding support, from Kendall County, the BPLF, and FOBPL will be critical in achieving this goal.

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

The Patrick Heath Public Library serves a population of over 42,000 people. With 240,000 checkouts and 170,000 visitors annually, there will inevitably be varying interests, desires for both traditional and digital materials, and other innovative programs and resources. It is recommended that the City support expansion of library services as opportunities arise. Further expanding the diversity of library resources could better serve the community and continue to set Boerne apart as a unique City with high-quality opportunities for education and enrichment. One such innovative expansion could be the development of a makerspace. This is a space which allows people to develop creative ideas and projects, work with physical and virtual tools and materials, and explore their own interests. This vibrant learning atmosphere can augment other traditional settings and help encourage innovation and growth in people of all ages.

At over 96% indicating "Very Satisfied" or "Satisfied" on the public survey conducted during this planning process, the Patrick Heath Public Library received overwhelmingly positive responses regarding overall community satisfaction.

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).

In a day and age of limited resources, partnerships become even more important. Currently, the Boerne Police Department has established interlocal agreements with Kendall County and the City of Fair Oaks Ranch for the emergency response (911) dispatch operations by the City of Boerne, Kendall County for the detention facility (i.e., the jail), and Boerne ISD to provide four student resource officers (SROs). Maintaining and strengthening these partnerships should continue to be a high priority for the City.

Action 4.4.2, Continue to support Police Department efforts to offer community service and educational programs.

As is evident across the country, police departments do a lot more than just law enforcement. The Police Department actively engages with the community at events such as National Night Out, fingerprinting at City events, Coffee with a Cop, presentations at HOA meetings, the Bike Rodeo at area schools, and child safety seat inspections. Indeed, it is probably these types of events that build the most community support and trust. It is recommended that the City continue to support these efforts.

Action 4.4.3, Support Police Department efforts in advancing the use of technology to improve the safety of the Boerne community.

Technology and equipment used as part of Police Department operations is rapidly advancing and changing daily. From body cameras, which are presently in use, to license plate recognition cameras and software, this new technology makes both our officers and community safer. As such, it should be a City priority to adequately support these advances in technology as warranted and necessary.

Based on public survey responses, at over 93%, the Boerne community was also "Very Satisfied" or "Satisfied" with the provision of services from the Boerne Police Department.

Action 4.4.4, Evaluate near-term needs to improve operations at the City's existing facility.

Although much of the most visible Police Department functions occur within the patrol vehicles, the Department does have its base of operations at the Police Department and Municipal Court off of Old San Antonio Road. While it is a relatively new facility, there have been several identified needs which will need to be prioritized moving forward. These include the development of additional secured parking in the rear of the building, additional locker space for patrol officers, and additional storage space. In addition, potential space may be needed for the cameras which are increasingly being placed around the City.

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.

The primary factors that influence the Police Department's needs include population growth, traffic, incident reports, and additional responsibilities outside of enforcement (e.g., community service programs). Currently, the Department has an established five-year plan which anticipates the necessary increases based on projected population and increases in call volume. Annually, through the budgeting process, the staffing, training, and vehicle and equipment needs of the Police Department should be evaluated and addressed in order to maintain effective Police Department operations in Boerne.

Maintaining adequate Police Department staffing commensurate with growth is critical to ensuring a continuance of overall community satisfaction with police services in Boerne.

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.

Nationally, fire department staffing is oftentimes guided by the National Fire Protection Association (NFPA) standards set out in NFPA 1710 (i.e., the Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Departments). This guiding document specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operations responses. For small town fire departments, like Boerne, meeting these guidelines is a challenge and, more often than not, an impossibility. The City should continually evaluate and identify opportunities to provide for adequate Fire Department staffing as identified in the NFPA standards and make efforts to adhere to the Texas Administrative Code 435.17. In addition, as part of the annual budgeting and CIP process the City should review the anticipated vehicle and equipment replacement plan for the Fire Department.

Action 4.5.2, Evaluate opportunities to maintain or improve the City's Insurance Services Office (ISO) ratings.

Many insurance companies across the country utilize ISO ratings (Insurance Services Office established rates) as part of the determination in costing insurance premiums for private individuals and business owners. ISO ratings are based on a scale from one to 10, with one being the best. Fire departments, among other city departments, can have a huge impact on the ISO rating, and as such, the insurance ratings of the Boerne community. Some of the metrics used in the determination of ISO ratings include emergency communications, fire department staffing, adequacy of equipment and training, and water supply. In 2014, the City's ISO rating was a four. Today, the City has a rating of two. Moving forward, the City should monitor its metrics to ensure that this rating is kept as low as financially feasible, weighing costs versus benefits and the other needs of the City.

National and state requirements set safety standards for emergency response. One of the standards specify on scene arrival of an engine company (i.e., a fire engine) with four firefighters within four minutes of the call. Other standards specify a "two in, two out" minimum which means that a minimum of two firefighters must be on scene before two can enter the building.

Action 4.5.3, Continue to support Fire Department efforts to offer community service and educational programs.

The Fire Department is active in the community and provides fire prevention activities each year for the elementary schools in the Boerne Fire Department response area (e.g., over 1,000 students participate in annual activities every October) and manages the AED/CPR program for the City. Additionally, Fire Department personnel attend events at day care centers, churches, school functions, and other group events throughout the year, as well the community's National Night Out and facilitate the annual 4th of July fireworks show. Education about the Department's emergency services and programs is provided annually at the Chamber of Commerce's Leadership Boerne event. The Fire Marshal's office also conducts safety fire inspections at local businesses and participates in the City's development review process. As such, it is important that the City maintain adequate support for these programs even though they may not be deemed as essential as emergency response.

Action 4.5.4, Expand the Fire Department's efforts to educate the public on wildland fire protection and awareness.

Many of the City's newer neighborhoods are being developed in and among the area's steeper, more natural hillsides. These same areas are also the most susceptible to wildland fires (think of the Bastrop County fire in 2011 and again in 2017). Across the country, understanding and awareness of the dangers of wildland fire have increased. As such, topic specific awareness programs/ evaluations have become very popular, including with City officials and insurance companies. Since these are oftentimes taught by local fire personnel, it is important that the City, with assistance from the Kendall County Fire Marshal, continue to support public outreach and awareness efforts and possibly consider adding additional programs and/or resources to help private landowners understand how to create defensible space on their properties. This could include the development and dissemination of educational materials. It could also include property audits to help identify anticipated fire danger and behavior, and inspection of roofs, gutters, window screens, shutters, landscaping, decks, fences, etc. As such, it is important for the City and Kendall County to consider opportunities to expand the available resources for this important community program.

Newer neighborhoods on the City's periphery, which are developed in and among the steep slopes indicative of the Texas Hill Country, are susceptible to additional danger due to the increasing prevalence of wildland fire throughout Texas and similar places across the country.

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).

Across the country, fire departments are increasingly being designated the responsibility of responding to and leading technical rescue emergency response. This includes such emergencies as hazardous waste spills; swiftwater, confined space, and high and low angle rope rescue; vehicle extrication; and other specialized incidents. Each of these incidents involve specialized forms of equipment and training. Since the Boerne Fire Department will be the first responders on these types of calls, it is important for the City to ensure that the Department has the appropriate equipment and training to protect the Boerne community adequately. Often this equipment is needed for emergencies outside the City limits of Boerne. It is thus critical that Kendall County achieve and maintain adequate financial support for these efforts.

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.).

Training is a top priority and intended to ensure that a knowledgeable and proficient staff is available to respond to emergencies in the City. Indeed, Fire Department staff must have the skills and knowledge related to their profession so that they are able to respond efficiently and effectively. Training for the Department's volunteers and career staff is undertaken through in-house training opportunities (e.g., in association with the Texas Engineering Extension Service (TEEX) / Texas A&M). Career staff have one day a week designated specifically for in-house training. The training for volunteers is through bi-monthly classes taught by in-house instructors. Both career and volunteer firefighters are required to obtain and maintain minimum certification standards (e.g., NFPA 1001, Firefighter 1). Since training is such an important necessity in the emergency response, it is important for the City to continue to support Fire Department efforts to maintain and potentially expand training opportunities for both career and volunteer firefighters.

Increasingly, fire departments are tasked with being the first responders in numerous types of technical responses, from swiftwater and confined space rescue to wildland fires. Each of these responses require specialized equipment and training so that the department is prepared and ready to protect the Boerne community.

Action 4.5.7, Evaluate partnerships and financial opportunities to establish an emergency services training facility in Boerne.

Due to the inherent specialized form of training needed, many Texas communities have established fire and other emergency response training facilities. For Boerne, this facility could serve not only the needs of the Fire Department, but could also be used by the Police Department or rented to other cities to train. Many jurisdictions partner with their unincorporated county and surrounding cities to develop and fund a joint training facility. Since Boerne is more of a regional hub in the area northwest of the San Antonio metropolitan area, it might make sense for a facility of this type to be located within the City.

Action 4.5.8, Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Boerne community.

Over the past 10 years, the Boerne Fire Department has adopted a philosophy which acknowledges and understands that advances in current technology and adherence to best practices results in better emergency response for the Boerne community. Advances include such things as thermal image cameras, the installation of iPads in all first response units (which includes integrated Active 911 mapping, hydrant locations, notification of volunteer and off-duty staff and Compressed Air Foam (CAFS), etc.), among many others. Recently the City completed installation of Opticom Intersection traffic control devices (which give signalization preference to emergency vehicles during emergency response). Moving forward, the City should continue to evaluate and, when warranted, support similar advances in technology and best practices to ensure the best protection for the Boerne community.

As the City looks towards its long-term growth and advancement, the potential addition of a fire training officer and a fire or EMS training facility could significantly increase the quality of emergency response for the Boerne community.

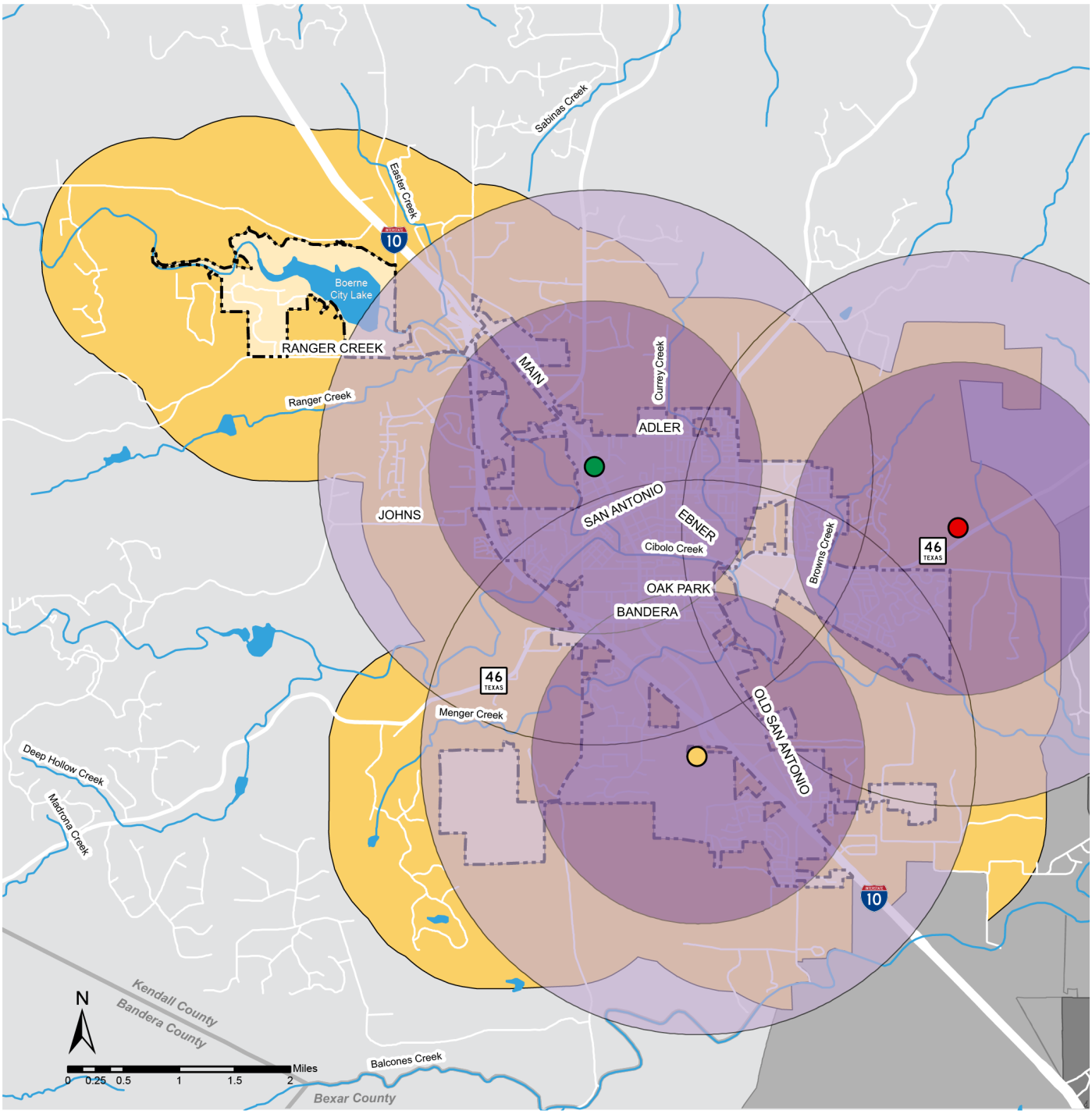
Action 4.5.9, Continue to evaluate other Fire Department facilities, including future substations.

As set out in Action 4.5.1, there are national standards for response times. As indicated, this is challenging for small-town departments. As the City grows over time and traffic congestion increases, it will become more difficult to meet these standards and could have a negative affect on the City's excellent ISO rating. ISO standards indicate that all built upon areas of the City are to be within 1 1/2 miles of a fully equipped first-due engine company and within 2 1/2 miles of a fully equipped ladder-service company. Currently, the City has two planned future substations which could help alleviate this issue (see Map 5.2, *Potential Service Areas for Future Fire Stations*, on the next page). Moving forward, the City should continue to evaluate the need and timing for these substation facilities, and when warranted, provide the necessary funding for the facility, new equipment, and staffing. Growth on the City's east side along Highway 46 may require the City to address a proposed substation in the Esperanza development sooner than it is contemplated in the development agreement.

Source: www.bsw-architects.coma

Currently, the Fire Department is handling all emergency response out of the Gourley Fire Station.

Map 5.2, Potential Service Areas for Future Fire Stations



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.

Kendall County EMS provides primary emergency services to the City of Boerne. The Boerne Fire Department is currently providing first responder support to the Kendall County EMS Department. However, as the number of first responder incidents and non-fire related calls continues to increase, there may not be enough manpower to adequately respond to other fire-related emergencies. Further, if Kendall County is unable to provide adequate service, or if an Emergency Services District (ESD) is created and the City of Boerne chooses not to participate, the City would have to pay for its own EMS service, either by contract or by establishing City-funded services. In any instance, it may require additional funding and staffing to effectively respond to the EMS needs of the Boerne community. As such, the City should continually monitor the near- and longer-term needs for providing effective EMS response and plan accordingly.

As the City continues to grow, it is important to regularly monitor near- and longer-term needs to ensure that effective EMS response is provided.

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.

As the community grows, the animal population will also increase. In order to continue providing the necessary humane care to these animals, a larger facility will be needed. The City's current Animal Care facility was built in 1994. The facility has served the citizens in two ways; 1) as the offices of the Animal Services Department, which provides the community with public safety by ensuring the enforcement of state and local laws; and 2) as the Animal Shelter, which provides humane treatment and protection to all animals entering the facility and provides pets for adoption to enhance the quality of the community. The facility has received two renovations in recent years to lengthen the life of the facility; however, the need for the service is surpassing the capacity of the facility. A strategic plan should be developed to consider a new facility to offer increased animal housing, quality humane care, visibility to the community, and enhanced animal adoption services.

Action 4.7.2, Increase partnership opportunities with area veterinarians, rescue groups, trainers, and volunteers to increase quality humane care and adoptions.

It is recommended that the City enhance partnerships with local veterinarians and rescue groups to increase the humane care of animals, offering healthy, adoptable pets to the community. Working with trainers and volunteers provides the needed interactions for the animals as well as the community. This also increases the probabilities of finding forever homes and decreases the pet's length of stay at the facility.

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.

Recently the City and BKCEDC partnered to conduct research into the types and scope of possible new medical facilities in Boerne. It was determined at that time that Boerne would not likely see the development of a full service, large scale hospital in the near term. Opportunity exists, however, for the addition of new healthcare facilities focusing on the more specific set of medical services, such as a birthing center or ambulatory surgical center. In addition it was determined that medical office buildings were being utilized as anchors for retail centers and that there was opportunity for this type of development in the SoBo area.

The City should continue to look into opportunities to expand upon current healthcare offerings and seek services and facilities that can be supported in a city its size and with its proximity to the medical center in San Antonio. A special task force and coordination with other community partners could be an effective means of accomplishing this goal.

Economic Development

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.

On an annual basis, the City creates an operating budget and Capital Improvement Plan (CIP). It is essential that these financial plans are used to ensure the financial integrity of the City so that adequate revenues and reserves are maintained to protect or improve the City's bond ratings. In so doing, accomplishing the community's visions and goals as described throughout the comprehensive plan is made possible. The City's primary mission for economic development is to increase and diversify the City's revenues for all of these purposes. This includes revenue from utility operations as well as ad valorem and sales tax growth. The City's electric service area is confined to a small area and maximizing revenue within these constraints is very important to the system and its ability to support economic development and City operations. The City also develops an annual update to the Boerne Economic Development Work Plan, which is intended to provide a guide of economic development efforts for the next 12-month period. The 2018 update was the sixth plan created using this framework. The plan is created in concert with the BKCEDC to ensure efforts are mutually supportive and coordinated. The plan highlights the key partners in the City who are all working towards improving the economic competitiveness and overall quality of life for the Boerne community.

Prior work plans have primarily focused on growing the tax base, increasing sales tax and utility revenues, and capital projects that facilitate this growth in targeted areas. Future plans should also place an emphasis on attraction of businesses that would bring higher paying jobs in order to make Boerne a more self-sustaining City with less reliance on San Antonio. Moving forward, continuing to support this annual effort creates a strong blueprint for how to both plan for and track progress on an annual basis.

Action 5.1.2. Maintain and/or expand support for an effective and coordinated business attraction, retention, and expansion (BRE) program.

The BKCEDC and the City of Boerne work in tandem to identify local companies that will benefit from this type of program. The focus of this program is to identify opportunities to express appreciation to local companies for choosing to do business in Boerne/Kendall County; to educate existing business owners about potential resources available to them (i.e., City or EDC programs and incentives); to help business owners in identifying problems and mitigating potential risks; and to identify and facilitate connections between existing businesses and suppliers. Maintaining and expanding existing businesses is an essential component of any economic development program, and as such, should continue to be supported on an ongoing basis.

Action 5.1.3, Evaluate opportunities to expand incentives and other assistance for residential and nonresidential property owners to reinvest in their properties.

Promoting business expansion, like business retention efforts, is done through responding to the needs of a business. In order to expand, businesses generally need access to additional employees, building space, capital to purchase new equipment, or new suppliers/customers. The role for economic developers and the Greater Chamber of Commerce should be to ensure the availability of these resources for businesses. Workforce training programs can help to create a larger pipeline of local talent. Business attraction efforts can be targeted to potential suppliers and customers for local businesses. Business improvement grants can be made to qualified businesses to encourage capital investments in new facilities and equipment. These targeted incentives can meet the growth objectives of the community. Moving forward, Kendall County and the BKCEDC should continue to identify additional opportunities to expand cost effective incentives or provide other assistance to the Boerne business community and/or applicable property owners.

Action 5.1.4, Evaluate opportunities to increase entrepreneurship in Boerne.

Entrepreneurs can be found everywhere, not just in large cities. Being an entrepreneur requires talent, knowledge, and an understanding and tolerance of the inherent risks related to bringing an idea for a new product or service to market. It oftentimes also requires a little bit of support to get started. In this regard, some communities and their chambers of commerce play a stronger role in helping entrepreneurs get off the ground. This could be in the form of seed money, training, and many other forms. Others go a little bit further and establish a fully sponsored small business incubator. A business incubator nurtures development of entrepreneurs by helping them survive and grow during the early start-up period, when they are most vulnerable. These programs typically combine low-cost office space (fully equipped for a small business) with business services and education tailored to young firms and entrepreneurial individuals. As the City continues to advance its economic efforts, considering a business incubator could help to create a strong entrepreneurial culture in Boerne.

Action 5.1.5, Continue to support efforts to increase the establishment of place-based economic opportunities in Boerne.

Traditionally, economic development efforts were solely placed on the attraction, and later, the retention of businesses. This approach depended heavily on large incentives (e.g., tax abatements), free land, reduced costs for infrastructure, or reduced time for processing. While these are still extremely important, the business environment of the 21st century has undergone drastic changes as the national economy has slowly transitioned from a manufacturing-based economy to more of a service-based economy. Today, a greater focus is placed on economic development as it relates to people – their skills and talent, their education, and increasingly, their demand for living in quality places. As such, many economic development organizations are spending additional efforts and attention on place-based investments such as downtown improvements. In Boerne, it is no different. As seen elsewhere in these recommendations, there have been several City of Boerne plans or studies which are intended to create quality new developments within Boerne (see Actions 2.2.5 and 2.2.6). In this regard, the City's Economic Development Department understands that creating places where people want to live, work, and play, increases the overall economic attractiveness and competitiveness of the City. Moving forward, the City and the BKCEDC should continue to work together to facilitate the creation of more of these around Boerne through incentives, public-private partnerships, or through other programs or mechanisms.

Action 5.1.6, Consider increased support for efforts to create destination amenities in Boerne.

Today, quality parks, recreation, trails, and other amenities are considered equally as important as the traditional provision of providing infrastructure and public safety. Particularly in more affluent communities, these types of "destination amenities" are becoming differentiators in determining where people (and by association, businesses) want to live in today's more connected and mobile world. Increasingly, these types of amenities become attractors for new residents and businesses who want to live, work, and play in a community that has these resources available. They also serve to attract visitors thereby strengthening the economic health of the community.

Action 5.1.7, Consider and/or expand support for the Boerne Convention and Visitors Bureau (CVB).

Boerne has positioned itself as a premier destination in the Texas Hill Country, as well as the State of Texas, and continues to be an economic driver in the tourism-related industry. The City should continue to work in cooperation with its community partners to market Boerne as a "destination". The City should continue its promotion of Boerne through extensive advertising to cover all media outlets (i.e., radio and television promotion, print and internet advertising, social media, and direct mail) and its support of the Convention and Visitors Bureau (CVB). The Boerne CVB should continue to lead the charge in the promotion of the City as a tourism destination and continue to develop market research to understand where its out of town guests come from, what their interests are, and how to capture overnight stays. Boerne hotels are performing at the highest level

in the history of the City and with the addition of Boerne's first full service hotel and conference center, tourism's future has never been greater. With the projected growth in the residential population and commercial properties, the City can expect an increase in the real estate interest from additional hotel and motel developers. In order to stay relevant and competitive as a prime tourism destination (and soon to be a sought-after conference destination), Boerne must be consistent in its branding of the City and also ensure that its hotel property inventory expands as the City becomes more in demand. Boerne's historic downtown and its Hill Country Mile continue to be the draw for shopping, dining, and overnight stays. The Boerne CVB's new visitor center located on the Hill Country Mile will be a new source for everything Boerne and the Texas Hill Country.

Action 5.1.8, Consider opportunities for partnering to attract a future community college or higher education institutional campus to the Boerne area.

It is widely understood that a quality education is increasingly a critical component of an overall economic development work program. Boerne already benefits from an excellent primary and secondary school system, but is currently lacking a local college-level facility. Moving forward, the City should continue to pursue partners to determine if there is a viable opportunity to establish a post secondary institution in or near the City. This opportunity could later be utilized, not only at the college but other City institutions such as the library, to offer workforce development and education programs in association with existing or future Boerne businesses.

Action 5.1.9, Consider support for the development of an economic development strategic analysis.

Although the City undertakes an annual update of its Economic Development Work Plan, it may be prudent to consider a longer-term economic strategy that analyzes the broader questions of "where do we want to go?" and "how are we going to get there?" This strategic analysis should identify community economic goals and actions for the next five years and beyond, as well as identifying who is responsible for initiation and appropriate funding responsibilities or mechanisms. The goals should be prioritized and contain actionable objectives focusing on how the City and BKCEDC can partner together to continue to improve Boerne's economic attractiveness and resiliency.

Action 5.1.10, Seek economic development initiatives to expand and diversify employment opportunities including higher paying jobs.

Continue to identify economic development initiatives to expand and diversify employment opportunities, including higher paying jobs, in Boerne.

Photo courtesy: Castle Arts Entertainment

While much of the Boerne Master Plan highlights the needs for the physical improvement of the City, supporting economic development efforts is equally important as it helps to boost the quality of life in Boerne.

Community Livability

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.

Boerne's outdoor environment is beautiful and the parks already draw a wide user base. However, providing additional park-based events could draw other users into parks and create opportunities for community interaction and enjoyment of the spectacular natural resources in Boerne. Park-based events can also provide opportunities for residents to volunteer and local artists to showcase their work.

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.

Public gathering spaces come in a variety of shapes and sizes. Publicly developed gathering spaces include areas such as open greens, plazas (e.g., Main Plaza), and promenades. Privately developed outdoor spaces include spaces such as dining areas. Both publicly and privately developed outdoor social areas provide spaces for residents and visitors to interact and enjoy the outdoor ambiance in Boerne, especially in and around downtown. Participants in the public engagement process voiced a desire for additional outdoor gathering spaces in downtown which could help to promote community interaction and help to attract additional visitors to the community. It is recommended that the City evaluate potential public and private opportunities, including modifying development regulations and working with the development community to encourage further creation of such spaces. The Kendall County Fairgrounds is a large, potentially catalytic event space that could be utilized to a much greater extent by and for the community. The Fairgrounds enjoys a prime location on Highway 46 East adjacent to the largest City park and the Cibolo Nature Center. Renovations could make this a new and exciting additional place for events, concerts, and other outdoor activities.

Action 6.1.3, Following a Recreational Programming and Events Assessment, evaluate additional opportunities for community events.

Downtown Boerne and the Hill Country Mile are unique destinations which attract both residents and regional visitors. It is recommended that the City continue to evaluate opportunities for additional, diversified events in and around downtown to provide an enhanced quality of life for residents and increase the area's local and regional draw. This would result in a greater depth of available attractions for the Boerne community as well as increasing the economic competitiveness of the City. Results from the Recreational Programming and Events Assessment will help to identify what event opportunities may be most viable and receive the greatest attendance. Due to its prime location and available acreage, the Kendall County Fairgrounds could be a very attractive site for community events if it were re-purposed and renovated.

Image courtesy: http://www.westinaustinatthedomain.com/the-domain-austin

Public gathering spaces, such as Main Plaza in Boerne, or the privately developed outdoor spaces at the Domain in Austin, provide valuable opportunities for residents and visitors to socialize.

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.

The Hill Country Mile includes over 30 shopping, dining, and entertainment venues and is one of Boerne's biggest attractions. This branding initiative has been incredibly successful and the mile includes vibrant, diverse opportunities for residents and tourists to support the local economy while enjoying the heart of Boerne. Over the coming years, it is recommended that the City consider expanding the Hill Country Mile to the north and south and potentially between the Creek, Pecan, and Saunders Streets to make the slogan, "More than just a mile," a reality.

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.

Standard lighting practices, as part of the normal development of the built environment, include outdoor lighting which can inhibit the view of natural night skies. Incorporating better lighting standards into zoning and development regulations can, over time, result in glare reduction and reduced light trespass, lower energy usage, and improve visibility that fosters a safer environment and better views of the beautiful Texas Hill Country night skies. As such, it is recommended that the City continue to evaluate the effectiveness of the recently adopted lighting provisions to ensure further protection of Boerne's nighttime skies.

The Hill Country Mile extends from the Patrick Heath Public Library to Oak Park Drive, and includes dozens of shopping, dining, and entertainment venues.

Action 6.2.3, Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Boerne.

Strategically located gateways and public art are a great way to define the edge of a city and announce entrance into the community. High-quality distinct features can help to differentiate Boerne from the surrounding areas and visually communicate the community's character and sense of identity.

As depicted on Map 5.3, *Boerne Beautification Plan*, it is recommended that the City consider the design and construction of gateways in the following locations.

Primary Gateways:

- Interstate 10 and north City limits
- Interstate 10 and south City limits

Secondary Gateways:

- State Highway 46 and eastern City limits
- State Highway 46 and western City limits

Primary gateways should be considered along the higher-speed Interstate 10 and should be larger in scale to increase visibility as drivers pass by. Key elements for the gateway enhancements could include monument signage using local materials when possible; visual elements for community recognition; high-quality, low-maintenance, drought tolerant landscaping designed for longevity; public art; and energy-efficient lighting for evening visibility.

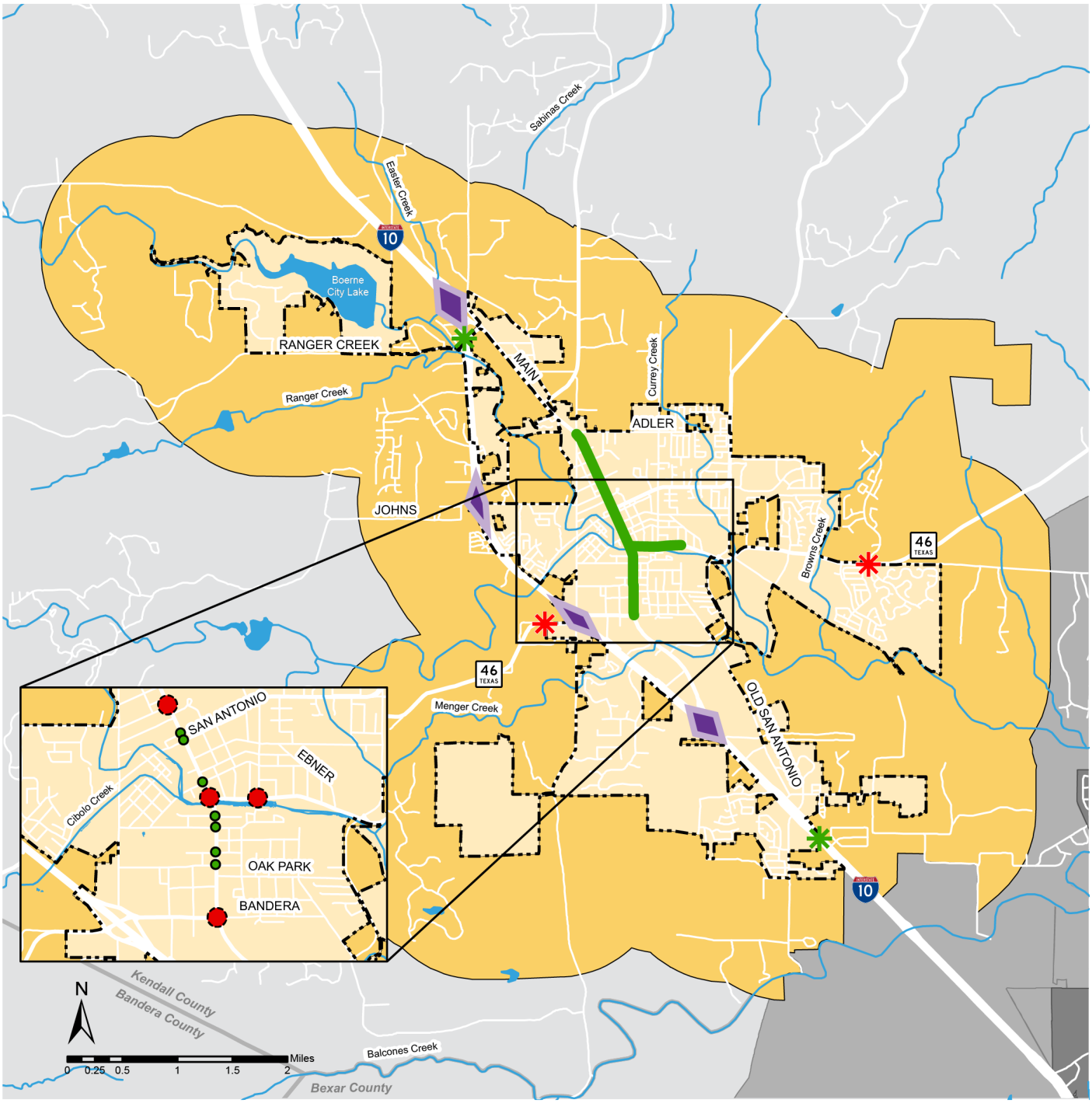
Secondary gateways are proposed along the smaller State Highway 46 and should be smaller in scale. The secondary gateways could include smaller signage, high-quality landscaping in a simpler design, public art, and lighting.

Both primary and secondary gateways should be located on City-owned property or within the public right-of-way. The gateways and associated enhancements should be integrated into capital improvement projects. Interstate 10 and State Highway 46 are under the authority of TxDOT and coordination with the agency will be required for the development and implementation of the primary gateways.

Image courtesy: Elizabeth Castle

Development of additional scaled entrance monuments, signage, and landscaping will help to identify points of entry into Boerne.

Map 5.3, Boerne Beautification Plan



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

Action 6.2.4, Consider funding alternatives to provide for a greater variety of arts initiatives.

Pursue private funding for the arts through grants and possibly a COB non-profit foundation specifically focused on tax-deductible donations to be used for a variety of arts-related programs, venues, education, and acquisitions.

Funding could be used for visual arts, performing arts, literary arts, and other art forms for items such as commissioned sculptures, creation of a Cultural Arts District, performing arts center, artist studio space, and arts and cultural programming at public facilities such as the library, amphitheater, and parks.

Action 6.2.5, Consider replacing and enhancing street signage throughout Boerne to improve community identification.

The vision for Boerne is a community "As Unique As Our Name." Unique street name signage provides an opportunity to emphasize the identity of Boerne. Integration of a simple City logo onto street signs provides a quick sense of place, especially along the edges of the City limits. Additionally, the implementation of this signage standard can provide an improved sense of unity and community identity between different subdivisions.

Action 6.2.6, Consider the addition of wayfinding signage at key points around the City.

Wayfinding systems include information and signage intended to guide and enhance people's understanding and experience moving in and through a community. Wayfinding can be an important economic development tool as jurisdictions are oftentimes competing for the same tourist and visitor dollars. A successful wayfinding signage system provides visitors the tools they need to successfully navigate the City, helping them to discover unique events, attractions, and destinations on their own. Moving forward, the City should consider a comprehensive wayfinding signage system denoting key destinations and important landmarks (e.g., City Hall, Patrick Health Public Library, downtown Boerne, Hill Country Mile, parks, etc.).

Wayfinding and trail signage illustrated in the 2008 R/UDAT study.

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).

Highway interchanges are highly frequented thoroughfare connections and are easily overlooked by passersby. It is recommended that the City improve the appearance of key interchanges along Interstate 10, including South Main Street, Bandera Road, Johns Road, and North Main Street. Visual improvements could include improved aesthetic treatments of the overpass abutments and enhanced landscaping (e.g., additional vegetation, river rock, etc.). This improved appearance can leave a memorable image in drivers' minds, thus setting Boerne apart from other surrounding areas along the highway. Any additional landscaping should include native, low maintenance, drought-tolerant species (e.g., native wildflower meadow plantings). TxDOT is about to begin large renovation projects on Interstate 10 at Highway 46 and Highway 87. This would be a good opportunity for enhancement of the projects to include Boerne/Hill Country flair.

Improved highway abutments can leave a memorable image in drivers' minds.

6. Plan Implementation

Photo courtesy: Castle Photography

Introduction

The Boerne Master Plan sets forth a vision to guide how the City could and should grow during the next 20 years, and beyond. With this vision now in place, the community must mobilize its resources towards plan implementation which is the most important part of any planning process.

While the previous chapters of the Plan discuss how to reach the desired vision, goals, objectives, and actions, this chapter identifies what the main priorities are and who is in charge of them. It is through the process of implementation that actions get translated into specific policies, operational changes, financial investments (e.g., capital improvements), further studies and new regulation.

Partnering for Success

Implementation, even more so than the planning process, will take coordinated effort from many community leaders, from individual residents to appointed and elected officials to outside agencies and entities. Increasingly, jurisdictions are recognizing that ultimate success includes a combination of City and non-City partners, including elected and appointed officials, staff, citizens and property and business owners, among others. This also includes the acknowledgment that the City has a responsibility to partner with all local, state and federal public and private partners that can be of assistance in improving Boerne today and in the future. Some of these partners include:

- Boerne elected and appointed officials;
- City Administration and staff;
- Boerne Kendall County Economic Development Corporation (BKCEDC);
- Kendall County;
- Texas Department of Transportation;
- Boerne Chamber of Commerce;
- Boerne Independent School District (BISD);
- Adjacent local cities (on projects that benefit both jurisdictions);
- Additional affected agencies and entities; and
- Area property and business owners and the development community.

Implementation Action Plan

Chapter 5, *Future Directions*, laid out policies and detailed implementation actions that can be accomplished at any point over the 10-year horizon of this Plan. This chapter contains background information, analysis, and guidance as to how these actions could be implemented over time.

This part of the Plan is intended to take those actions which could happen at any time over a 10-year plan horizon and prioritize them to identify what the most important actions are and the order in which the City intends to implement them. Actions are prioritized in Figure 6.2, *Implementation Action Plan*, into one of three different Initiation time frames; short-term (next 1-2 years), mid-term (3-5 years), and long-term (6-10+ years). Those actions which will be on-going once initiated are marked as such. Short and mid-term actions are ranked while longer-term actions would be re-evaluated and ranked during the five-year Plan update. The *Implementation Action Plan* also includes guidance as to the entities that should be involved in implementation (with the leading entity listed first) and what kind of action it would involve, including policies, operational changes, financial investments, studies, or regulations (see Figure 6.1, *Implementation Tools*, below, for a further description of the types of actions involved).

IMPLEMENTATION TOOLS

It is oftentimes noted that planning is the easy part while implementation is the more challenging part. As such, successful implementation of the Boerne Master Plan will take coordination, innovation, and hard work on the part of the City and area partners. As detailed in this Plan, the objectives and actions will be accomplished using the categories of tools listed in Figure 6.1, *Implementation Tools*.

Figure 6.1, Implementation Tools

OPERATIONAL CHANGE	New or altered programs, staffing or operational procedures.
POLICY	Procedures or policies used to direct City decisions.
FINANCIAL INVESTMENT	Capital improvement and/or funds improve the quality of Boerne.
STUDY	Additional study or investigation needed to determine the most appropriate solution.
REGULATION	Council adopted regulations used to direct development in the City.

Figure 6.2, 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

Figure 6.2, Implementation Action Plan (cont.)

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		
1.3.4	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
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

Figure 6.2, Implementation Action Plan (cont.)

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		
1.4.6	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
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

Figure 6.2, Implementation Action Plan (cont.)

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		
2.2.6	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 *What's Happening* 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
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

Figure 6.2, Implementation Action Plan (cont.)

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		
3.1.3	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
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

Figure 6.2, Implementation Action Plan (cont.)

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		
3.2.6	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

Figure 6.2, Implementation Action Plan (cont.)

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		
4.2.5	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
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

Figure 6.2, Implementation Action Plan (cont.)

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		
4.5.4	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
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

Figure 6.2, Implementation Action Plan (cont.)

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		
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
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

Plan Administration

IMPLEMENTATION ROLES & RESPONSIBILITIES

While implementation of this Plan will involve the efforts of the whole community of Boerne, the City and its elected and appointed officials and staff will play a strategic part by initiating and managing the work of others. Therefore, the subsequent City entities will play a main role in these implementation efforts:

City Council

Through strategic direction meetings, yearly budgeting and further related decision making, the City Council establishes overall action priorities and time frames by which each action will be begun and finished. In some cases, they offer specific direction to the Planning and Zoning Commission, the Administration and City staff.

Planning and Zoning Commission

The Planning and Zoning Commission is designated as an advisory board to the City Council and tasked with making recommendations connected to the development and redevelopment of the City and its environs. It mainly accomplishes this through its communication with the rezoning and development process. Building upon this, the Planning and Zoning Commission should consider taking more of an ownership role of the implementation of this Plan. This could consist of preparing (in conjunction with City staff) an yearly report of progress and recommendations as to the subsequent years' action plan. In addition, the Planning and Zoning Commission needs to ensure that each of their choices are in-line with the vision, goals, objectives and action policies of this Plan.

Boerne Kendall County Economic Development Corporation (BKCEDC)

The EDC is a non-profit corporation formed under Chapters 501-505 of the Texas Local Government Code. Its main mission is the retention, development and attraction of business and industry in the City. They also work to improve overall quality of life for the City. In other words, it does all it can to foster a solid and long-lasting economy in Boerne, whether it is through growing current businesses, attracting new ones, building a strong workforce and even supporting the growth and revitalization of the City's economic core – Downtown Boerne. In this regard, the BKCEDC is an important strategic partner in implementing the vision, policies and actions of this Plan.

Administration and City Staff

As the executive branch of City government, the Administration and its staff are the technical experts and primary entity responsible for administering this Plan. To varying degrees, several City departments (e.g., Planning & Community Development, Public Works, etc.) have work programs which are vital to the success of this Plan and should ensure that their yearly work programs and budgets are reflective of the vision established by the residents.

CONTINUING EDUCATION

The Master Plan covers a wide variety of technical topics which affect numerous operations of City government. It includes background information on existing conditions, analysis of issues and alternatives and provides direction as to an appropriate course of action to move forward. For those that were not as closely involved in the process, it is important to convey not only the actions for moving forward, but also the reasons behind them. As such, it is important to educate appropriate elected and appointed officials on the strategic directions of the Plan.

It is also important to provide education to those who are not part of the City government, including property and business owners, the development community and the general public. Education should, at minimum, consist of a City webpage devoted specifically to implementation of the Plan. The intent of this webpage is to generate a solid groundwork / connection among proactive planning and the City's wherewithal to follow through with implementation. This page should include a PDF of the Plan itself, the vision statement and guiding values, details on the near-term action plan, a list of Plan-identified projects presently being implemented, yearly reports of progress and accomplishments and details on opportunities to become involved.

IMPLEMENTATION FUNDING

Between the City government and the EDC, there are a variety of actions that can be taken to implement this Plan. These include, but are not restricted to, offering economic incentives (for relocation, growth of workforce, site and building improvement, etc.), a fair and effective regulatory environment, well-timed capital improvements and public/private partnerships. Funding, consequently, becomes an important part of many of these actions. Funding for implementing the Plan will come from a variety of sources, including local resources such as the general fund (which is supported by property and sales taxes); voter-approved bonds; federal, state and other grants; among other sources.

PLAN AMENDMENT

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. Status of implementation for the Master Plan should be included in these yearly reports. Important actions and accomplishments in the past year should be recognized, in addition to identification and recommendations for needed actions and programs to be created and implemented in the coming year. This should be coordinated with the City's yearly budget development process so that the recommendations will be available early in the budgeting process.
- **Annual Updates.** After the yearly progress report is prepared, the Implementation Action Plan should be updated as part of a yearly Plan amendment. The Implementation Action Plan update, or near-term work program, identifies near- and mid-term actions to be started in the next year or shortly afterward. Yearly Plan amendments also provide opportunities for relatively minor Plan updates and revisions, including changes to the Future Land Use, Thoroughfare Plan and Trail Plan maps.
- **Five-Year Update.** Every five years, a broader evaluation and update should be prepared. This is usually more staff driven through input from several departments and elected and appointed officials. 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. The purpose is to determine if the remaining proposed actions are still relevant. The update should consist of the following:
  - » A summary of Plan amendments and accomplishments to date;
  - » Changes in trends and issues since the previous Plan adoption (e.g., changes in the projected growth rate and the physical limits of the City; demographic composition; public attitudes; or other social, environmental or political issues which may affect the feasibility of implementation);
  - » Conflicts between decisions made and implementation actions yet to be undertaken;
  - » Changes in law, procedures or programs which will affect identified implementation actions; and
  - » A comprehensive re-evaluation of the Implementation Action Plan.
- **10-Year Update.** The Master Plan sets the stage for all subsequent implementation actions in the 10-year planning horizon. Conditions, population composition and City trends and concerns change over time. 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.

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