



2026 City of Boerne Rolling Ten Year Plan

Adopted _____, 2026

Mayor's Foreword



Change, as defined by Webster's Dictionary, in the form of a verb means "to undergo transformation, transition, or substitution." In the form of a noun, it simply means a "transformation."

"Change is the law of life. And those who look only to the past or present are certain to miss the future." – President John F. Kennedy

I start this message with this idea of change because we have experienced tremendous change over the last few decades. In the 25 years that I have been blessed to call Boerne home, I have seen it firsthand. We must only look at society, our world, technology, transportation, and the list can go on – everything changes. I, too, have changed over that same period, and I thank God for that every day. Simply put, change is inevitable, and we can either help shape it or have it shape us.

"One must care about a world one will not see." – Bertrand Russell

In considering the inevitability of change, I am thankful for the people who came before me and looked to address that very future for our community. With no crystal ball to show the future, they guided our community with compassion and fortitude but without knowing how exactly something will turn out 15 to 20 years later. Some of those actions were wonderful contributions to our community and some of those actions may not have turned out the way we may have wanted them to.

As we start this new season in Boerne, I am excited because of things like the 10 Year Rolling Master Plan. This living document allows us, as a community, to move forward strategically and deliberately in ways that we will benefit from. I am so thankful for the leadership throughout our community that looks to the past, the present, and the future and asks, "How can, how have, and how will we move forward for the betterment of our community?" I strongly believe it is resources, planning strategies, and documents like the Rolling 10 Year Plan that allow us to embrace the future with confidence and self-assurance.

This document allows us to look at where we have been and where we are going in terms of public necessities, utilities, transportation, conservation, parks, and recreation and so much more. It allows our City Council and City Leadership to engage the community in the overall outlook and development as it relates to wants, needs, and desires. We will continually work at keeping Boerne the amazing place it is, with our top priority being maintaining and even improving that for the future success of our community.

"Nothing we do can change the past, but everything we do changes the future." – Ashleigh Brilliant

By being intentional and strategic in our planning we can then be more fiscally responsible and more deliberate in prioritizing projects while being flexible enough that as change occurs our leadership can adapt if the needs of our community change. I'm amazed at how every facet of our city government is encompassed in this document and how deliberate and intentional each department is in their planning for our community. I truly believe this collaboration and intentionality is what makes having a plan in place so valuable and effective in helping to guide our city government.

Brothers and sisters, the future of Boerne is bright and alive, and I am blessed and excited to move into it especially knowing plans like this are in place to ensure the future of our Hill Country gem of a community.

Together we are better, together we are Boerne, and together we will set in motion the future of our community.

Mayor Frank Ritchie



Strategy Map

We are building an exemplary Hill Country Community by delivering high-quality, customer-focused essential services to all who live, work, and play in Boerne.

The City of Boerne is a model of an engaged and dynamic community centered on the tenets of:



Safety & Security



Fiscal Excellence



Community Charm



Environmental Responsibility

We Serve Our Customers By:

C1 - Offering consistent, high-quality customer experiences across every point of contact.

C2 - Anticipating community needs through customer-driven feedback and proactive communication about city priorities, development, and service delivery.

C3 - Collaborating with community partners to enhance quality of life.

C4 - Preserving community charm, walkability, and the unique character of Boerne.

We Provide Financial Stewardship By:

F1 - Committing to strategic, responsible, and conservative financial management.

F2 - Investing in and maintaining high-quality and resilient infrastructure, mobility, and public assets.

F3 - Supporting a resilient and diversified local economy aligned with community priorities.

F4 - Delivering cost-effective services that provide strong value to residents and taxpayers.

We Achieve Best-In-Class Status By:

B1 - Utilizing data to drive smart decision making.

B2 - Advancing master plan recommendations.

B3 - Providing streamlined and efficient processes.

B4 - Administering environmental stewardship programs and protecting Boerne's natural resources.

We Aspire To Be An Employer Of Choice By:

L1 - Promoting lifelong learning and intentional growth.

L2 - Fostering a strong culture of employee engagement.

L3 - Emphasizing a values-centric, high-performing work culture.

L4 - Attracting, developing, and retaining high-quality talent and leaders.

Mayor & City Council



Mayor Frank Ritchie



Ty Wolosin
Council District 1 | Mayor Pro Tem



Joe Bateman
Council District 2



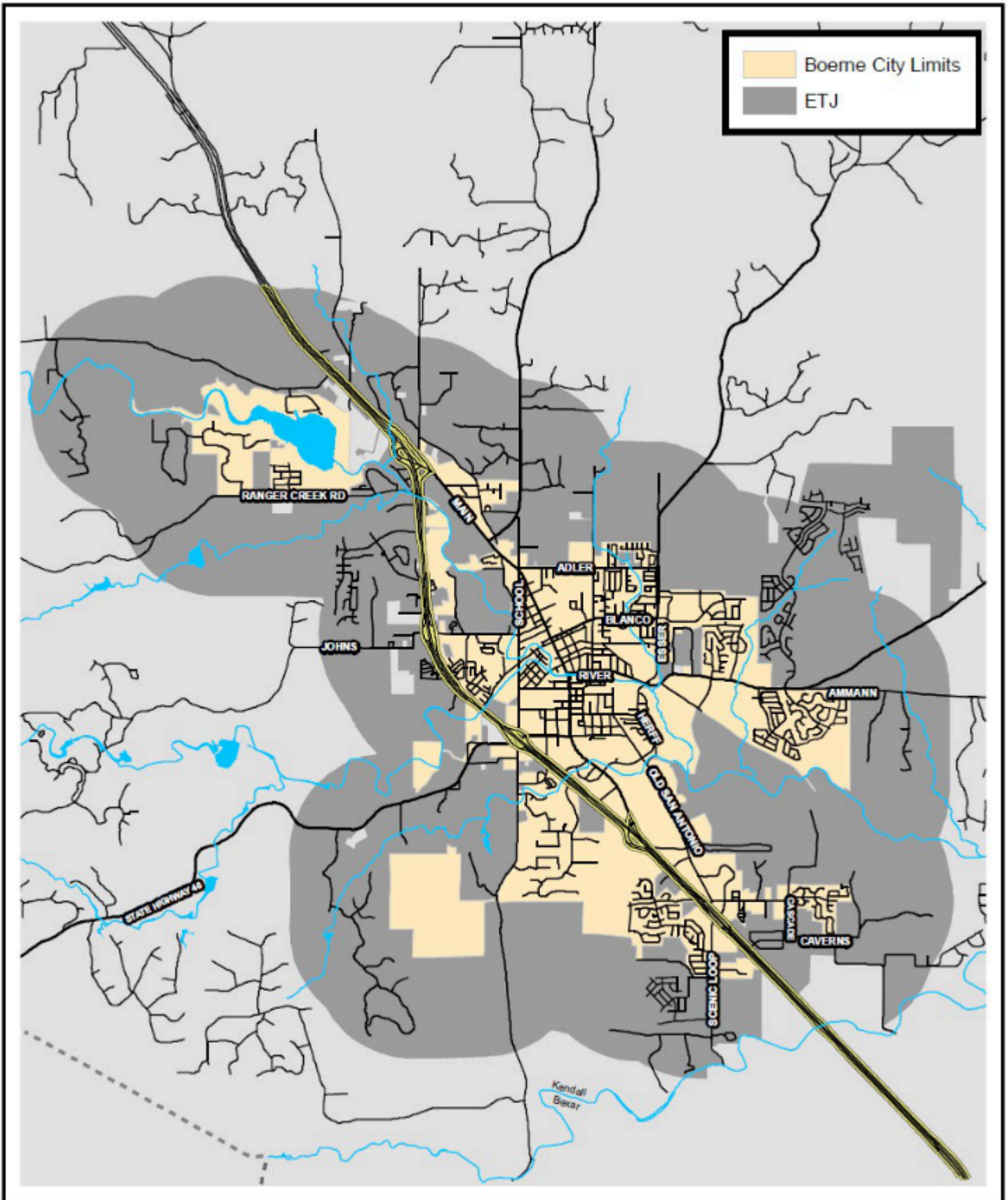
Kyle Mickelsen
Council District 3



Bret Bunker
Council District 4



Joe Macaluso
Council District 5



BOERNE CITY LIMITS &

EXTRATERRITORIAL JURISDICTION (ETJ)





1. Introduction & Purpose of Document



The City of Boerne, located in South Central Texas and nestled comfortably in the Texas Hill Country, is a burgeoning community of over 18,000 residents. Boerne was originally founded in 1852 by John James and Gustav Theissen and named after the German author and publicist Karl Ludwig Börne. Boerne, like many Hill Country towns in the area, lays claim to a strong German and Prussian influence and its charming and historic downtown/Main Street area reflect this influence. Boerne is the county seat of Kendall County and is located just 15 miles northwest of San Antonio. Stunning natural amenities, an unforgettable small town atmosphere, excellent parks and trail systems, and exemplary schools continue to contribute to an increase in growth and prosperity for Boerne.

As the City and larger region continue to expand, City leaders have recognized the importance of thoughtful and proactive strategic planning. The 2026 City of Boerne Rolling Ten Year Plan looks to centralize and summarize each of the strategic planning documents that the City adopts.

This introductory chapter gives context to the purpose of the Rolling Ten Year Plan, how the plan should be used, and the process by which the plan will be updated.



Purpose of the Rolling Ten Year Plan

The Rolling Ten Year Plan is an organizational document that brings together and highlights key components, recommendations, and implementation priorities of all the major planning documents for the City of Boerne. It summarizes each of the individual documents and provides one source for elected officials and the community to go to look at key highlights and recommendations from each plan.

In 2017, The City of Boerne initiated an update to the 2006 Boerne Master Plan. The result, the Boerne 2018 Master Plan identified key challenges and opportunities, defined goals and objectives, developed a strategic vision, and established an implementation framework that each subsequent planning document listed in this Rolling Ten Year Plan will follow.



2014 Dickens on Main, © Elizabeth Castle for Art Green

Elements of the Rolling Ten Year Plan

The Rolling Ten Year Plan is organized into eight main chapters and an appendix that highlights the major action items from each plan chapter.

CHAPTER 1: INTRODUCTION & PURPOSE OF DOCUMENT

This chapter introduces and explains the purpose of the Rolling Ten Year Plan

CHAPTER 2: COMMUNITY DEMOGRAPHICS

The second chapter presents a community profile of Boerne including the regional and historic context and a demographic snapshot.

CHAPTER 3: GOALS

This chapter describes the overall goals and accompanying principles by which all of the following documents described in this plan form their basis.

CHAPTER 4: BOERNE 2018 MASTER PLAN

The fourth chapter looks at the Boerne 2018 Master Plan that is the overall comprehensive planning document for the City of Boerne.

CHAPTER 5: CITY OF BOERNE PARKS, RECREATION, AND OPEN SPACE MASTER PLAN

This chapter looks at the 2017 City of Boerne Parks, Recreation, and Open Space Master Plan.

CHAPTER 6: PATRICK HEATH PUBLIC LIBRARY MASTER PLAN

The sixth chapter of the 2023 Rolling Ten Year Plan examines the PHPL Master Plan

CHAPTER 7: BOERNE MASTER DRAINAGE PLAN

The seventh chapter details the Boerne Master Drainage Plan

CHAPTER 8: BOERNE MOBILITY MASTER PLAN

The eighth chapter examines the Boerne Mobility Master Plan

CHAPTER 9: ARTS & CULTURE STRATEGIC PLAN

The ninth chapter discusses the newly added Arts & Culture Strategic Plan

APPENDIX A: MASTER ACTION ITEM LIST

This list contains all major actionable items from every plan in this document that have budget implications.

How to use the Rolling Ten Year Plan

The Rolling Ten Year Plan, much like each of the plans summarized within it, 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 prioritized and implemented judiciously. Actions from each of the documents summarized 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.



Updating this Plan

Although each of the plans within this document was based on a detailed analysis of existing conditions and an intense public engagement process, it still reflects a snapshot in time. For each of the documents summarized in this plan to be achievable, implementation must continue to be flexible and allow adjustment to accommodate changes in the local, national, and social environment. Therefore, it is recommended that the Rolling Ten Year Plan be revisited on a yearly basis followed by warranted updates.

- Annual Progress Report: As a part of their work program, the City Council should evaluate progress on the Action Items contained on the Master Action Items List.
- Annual Updates: Led by the City Managers' office, and after the yearly progress report is prepared, the Master Action Items List should be updated as part of a yearly Plan amendment.



2. Community Demographics & Existing Conditions

Boerne continues to grow and develop at a rapid pace. Understanding the past and the present help to facilitate plans and projections for the future. This chapter looks at key demographic data and gives a general overview of the utility systems and general operations within the City.

It provides an overview of:

- Community demographics
- Utility system growth and capacity
- Community facilities and services
- Existing Land Use & Development
Mobility



Community Demographics

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%
2020	17,850	70%	40%	44,279	33%

Source: U.S. Census Bureau 1970, 1980, 1990, 2000, 2010, 2020.

Figure 2.3: Race and Ethnicity

Race & Ethnicity	Boerne	Kendall County	Texas	United States
White	70.70%	75.20%	48.50%	61.00%
Black or African American	1.50%	0.90%	12.20%	12.20%
American Indian & Alaska Native	0.10%	0.20%	0.70%	0.90%
Asian	3.20%	1.60%	5.60%	6.00%
Native Hawaiian & Other Pacific Islander	0.00%	0.00%	0.10%	0.20%
Other	5.90%	6.90%	9.30%	7.10%
Two or More Races	18.60%	5.90%	23.50%	12.60%
Hispanic or Latino Descent	28.90%	22.00%	39.70%	19.30%

Source: U.S. Census Bureau, 2024 American Community Survey 5-Year Estimate, Table DP05: ACS Demographic and Housing Estimates.

Figure 2.2: Age Comparisons

Age Range	Boerne			Kendall County		Texas		USA	
	2020	2024	%	2020	2024	2020	2024	2020	2024
	Change								
Under 5 years	6.6%	4.7%	-28.8%	4.7%	4.6%	7.0%	6.4%	6.0%	5.6%
5 to 9 years	7.8%	6.9%	-11.5%	6.1%	6.6%	7.0%	6.9%	6.1%	6.0%
10 to 14 years	8.8%	7.1%	-19.3%	7.9%	6.5%	7.4%	7.3%	6.5%	6.4%
15 to 19 years	7.7%	7.0%	-9.1%	7.5%	6.6%	7.1%	7.2%	6.5%	6.6%
20 to 24 years	4.6%	6.0%	30.4%	5.3%	5.5%	7.0%	6.9%	6.7%	6.5%
25 to 29 years	4.4%	3.8%	-13.6%	4.3%	4.5%	7.4%	7.1%	7.1%	6.7%
30 to 34 years	7.2%	5.0%	-30.6%	5.5%	5.0%	7.3%	7.4%	6.8%	7.0%
35 to 39 years	7.4%	6.0%	-18.9%	5.6%	5.9%	7.0%	7.1%	6.5%	6.7%
40 to 44 years	6.2%	7.6%	22.6%	7.2%	7.2%	6.6%	6.9%	6.1%	6.5%
45 to 49 years	7.3%	7.0%	-4.1%	6.3%	6.5%	6.4%	6.2%	6.3%	6.0%
50 to 54 years	4.2%	6.6%	57.1%	6.4%	6.7%	6.0%	6.0%	6.4%	6.2%
55 to 59 years	6.1%	6.9%	13.1%	7.9%	7.3%	5.9%	5.6%	6.7%	6.2%
60 to 64 years	4.2%	6.0%	42.9%	6.0%	6.5%	5.3%	5.5%	6.2%	6.4%
65 to 69 years	4.2%	6.0%	42.9%	6.1%	6.3%	4.3%	4.6%	5.3%	5.6%
70 to 74 years	5.3%	5.2%	-1.9%	5.2%	5.6%	3.2%	3.6%	4.1%	4.6%
75 to 79 years	3.2%	3.7%	15.6%	3.4%	3.8%	2.2%	2.4%	2.8%	3.1%
80 to 84 years	2.0%	2.1%	5.0%	1.7%	2.2%	1.4%	1.5%	1.9%	2.0%
85 years and over	3.1%	2.4%	-22.6%	2.7%	2.4%	1.4%	1.4%	2.0%	1.9%
Median Age	37.1	42.4	14.29%	42.1	43.2	34.8	35.9	38.2	39.2

Source: U.S. Census Bureau, 2024 American Community Survey 5-Year Estimates, Age and Sex, Table S0101

Figure 2.4: Educational Attainment

Educational Attainment	Boerne	Kendall County	Texas	United States
High School or Higher	95.1%	92.8%	84.1%	84.8%
Bachelors Degree or Higher	48.8%	45.3%	31.5%	30.2%

Source: U.S. Census Bureau, 2024 American Community Survey 5-Year Estimate, Table S1501: Educational Attainment.

Figure 2.5: Median Household Income

Household & Family Income	Boerne	Kendall County	Texas	United States
Median Household Income	\$120,758	\$114,962	\$78,476	\$80,734

Source: U.S. Census Bureau, 2024 American Community Survey 5-Year Estimate, Table DP03: Selected Economic Characteristics.

Figure 2.6: Poverty Level

Poverty Level	Boerne			Kendall County	Texas	United States
	2020	2024	% Change			
Families below poverty level	2.9%	3.6%	24.1%	3.5%	10.5%	8.8%
Individuals below poverty level	4.6%	4.9%	6.5%	5.0%	13.8%	12.5%

Source: U.S. Census Bureau, 2024 5-Year American Community Survey, DP03: Selected Economic Characteristics.

Figure 2.7: Median Household Income Comparison

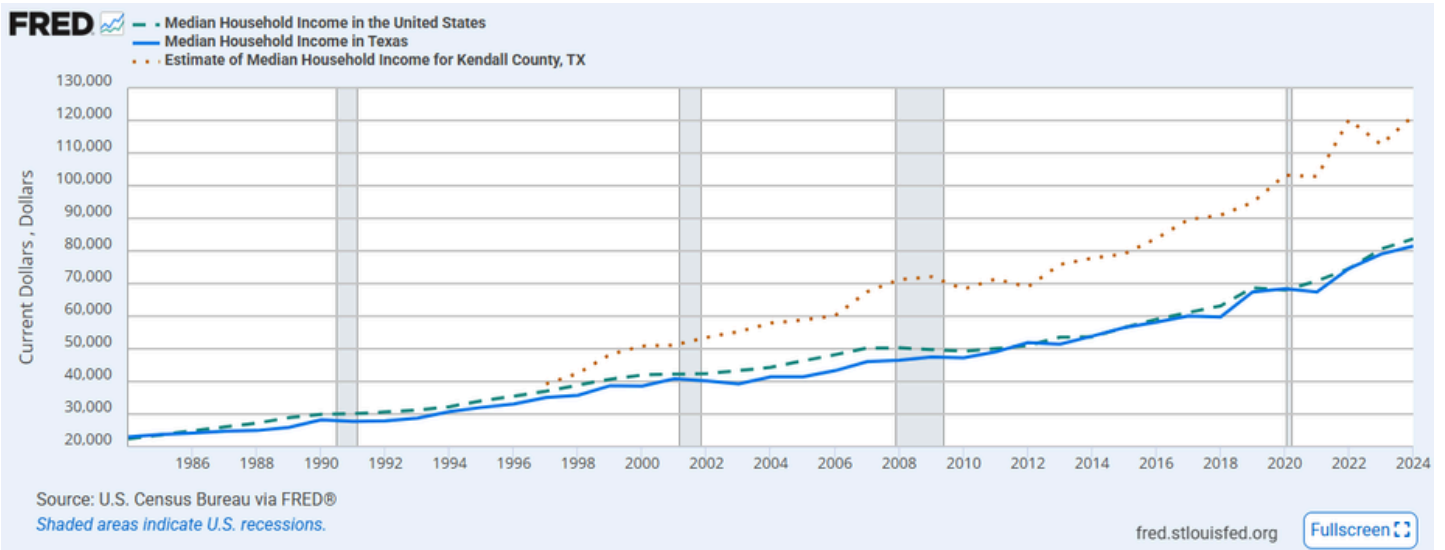
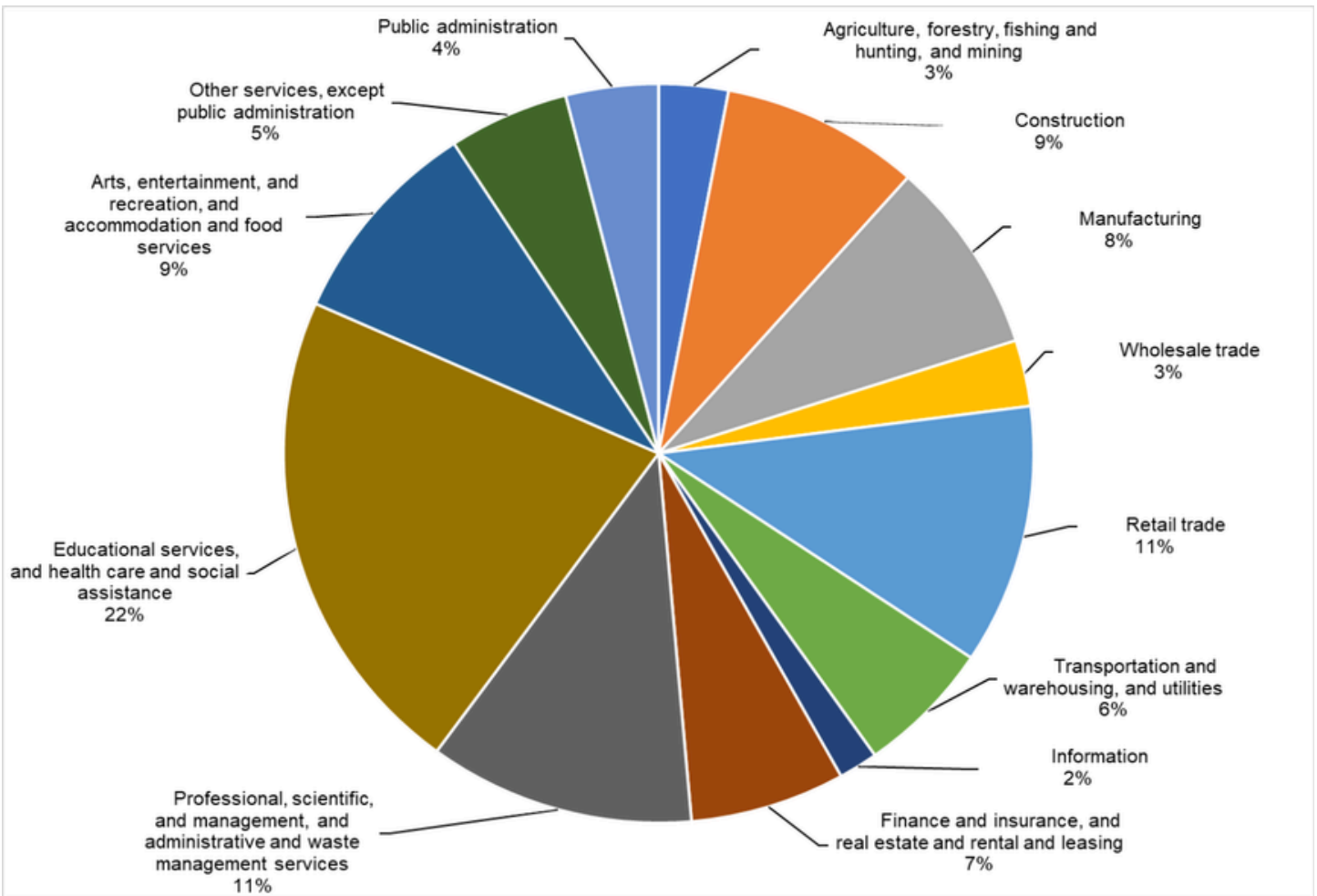
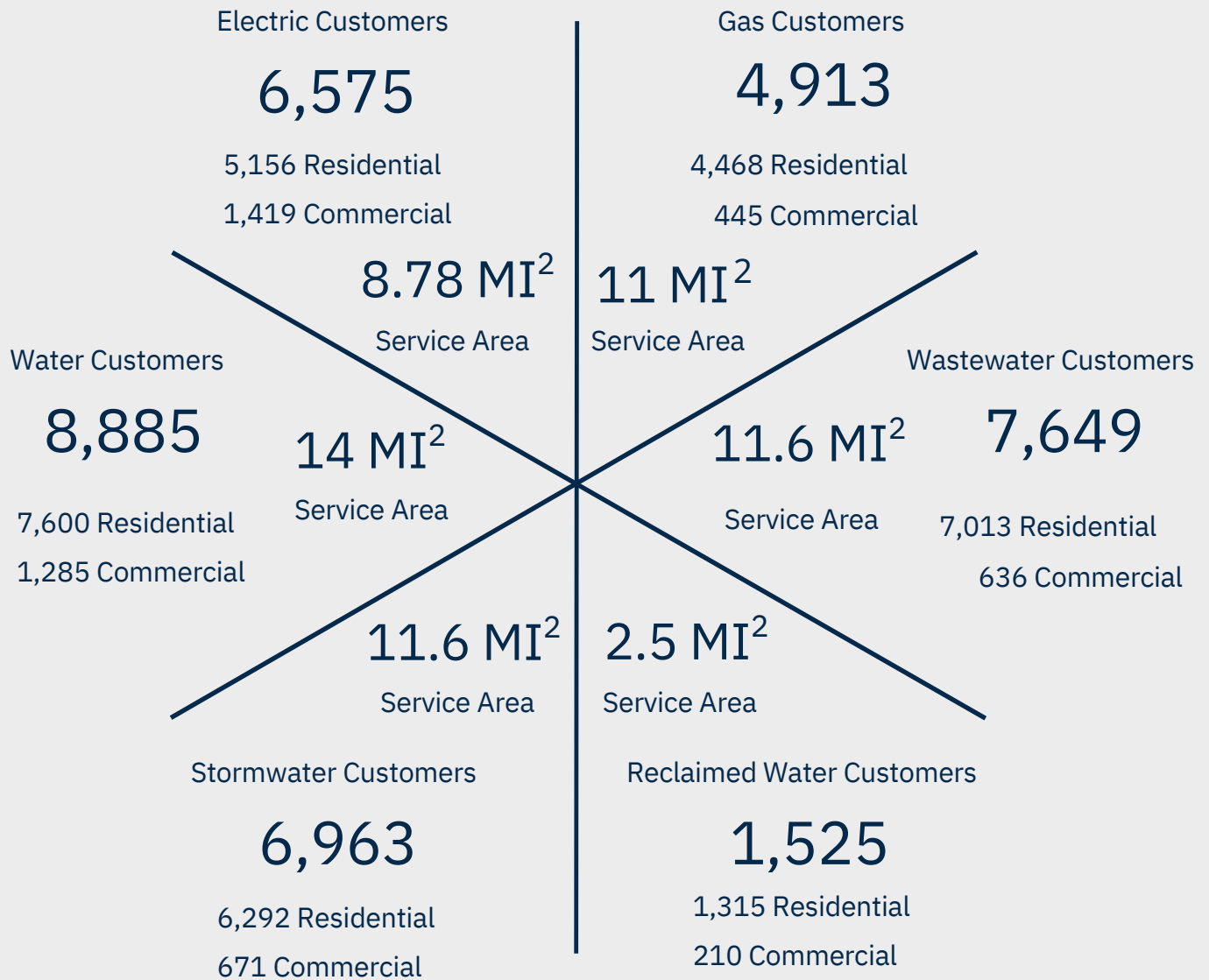


Figure 2.8: Local Industries



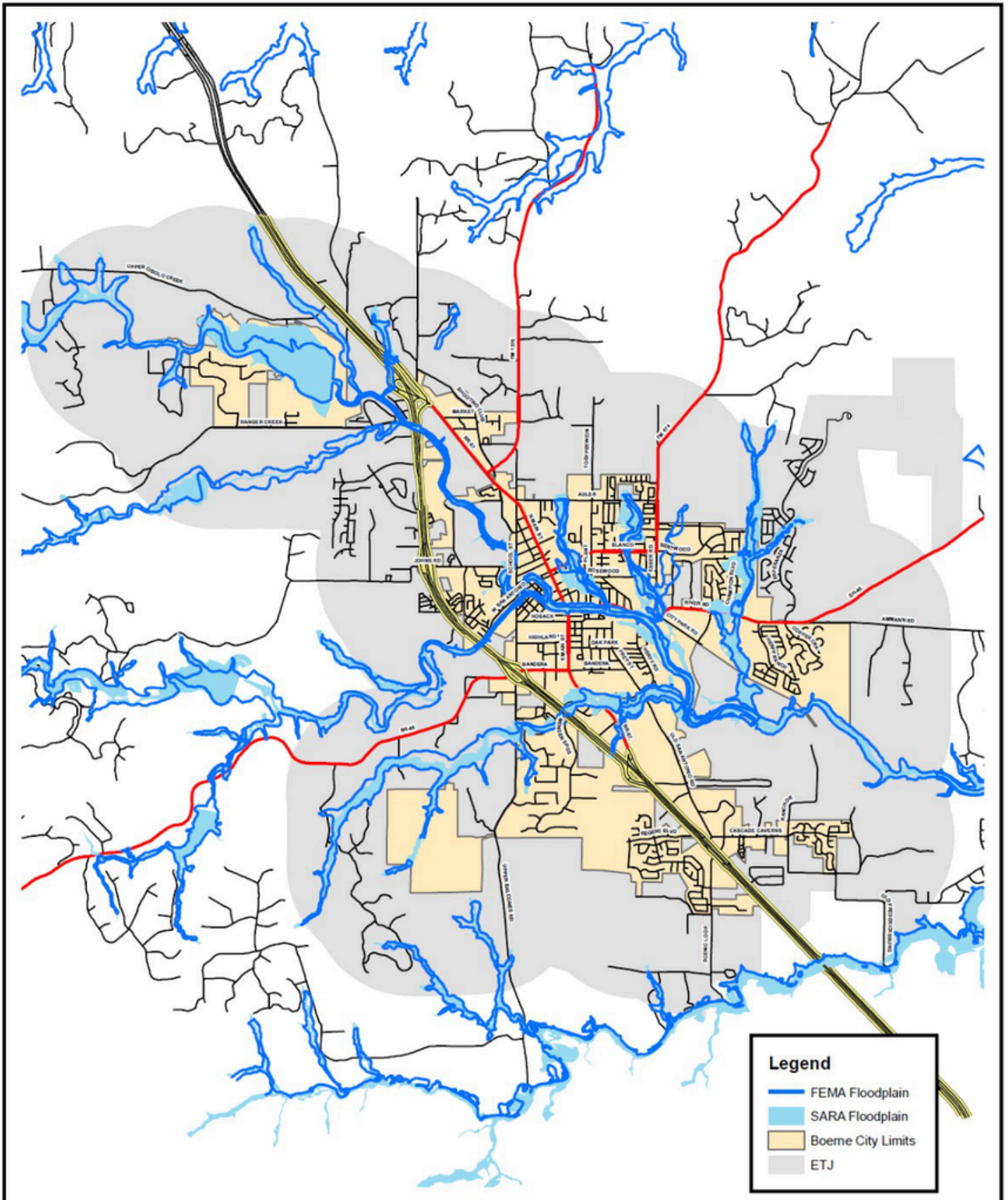
Growth and Capacity



11%

OF BOERNE IS IN THE 100-YEAR
FLOODPLAIN

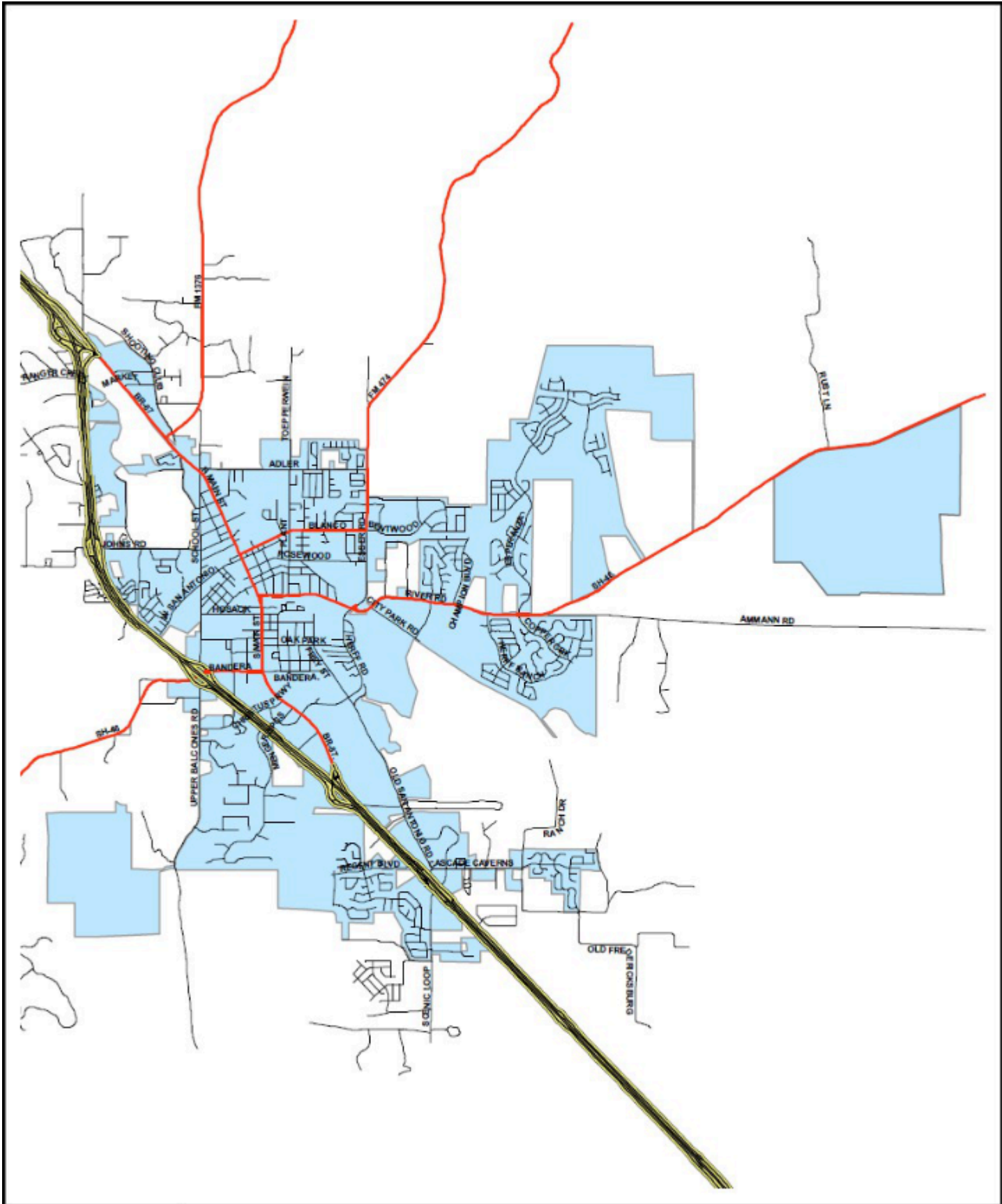




FLOODPLAIN & STORM DRAINAGE

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

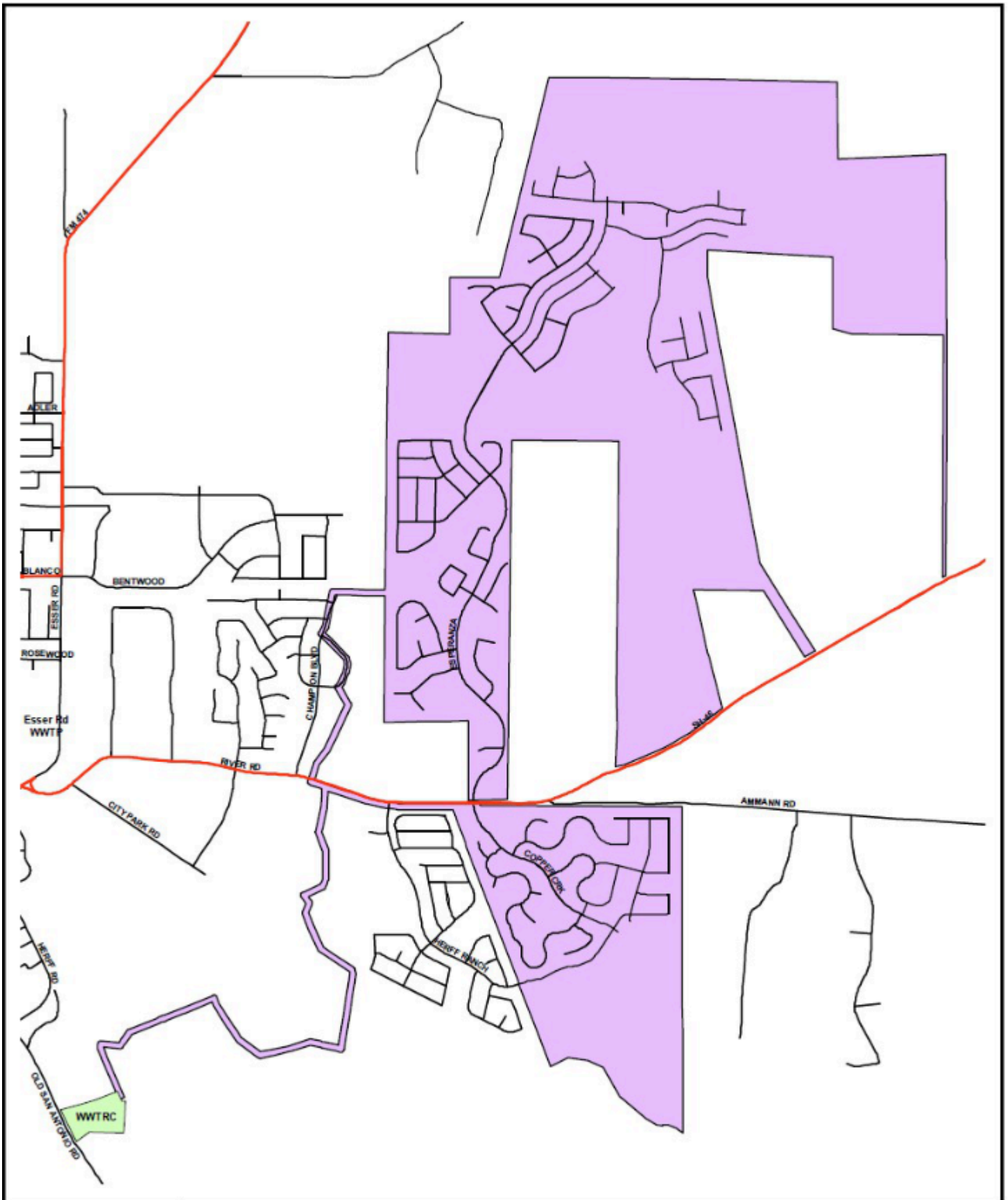




WATER SERVICE AREA

14 Square Miles

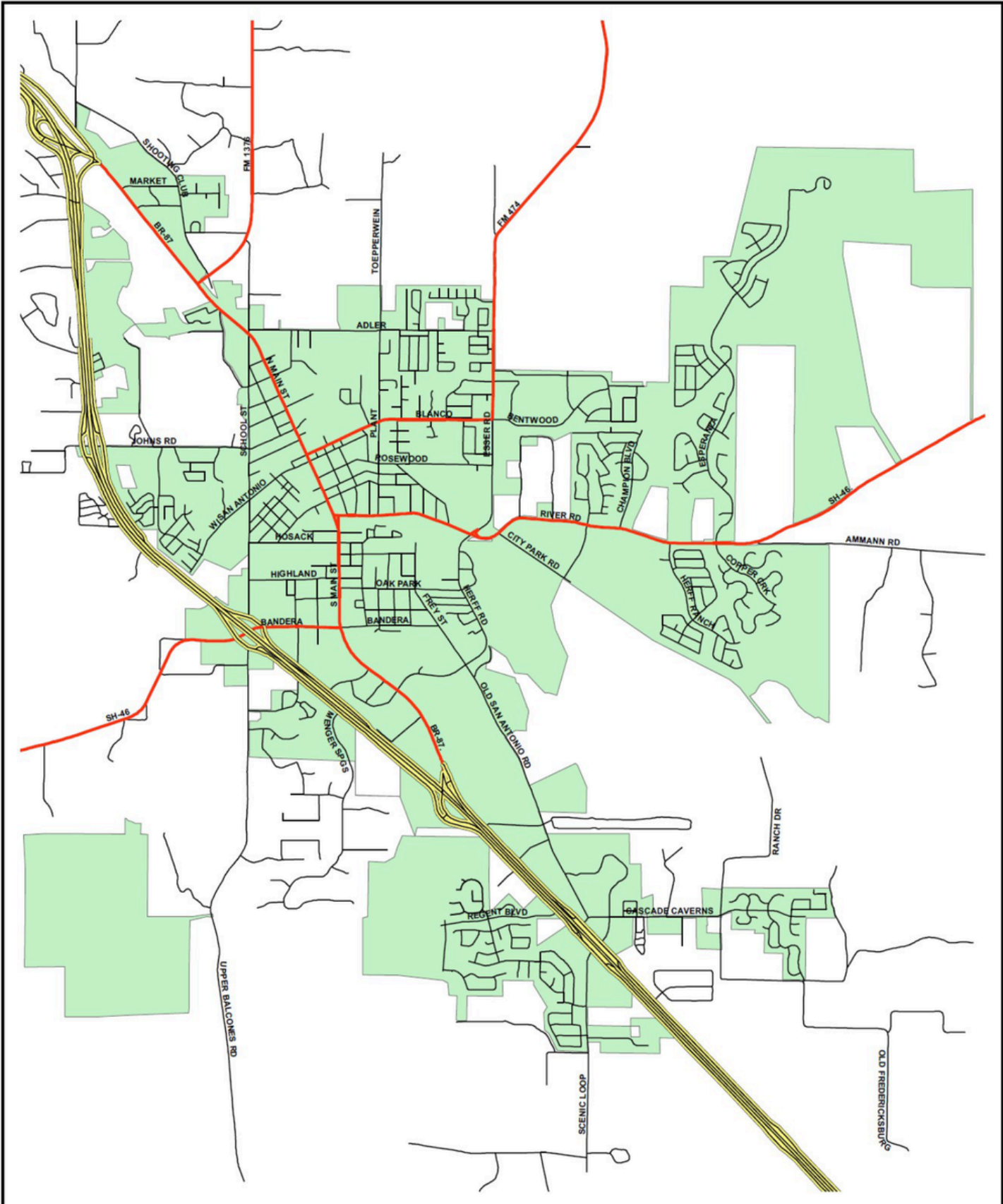




RECYCLE WATER SERVICE AREA

2.5 Square Miles

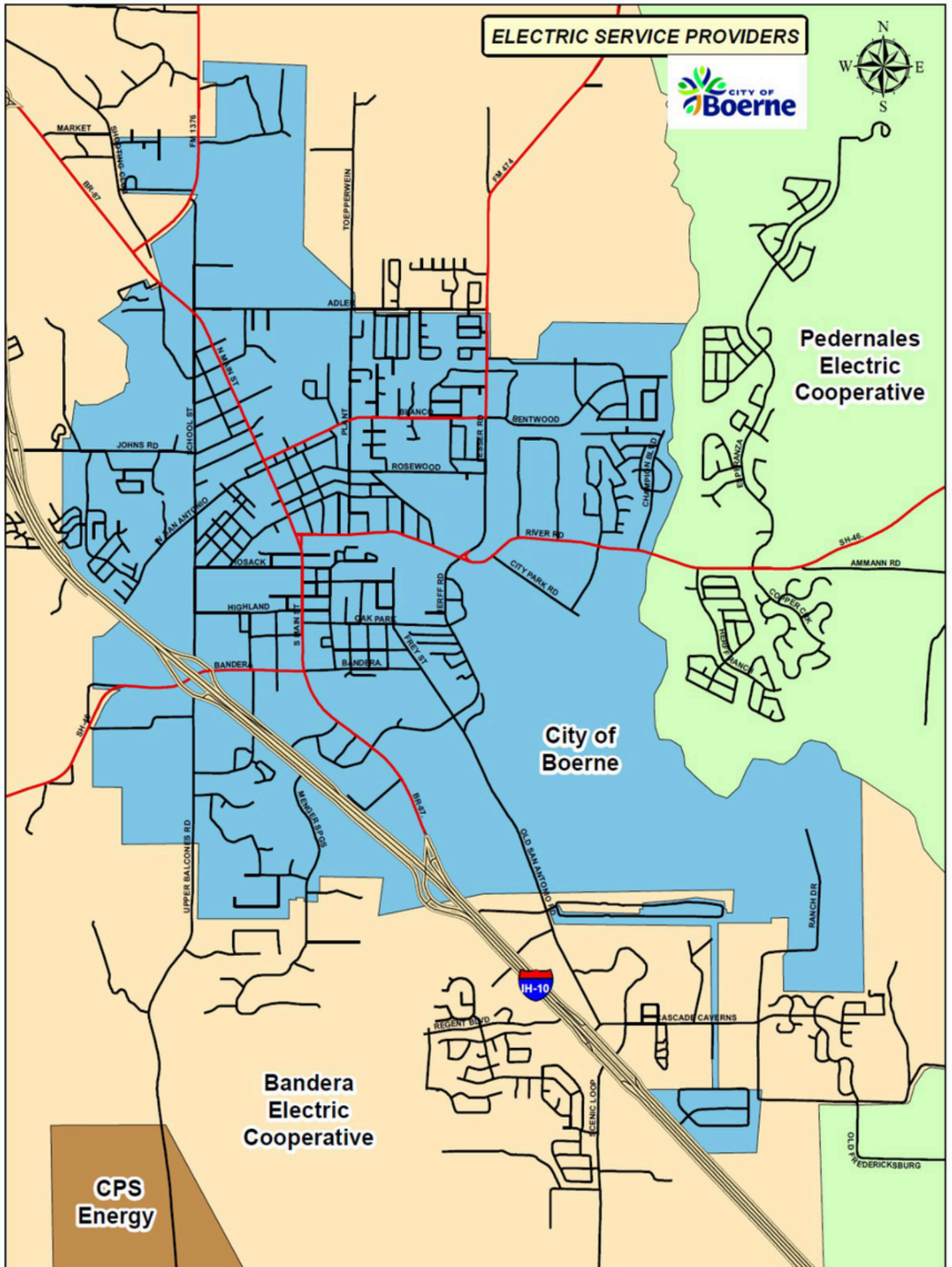


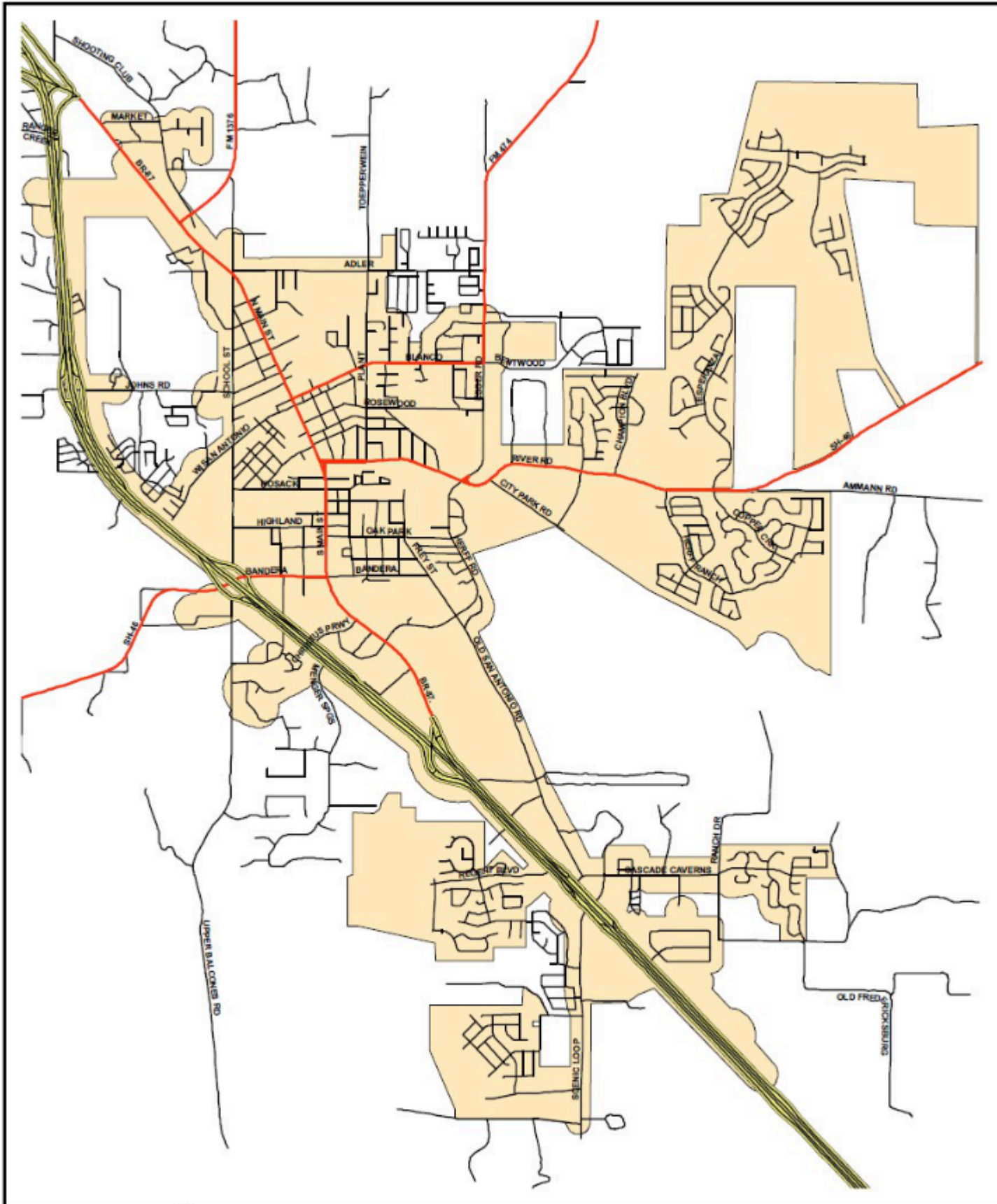


SANITARY SEWER SERVICE AREA

11.6 Square Miles







NATURAL GAS SERVICE AREA

11 Square Miles





Community Facilities & Services

Approximately 440 Acres of Parkland

197,000



PEOPLE SERVED BY THE PATRICK HEATH PUBLIC LIBRARY

76



Police Department Staff



36

Fire Department Staff

193 Square Miles



Fire Department Service Area

10,000+

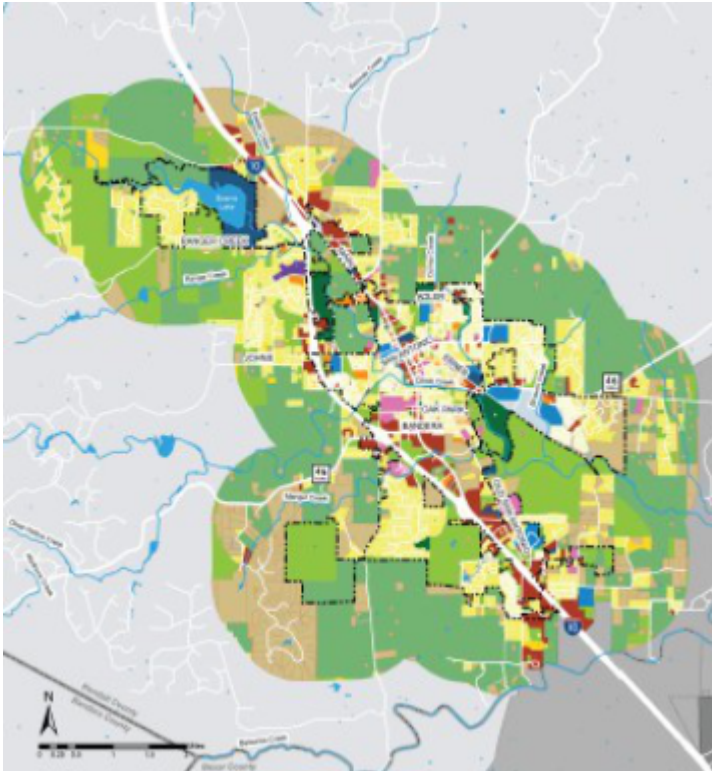
Students enrolled in the Boerne Independent School District



Existing Land Use & Development

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

Figure 2.9: Existing Land Use



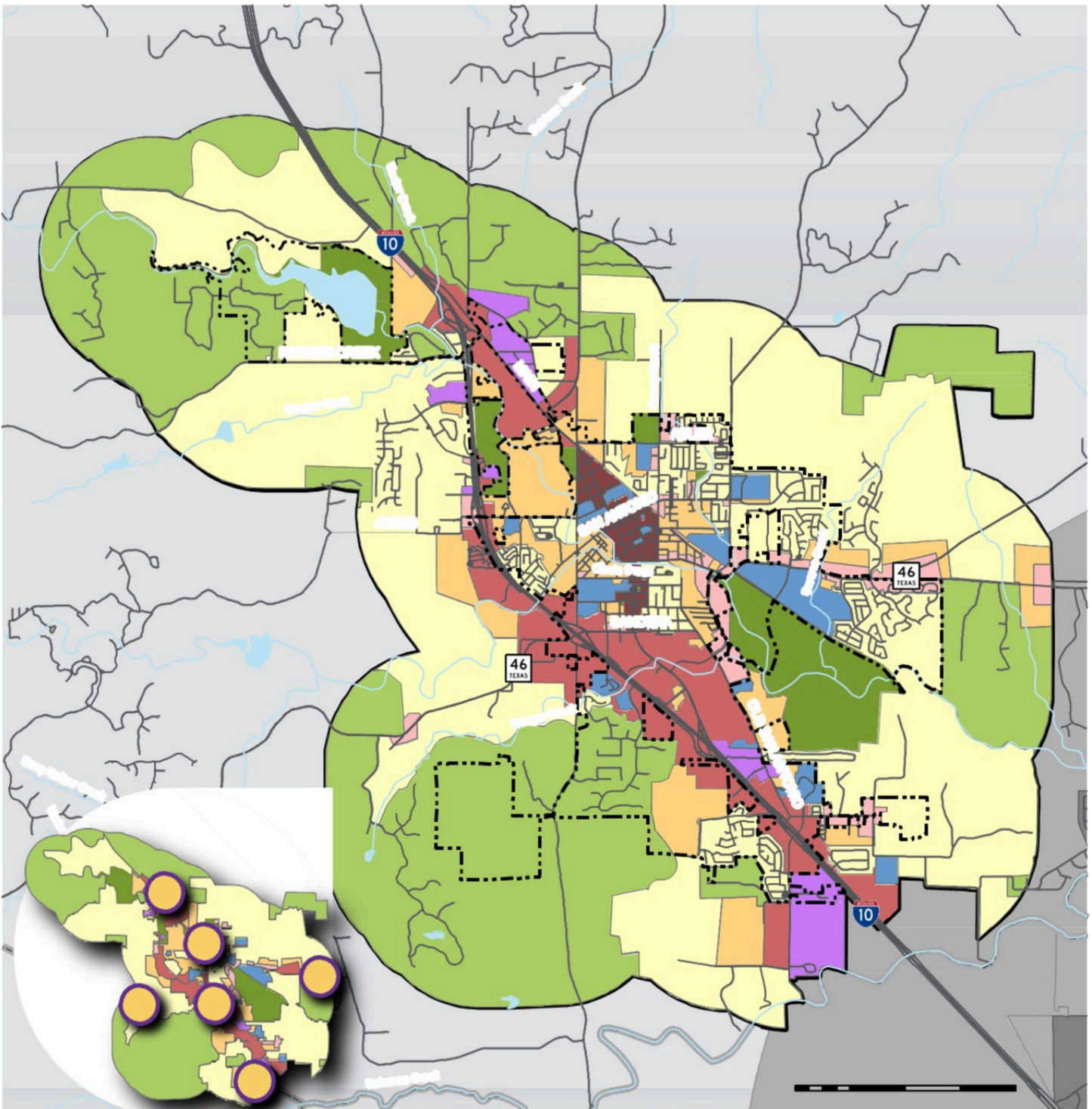
LAND USE	ACRE	%	PROPERTIES
SINGLE-FAMILY & DUPLES	3,887.40	50.6%	5392
COMMERCIAL	1,243.26	16.2%	774
CITY	551.87	7.2%	32
CIVIC & INSTITUTIONAL	516.79	6.7%	29
AGRICULTURAL & RURAL RESI-	222.20	2.9%	14
INDUSTRIAL	181.94	2.4%	99
MULTI-FAMILY	194.27	2.5%	61
OFFICE	11.13	0.1%	16
HOLDING	10.74	0.1%	2
TOTAL	6,819.60		6419

Figure 2.10: Household Characteristics

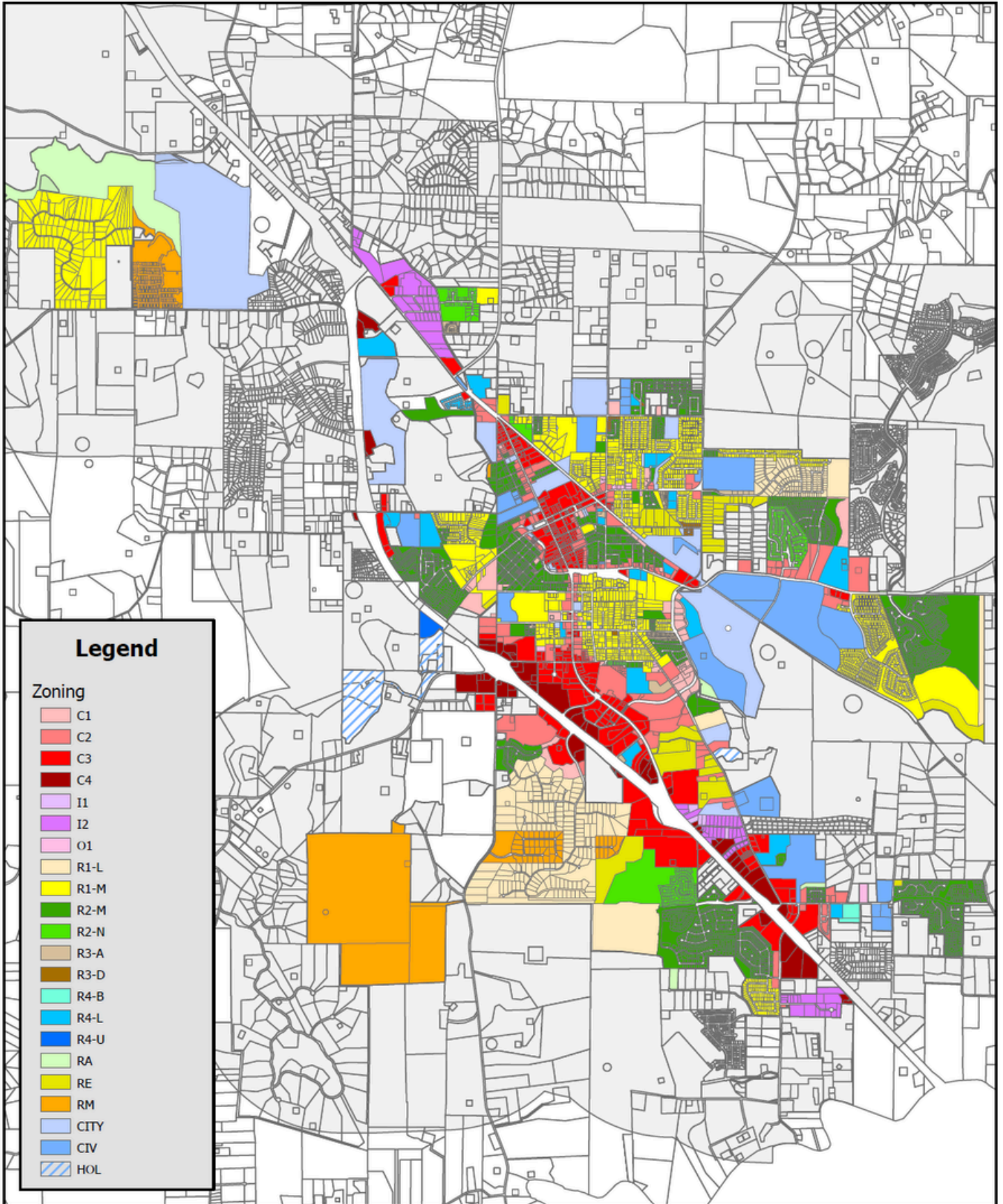
Household Characteristic	2010	2020	% Change
Total Occupied Housing Units	4,085	5,547	35.78%
Population in Households	9,239	16,551	79.14%
Average Household Size	2.23	2.98	33.63%
Family Households	2,635	3,891	47.67%
Population in Family Households	7,513	11,595	54.33%
Average Family Household Size	3.1	3.6	16.12%
Non-Family Households	1,434	1,656	15.34%
Population in Non-Family Households	1,726	1,938	12.28%
Average Non-Family Household Size	1.20	1.17	-2.50%
Median Household Income	\$51,879	\$77,917	50.19%

Source: 2020 ACS 5-Year Estimates Tables B09019, B11012, DP04, and S1101;2006-2010 ACS 5-Year Estimates Table B09016; 2010 CensusQTP11.

Future Land Use Plan



- | | | | |
|-----------------------------------|--|----------------------------|----------------------|
| <u>Activity Centers</u> | | ■ Parks & Open Space | □ Boerne City Limits |
| ① Employment/Commercial | | ■ Rural Estate | □ Boerne ETJ |
| ② Downtown and Urban Neighborhood | | ■ Neighborhood Residential | ■ Nearby Cities |
| ③ Regional Commercial | | ■ Transitional Residential | ■ Nearby ETJs |
| ④ Neighborhood Commercial | | ■ Neighborhood Commercial | □ Counties |
| | | ■ Auto-Oriented Commercial | |
| | | ■ Business/Office Park | |
| | | ■ Downtown | |
| | | ■ Public & Institutional | |



Boerne Zoning Map



Figure 2.11: Age of Housing Stock

	Decade of Construction						
	Housing Units (Total)	1939 or Earlier	1940-1959	1960-1979	1980-1999	2000-2019	After 2020
All Housing Types	15,356	382	307	1470	3,886	8,327	984
Percentage	--	3%	2%	10%	25%	54%	6%

Source: 2024 ACS 5-Year Estimates Table B25127: Tenure by Year Structure Built by Units in Structure.

Figure 2.12: Occupancy Characteristics

Occupancy Characteristic	2010	2024	% Change
Total Housing Units	10,507	16,330	55.42%
Occupied Housing Units	9,831	15,356	56.20%
Vacant Housing Units	676	974	44.08%
Vacancy Rate	6.87%	5.90%	-14.12%
Owner Occupied	7,390	11,939	61.56%
Owner Occupancy Rate	98.80%	97.70%	-1.11%
Renter Occupied	2,441	3,417	39.98%
Renter Occupancy Rate	94.60%	92.30%	-2.43%

Source: 2024 ACS 5-Year Estimates Table DP04: Selected Housing Characteristics.

Figure 2.13: Housing Type and Unit Breakdown

Housing Types	2010	% Breakdown 2010	2024	% Breakdown 2024	% Change 2010-2024
Single Family, Detached	7,662	72.92%	12,957	79.34%	9%
Single Family, Attached	83	0.79%	440	2.69%	241%
Duplex	179	1.70%	175	1.07%	-37%
Multi-Family (3+ units)	1,419	13.51%	1,961	12.01%	-11%
Other	1,164	11.08%	797	4.88%	-56%
Total	10,507	--	16,330	--	55%

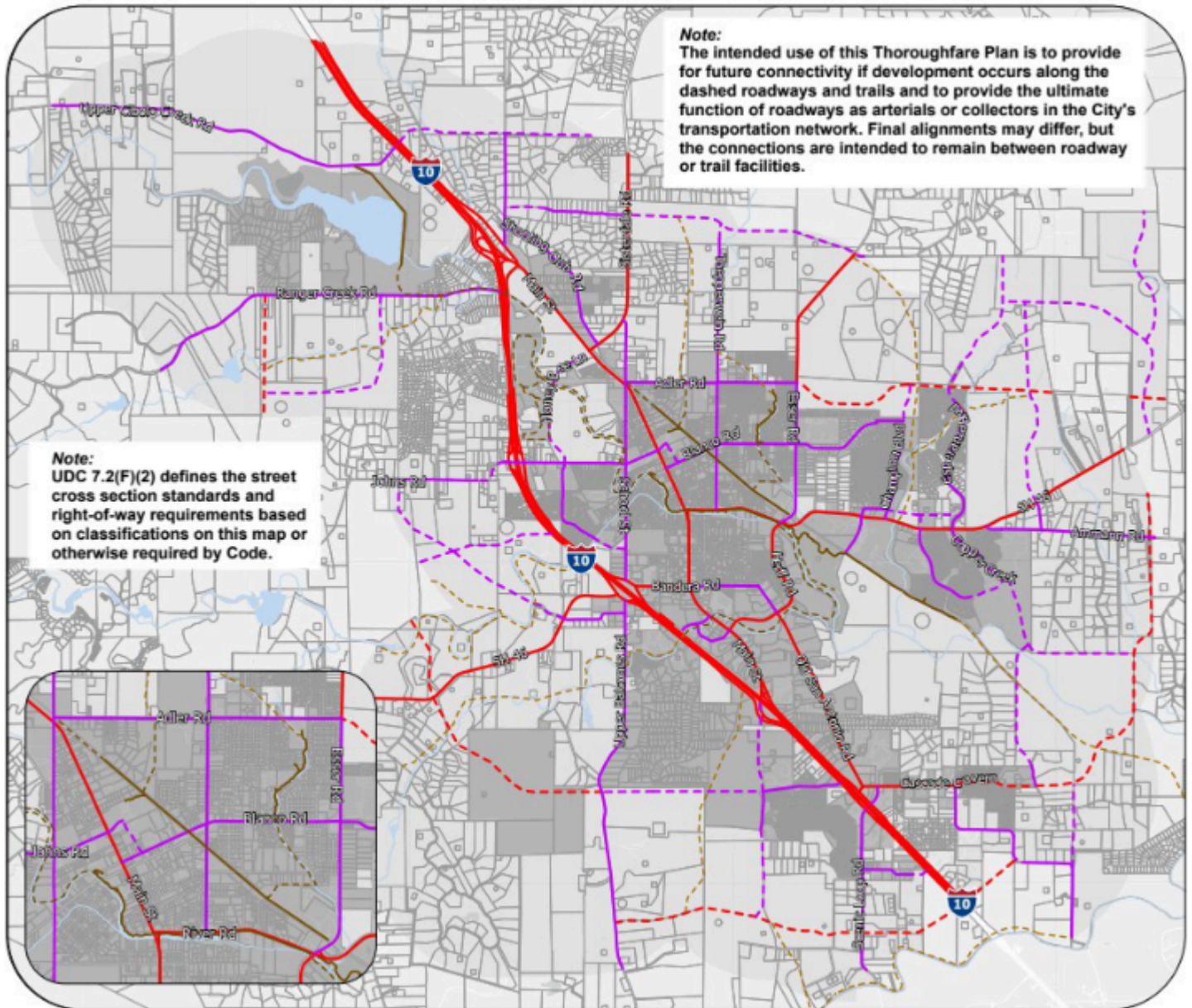
Source: 2024 ACS 5-Year Estimates Table B25024: Units in Structure.

Figure 2.14: Cost of Housing

Cost Characteristic	2010	2024	% Change
Median Property Value	\$271,700	\$551,000	102.80%
Median Gross Rent	\$937	\$1,624	73.32%
Median Household Income	\$76,714	\$120,758	57.41%
Monthly Income	\$6,393	\$10,063	57.41%
Home Value: Income Ratio	3.54	4.56	28.81%
Monthly Rent: Income Ratio	0.14	0.16	14.29%

Source: 2024 ACS 5-Year Estimates Tables DP03: Selected Economic Characteristics and B25064: Median Gross Rent.

Major Thoroughfare Plan



Adopted by City Council April 11, 2023

Legend

- City Limits
- Extraterritorial Jurisdiction
- Off-Street Multi-Use Trails**
 - Trail (Conceptual)
 - Trail (Existing)
 - Trail (Proposed)
- Thoroughfare Plan**
 - Arterial (If Developed)
 - Arterial (Existing)
 - Collector (If Developed)
 - Collector (Existing)





Mobility

KEY TRAFFIC
AREAS

Interstate

10

State Highway

46

Business

87

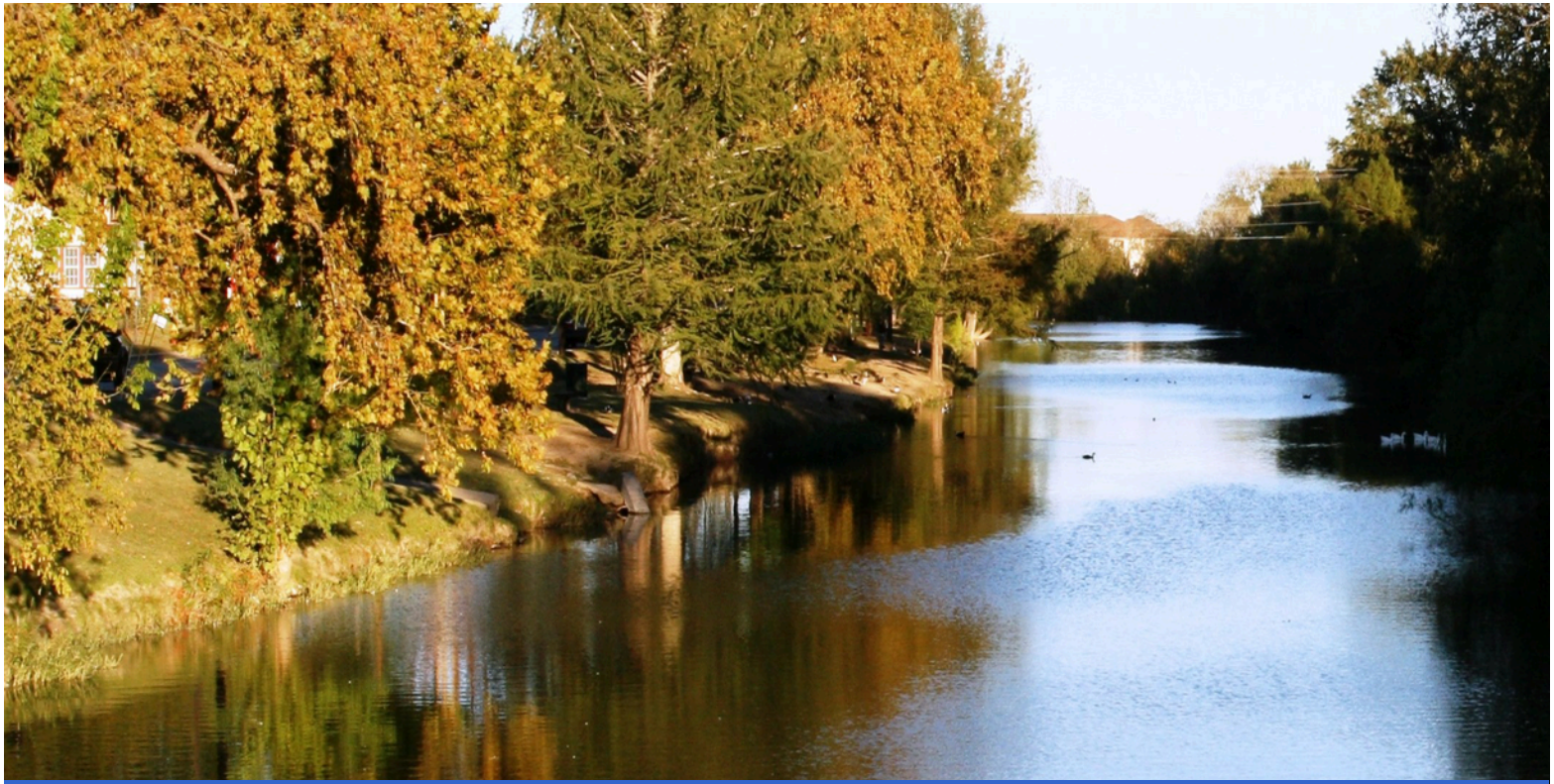


36.2

Miles of Arterials

16 Miles of
Collectors





3. Goals and Guiding Principles

The goals and guiding principles laid out in the Boerne 2018 Master Plan serve as the guiding principles and focus areas by which all other documents in the City are formed. They give both foundation and structure to all City strategic planning efforts both now and in the future.

Those goals and principles, detailed below, shall serve to assist staff and governing bodies in future decision making regarding not only the large-scale efforts directed toward community wide improvement, but also the day-to-day decisions that affect the individual.



THE GOALS:

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 us-





4. Boerne 2018 Master Plan



In 2017, the City of Boerne initiated an update to the 2006 Boerne Master Plan (also known as the comprehensive 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 Plan 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. City staff and decision makers use the community master plan to direct and enact changes to regulatory documents such as zoning and development regulations.

Key Components of the Boerne 2018 Master Plan

- Analysis of Existing Conditions
- Community Input
- Community Vision
- Future Directions
- Goals, Objectives, and Action Recommendations
- Plan Implementation



The following pages summarize the goals and action items associated with them that were produced in the Boerne 2018 Master Plan. The goals and guiding principles that came from this original document provide the City and it’s elected officials the framework and measurement criteria for all other strategic planning documents that will come. The action items, summarized in the following pages, provided key initiatives and milestones for City officials and staff to strive to achieve. At the back of this document in the appendix, those action items with budget implications are listed, with timeframe for completion as well as other key information including Council sponsorship for items, potential budget cost, and current status.



RECOMMENDED GROWTH & CAPACITY ACTIONS

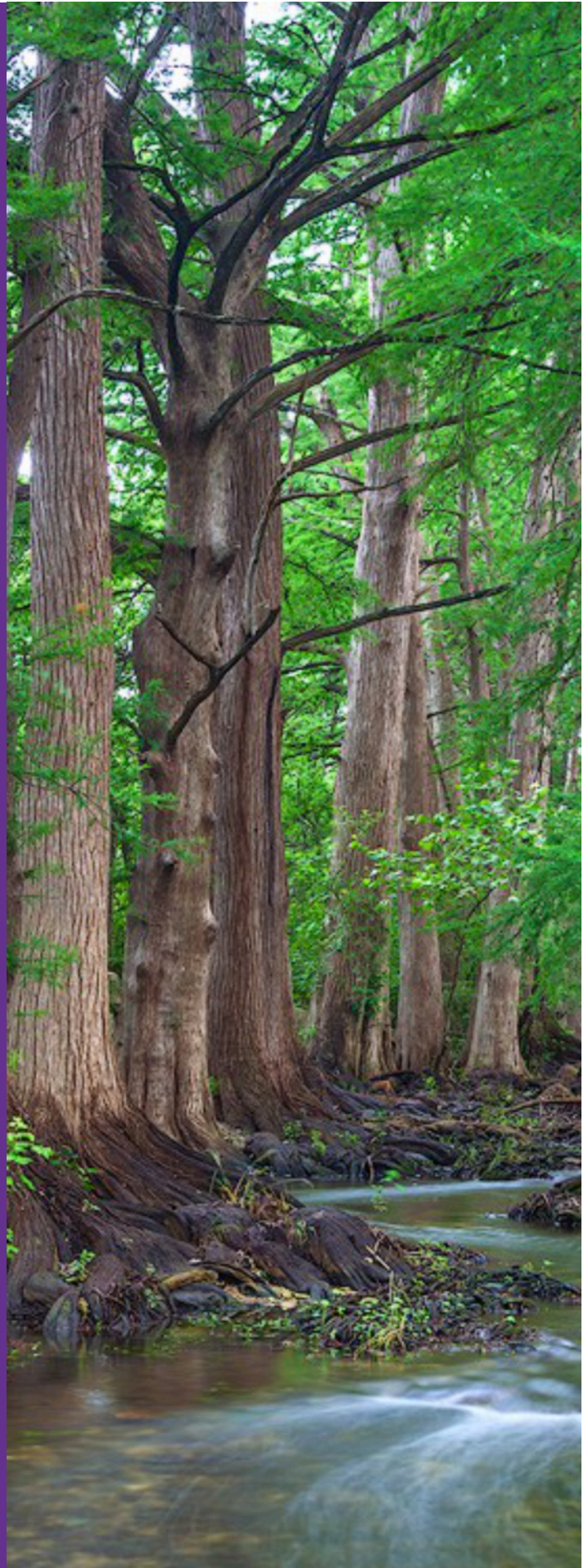
GOAL 1: Accommodate anticipated community growth through smart growth principles and strategic investments in utilities while protecting the natural resources and small town character of Boerne.

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

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

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

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



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

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

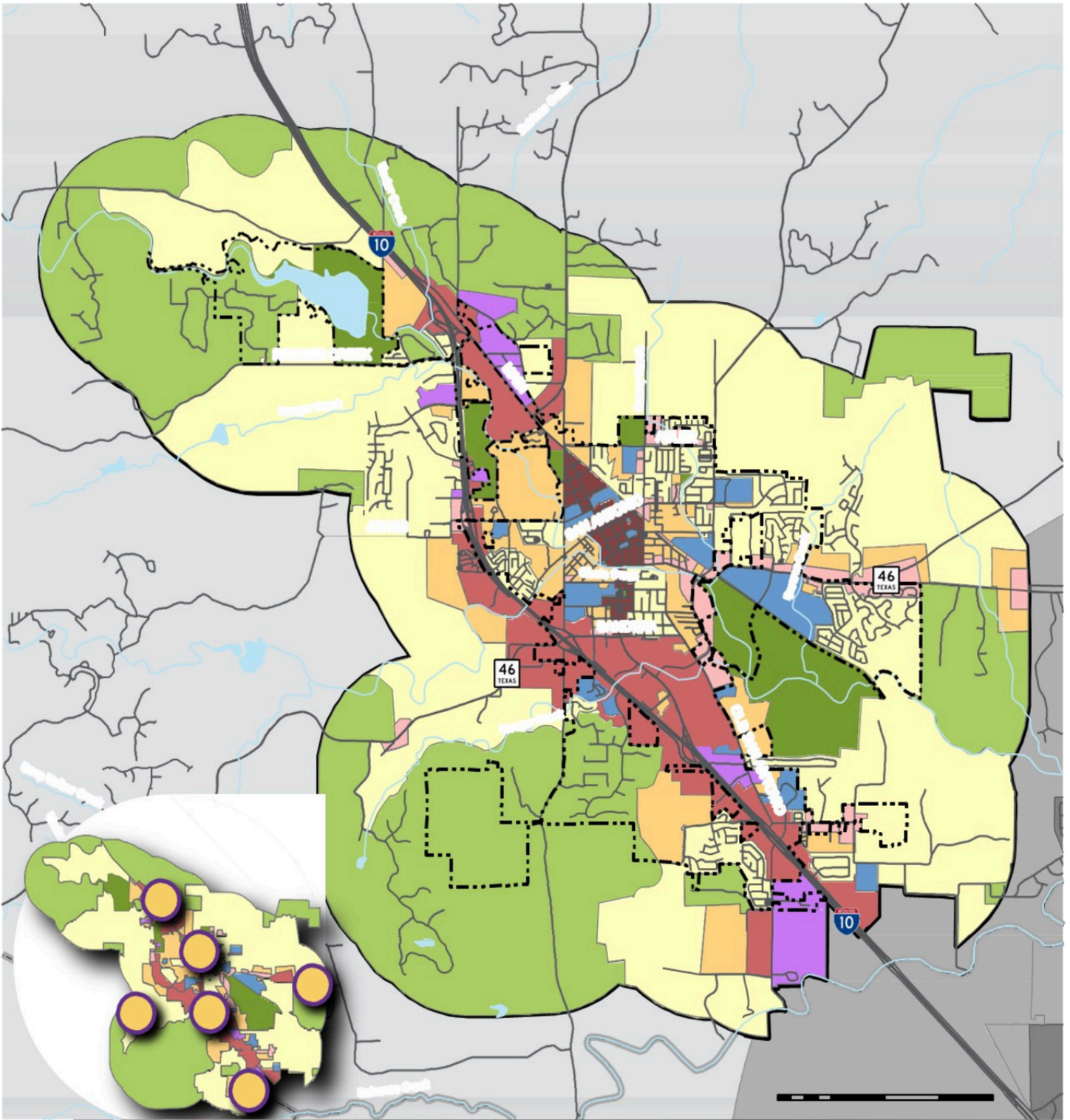
- Action 1.3.1, Develop a comprehensive water/wastewater Master Plan to help identify long-term water and wastewater infrastructure needs.
- Action 1.3.2, Evaluate and anticipate extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent within the City's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

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

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

- Action 1.4.1, Promote environmentally sensitive building and low impact development (LID) practices as part of new public and private development.
- Action 1.4.2, Continue to promote and foster increased use of water conservation practices throughout the City.
- Action 1.4.3, Continue to implement the urban waterfowl management recommendations as part of a broader effort to improve water quality.
- Action 1.4.4, Evaluate opportunities to improve riparian buffers on City-owned property.
- Action 1.4.5, Evaluate and implement modifications to the City's development ordinances to establish riparian buffers and low impact development as part of new development in sensitive areas.
- Action 1.4.6, Evaluate and implement modifications to 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.




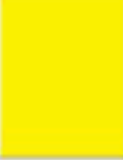

















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|-------------------------|---------------------------------|---|--------------------------|
| <u>Activity Centers</u> | | | |
| 1 | Employment/Commercial | ■ | Parks & Open Space |
| 2 | Downtown and Urban Neighborhood | ■ | Rural Estate |
| 3 | Regional Commercial | ■ | Neighborhood Residential |
| 4 | Neighborhood Commercial | ■ | Transitional Residential |
| | | ■ | Neighborhood Commercial |
| | | ■ | Auto-Oriented Commercial |
| | | ■ | Business/Office Park |
| | | ■ | Downtown |
| | | ■ | Public & Institutional |
| | | □ | Boerne City Limits |
| | | □ | Boerne ETJ |
| | | ■ | Nearby Cities |
| | | ■ | Nearby ETJs |
| | | □ | Counties |

LAND USE CLASSIFICATIONS

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

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

RECOMMENDED LAND USE & DEVELOPMENT ACTIONS

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

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

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

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

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

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

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





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

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

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



RECOMMENDED MOBILITY ACTIONS

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

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

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

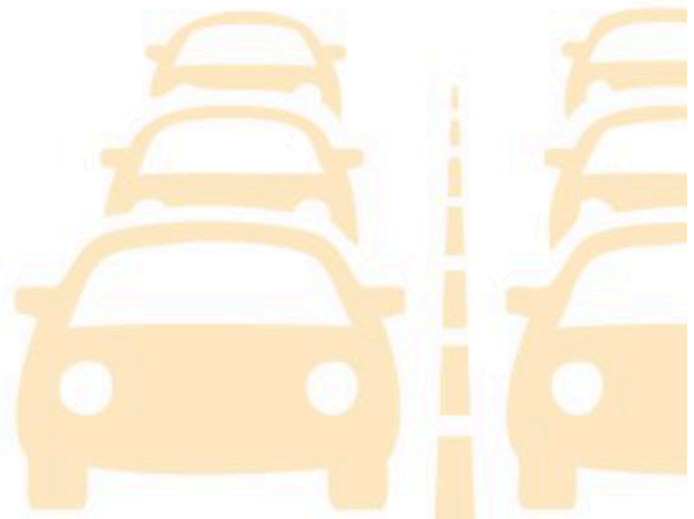
- Action 3.1.5, Determine and pursue available opportunities to establish a new truck route ordinance to reroute truck traffic away from Main Street.
- Action 3.1.6, Support longer-term efforts to establish a transit station in Boerne by 2032.

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

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



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



RECOMMENDED COMMUNITY FACILITIES & SERVICES ACTIONS

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

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

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

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

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

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

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



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

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

- Action 4.4.1, Continue to support Police Department efforts to establish relationships to ensure efficient and effective provision of law enforcement in Boerne (e.g., dispatch, jail, and school resource officer (SRO) operations).
- Action 4.4.2, Continue to support Police Department efforts to offer community service and educational programs.
- Action 4.4.3, Support Police Department efforts in advancing the use of technology to improve the safety of the Boerne community.
- Action 4.4.4, Evaluate near-term needs to improve operations at the City's existing facility.
- Action 4.4.5, Continue to support Police Department staffing, training, and vehicle and equipment needs as part of the Department's budget and 5-year Plan.
- Objective 4.5: Provide effective fire services to protect the health, safety, and welfare of the community.
- Action 4.5.1, Continue to identify and evaluate opportunities to better meet accepted national fire service response and staffing standards.
- Action 4.5.2, Evaluate opportunities to maintain or improve the City's Insurance Services Office (ISO) ratings.
- Action 4.5.3, Continue to support Fire Department efforts to offer community service and educational programs.
- Action 4.5.4, Expand the Fire Department's efforts to educate the public on wildland fire protection and awareness.
- Action 4.5.5, Support Fire Department efforts to obtain specialized response equipment (e.g., hazardous materials response, high and low angle rope rescue, confined space, swiftwater, vehicle extrication, and other specialized rescue needs).

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

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

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

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

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

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

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

RECOMMENDED ECONOMIC DEVELOPMENT ACTIONS

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

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

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





RECOMMENDED COMMUNITY LIVABILITY ACTIONS

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

Objective 6.1: Provide increased opportunities for public interaction.

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

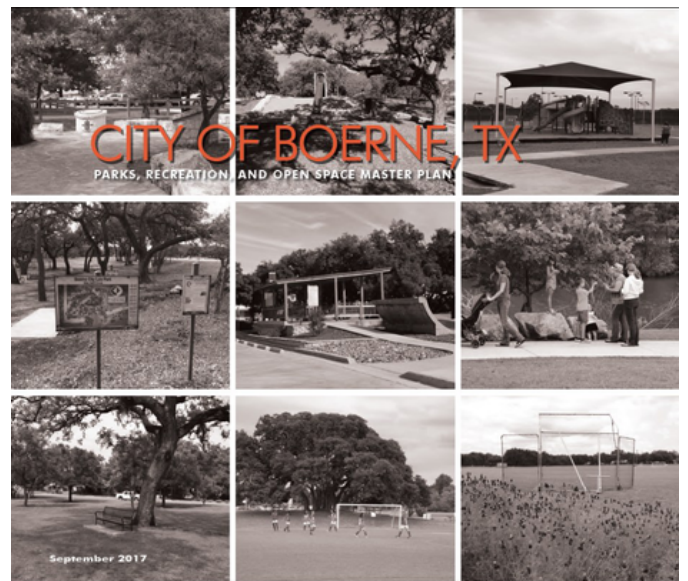
Objective 6.2: Enhance the appearance and character of the community through public and private sector actions.

- Action 6.2.1, Expand and/or enhance the Hill Country Mile to increase its marketability
- Action 6.2.2, Continue to evaluate the effectiveness of the recently adopted lighting provisions as a means to further protect Boerne's nighttime skies.
- Action 6.2.3, Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Boerne.
- Action 6.2.4, Consider funding alternatives to provide for a greater variety of arts initiatives.
- Action 6.2.5, Consider replacing and enhancing street signage throughout Boerne to improve community identification.
- Action 6.2.6, Consider the addition of wayfinding signage at key points around the City.
- Action 6.2.7, Coordinate with TxDOT to improve the appearance of key interchanges along Interstate 10 (i.e., South Main Street, Bandera Road, Johns Road, North Main Street).



5. City of Boerne Parks, Recreation, and Open Space Master Plan

In 2022, The City of Boerne initiated a process of updating its Parks and Recreation Master Plan. The previous plan, adopted in 2017, paved the way for many park facility improvements which serve the community, such as the development of Cibolo Creek Trail (Main Plaza to City Park), the Old #9 Trail and River Road Park Renovations, Veterans Park Plaza and Kinder Park Renovation Projects and numerous other park amenity improvements. As a result of the success of the 2012 plan, an updated Parks and Recreation Master Plan was needed to provide City Council and staff the appropriate vision for continuing to enhance its Parks and Recreation facilities and programs for the next 5 to 10 years.



The parks planning effort aimed to evaluate existing parks and recreation facilities to determine opportunities for improvements and additions, such as identifying new park and facility opportunities to support the recreation needs of Boerne residents. Burditt Consultants, LLC was engaged by the City of Boerne to update the Parks and Recreation Master Plan to address current and future recreation needs and is influenced by stakeholder input. The following approaches were implemented in the development of the master plan:

- Standards-Based Approach – utilizing traditional park standards and evaluation of current trends.
- Demand-Based Approach - utilizing input from staff, Council, the Parks Master Plan Steering Committee, sports leagues, Boerne ISD, Kendall County, the Boerne YMCA, and the residents to identify current and future needs and desires.
- Resource-Based Approach - leveraging available land, natural features, rights-of-way, and city facilities to enhance park and recreation opportunities.



The following studies were undertaken in the development of the master plan:

- Inventory of existing parks and facilities
- Evaluation of available growth and demographic data, trends, and projections.
- Analysis of stakeholder input conducted by the City including survey input, public meeting results, focus group input.
- Identification of Priority Projects
- Development of concepts for new and renovated facilities
- Probable cost estimation for priority projects
- Evaluation of cost impacts per household

Community Values

Through the process of community engagement, certain common community values were expressed and opportunities for demonstrating these values through park development and recreation programming are woven into this planning document.

Existing Parks and Facilities

The overall condition of parks and facilities in Boerne is excellent. A total of 12 developed parks and green space properties are maintained by the Parks and Recreation Department for a range of purposes including programmed activities such as league sports, community events and passive recreation.

The planning process combined stakeholder involvement with on-the-ground evaluation of conditions and sought to identify projects for further study that would maximize the amount of recreation and fulfil as many of the above intentions as feasible. The following projects were identified, and concept drawings were developed along with statements of probable cost.

Priority Projects

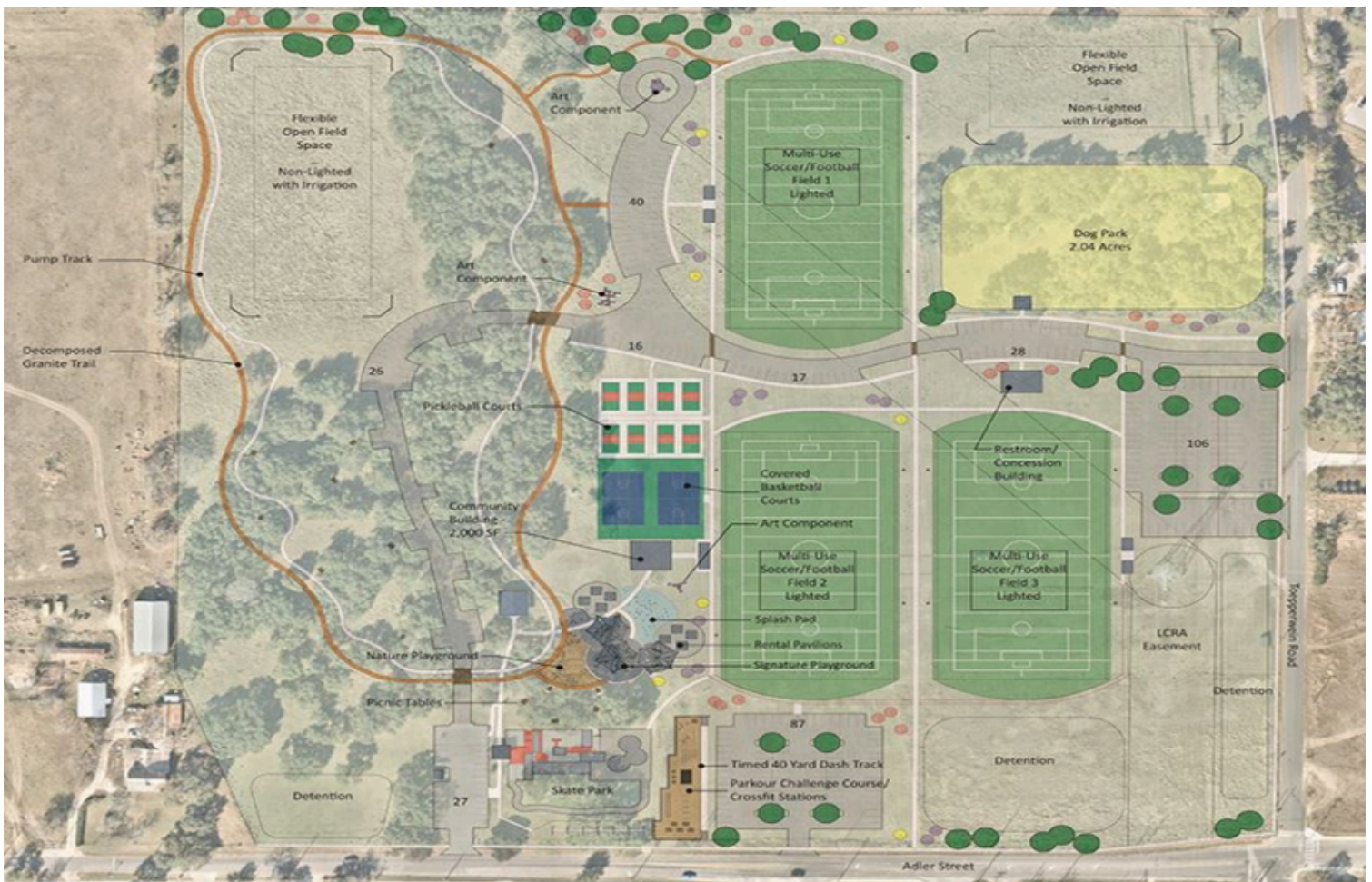
The following Priority Projects have been identified in the City of Boerne Parks, Recreation, and Open Space Master Plan:

Northside Community Park Expansion

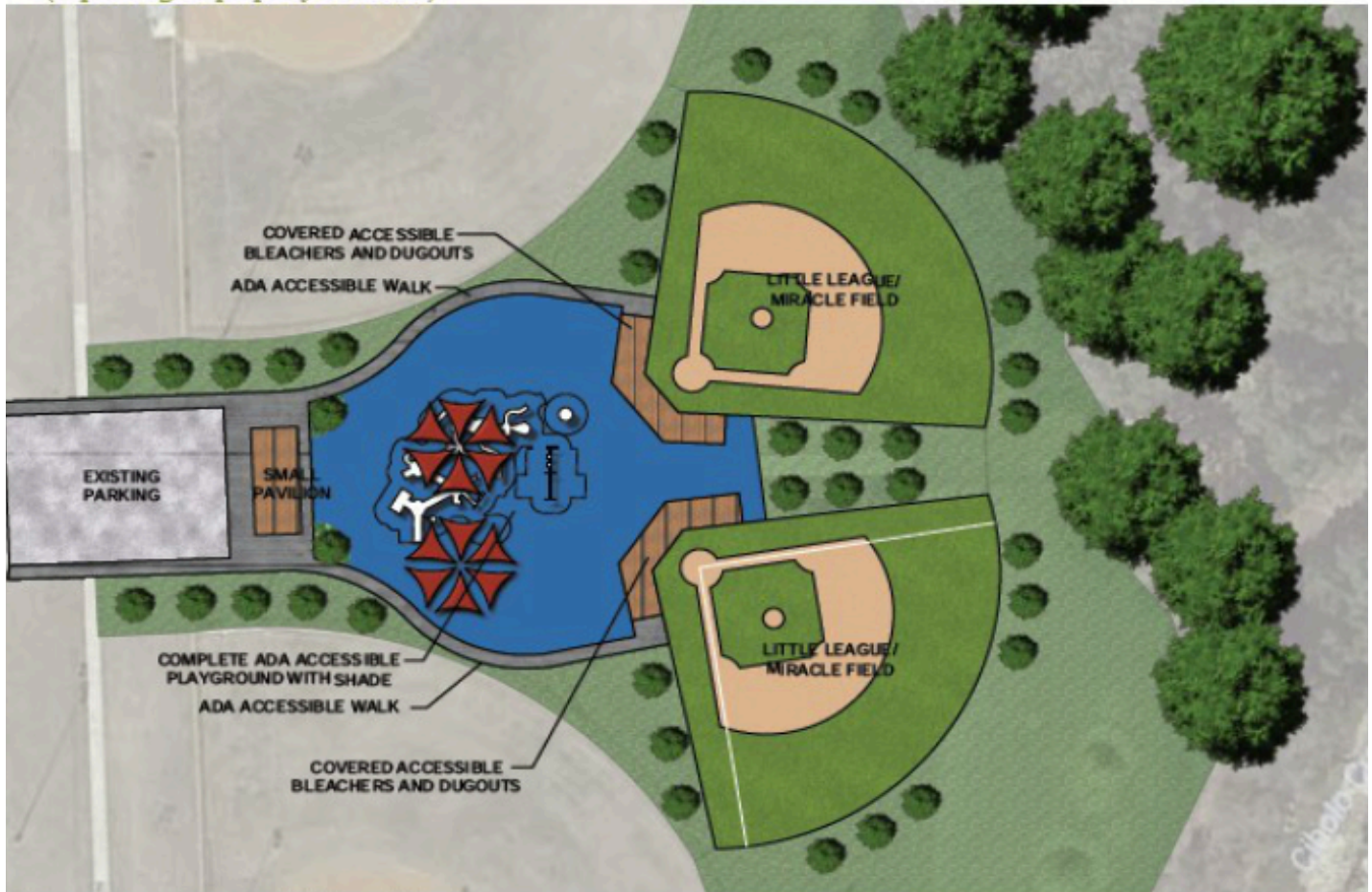
Development of Sports Fields and other improvements

Northside Community Park has the highest potential for immediate expansion of recreation opportunities in Boerne with approximately 36 acres of land available. The City has identified the renovation of this park as the highest priority, and plans to expand sports capacity through development of:

- All-abilities playscape
- Additional flexible open space
- Challenge course
- Community room
- Covered basketball pavilion
- Dog park
- Expanded skate park
- Multi-use soccer and football fields with lights
- Pickleball courts
- Splashpad
- Stormwater features
- Walking trail and pump track



Investment Per Household:
\$42 to \$105 per year
 (depending on property valuation)



Conceptual Site Plan

Not to Scale

Northrup Park

Miracle League fields and playground

The existing T-Ball Fields at Northrup Park are due for renovation, which presents an opportunity for eliminating barriers to play for park visitors with disabilities. The two existing T-Ball fields, along with the surrounding under-utilized shade space, can be transformed into an all-access recreation area complete with two barrier-free baseball fields, playground, and surrounding circulation space. The City has already begun the process of seeking funding sources, with some public and private funds already secured. The concept on the left utilizes the same T-Ball fields, but incorporates poured-in-place play surfaces that eliminate barriers to use by players that use wheelchairs or have other mobility limitations. The surrounding spaces are conceived as an open plaza-like environment with barrier-free play structures for a variety of ages and abilities. Passive areas also utilize the rubberized play surfaces to provide a safe and inviting outdoor recreation environment.

The concept shown above shows the new fields oriented in a different direction than the existing T-Ball fields. This enhances the user experience by locating activity areas near the batter's boxes. An alternative approach using the existing field orientation could be implemented with some cost savings if existing components can be re used such as fencing and lighting.

Boerne Lake Park Improvements

Additions including ADA accessible fishing pier and kayak launch, walking trails, shaded picnic areas, and landscape improvements

Boerne Lake Park is an invaluable resource for the Boerne Parks and Trails System. Offering water access, open space and the capacity for large events makes this park a destination like no other. The online survey indicated that a significant number of residents (19.6% of responses) primarily visit the park on an infrequent basis for events. Taking advantage of the available space requires consideration of the nature of the site. As a flood control structure, the lake periodically overflows into park areas. The proposed amenities are intended to be resistant to occasional inundation.

The concept drawing below proposes an additional playground, picnic shelters, a monument sign, tree plantings landscaping, trails and improved overflow parking. The parking is planned as a grass-paver system that provides a solid surface for vehicle traffic while not increasing flood conditions. Tree islands are planned as mulched, contiguous beds that would assist with traffic control.

Accessible Water Access

Providing access to the lake for visitors with disabilities can be achieved through the use of modern dock systems. Utilizing a combination floating dock with kayak launch would provide ADA-compliant access to the water when paired with a vehicle-pedestrian pathway from the parking lot to the dock.



Conceptual Site Plan
Not to Scale

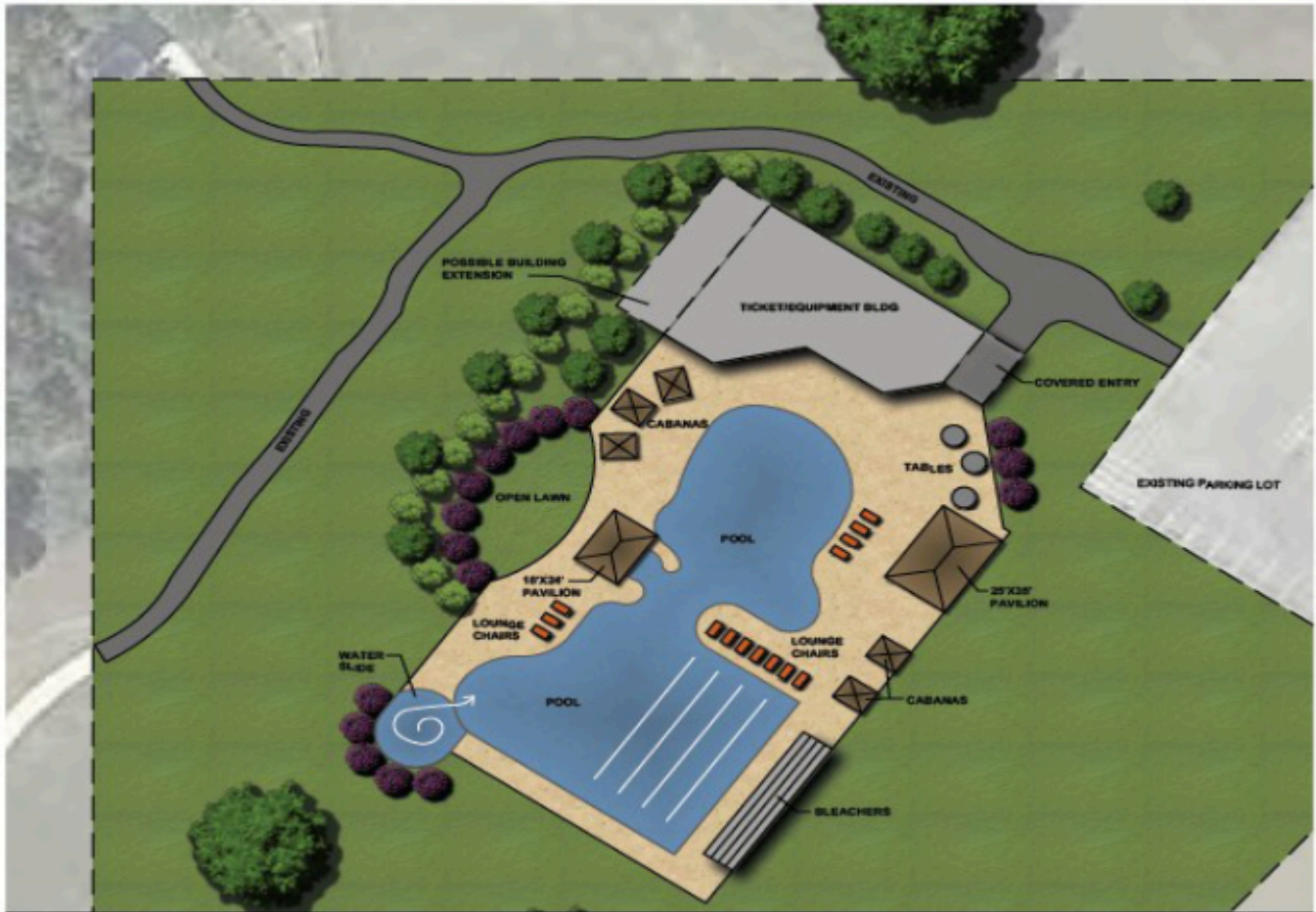
Park Renovation
Investment Per Household:
\$18 to \$44 per year
(depending on property valuation)

Aquatics Opportunities at City Park

Aquatics Option A

City Park Improvements– Pool Complex Renovation

A conceptual plan was developed for the complete renovation of the pool complex at City Park to provide new, modern facilities for all aquatics needs. With a wide range of user groups and needs, the facility would need to provide for competitive swimming and recreational swimming with modern features such as zero-depth entry and spray features. The proposed concept includes complete replacement of the pool and structures with Leisure and Lap Lanes, Zero-Depth Entry (beach) area, Cabanas, Pavilions, Pool House and landscape amenities.



Conceptual Site Plan
Not to Scale



Approximate Investment Per Household: \$75 to \$187 (pool complex option) (depending on property valuation)



- AMENITIES**
- Renovated Pool Facility
 - Renovated Pavilion
 - Cibolo Creek Themed Splash Pad
 - Seat Walls
 - Lawn
 - Seating Boulders



Approximate Investment Per Household:
 \$7 to \$16 per year
 (depending on property valuation)

Conceptual Site Plan

Not to scale

Aquatics Opportunities at City Park

Aquatics Option B

City Park Improvements– Splashpad/Sprayground Option

The City and the Boerne YMCA have been working together on addressing future aquatics facilities through the planned redevelopment of the Civic Center property to become the home of the YMCA facilities including indoor and outdoor aquatics. The City would plan to let this new site served the aquatics needs for Boerne through a partnership that allow residents access to the pool at an agreed-upon rate. At such time that this facility is developed, the City would elect to close the pool at City Park rather than continue operating the dated facility.

Adaptive re-use of the existing pool site could work well for a large splash pad/sprayground facility that would provide an inviting, way for kids to cool off on hot summer days in an attractive landscape that draws inspiration from the nearby Cibolo Creek through selected spray features, orientation, and landscape elements.

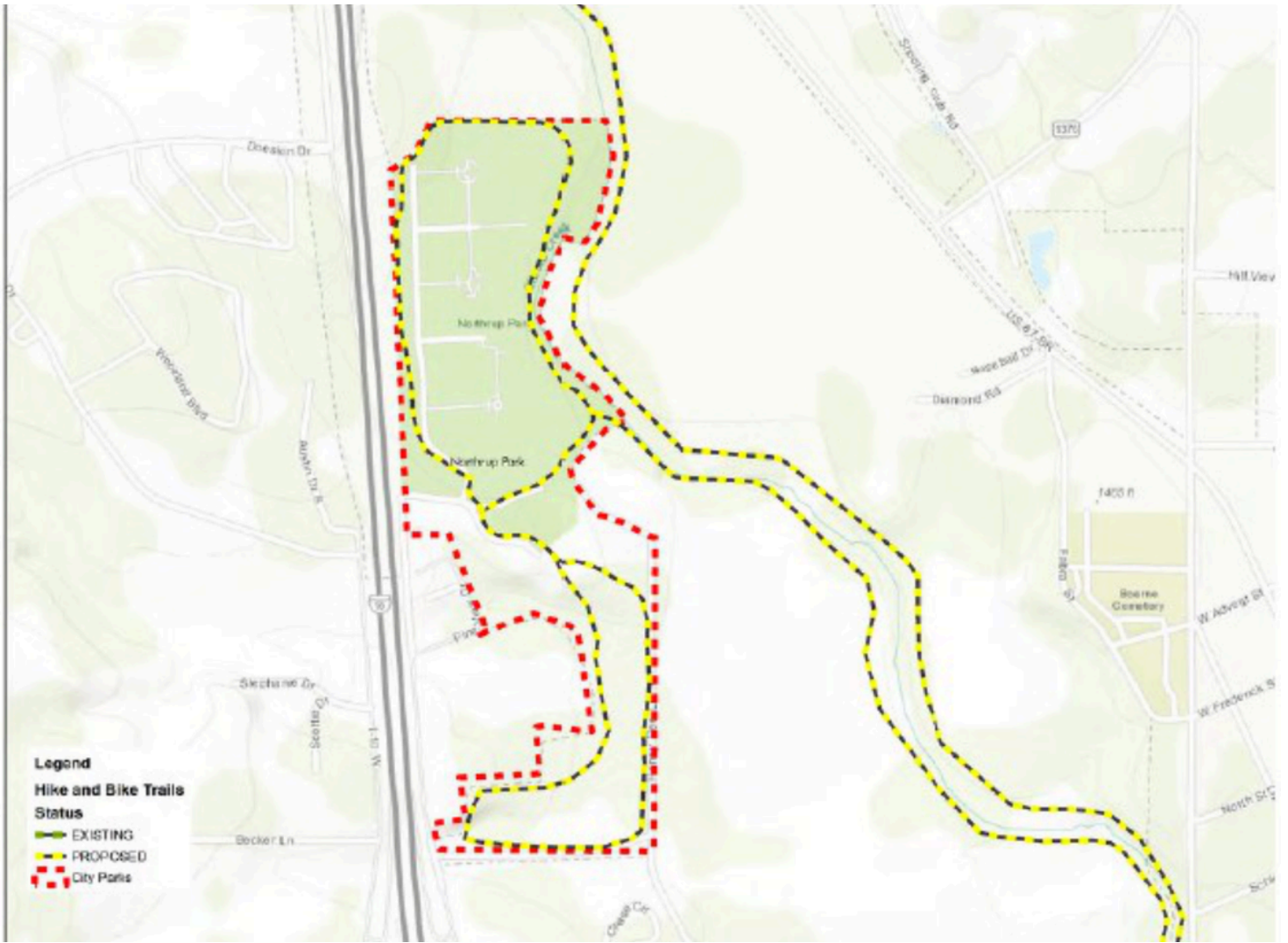
Proposed Off-Street, Multi-Use Trails

Curry Creek Trail Extension from Blanco Rd. to Old No. 9 Trail

The Curry Creek Trail has become a popular north-south route through a section of Boerne, providing a link between Blanco Road and Northside Neighborhood Park. This trail currently serves several subdivisions in the area, but could be maximized by completing the trail south-ward from Blanco Road to Old No. 9. This addition furthers the city-wide goal of developing a complete system of off-street trails that connect parks, neighborhoods and public spaces.



50.2% of survey participants would support additional off-street hike and bike trail development



Proposed Off-Street, Multi-Use Trails

Trails within Northrup Park

Northrup Park is the largest developed park within the system. The property has sidewalks between parking spaces and sports fields, but has no recreational pathways. Development of trails within Northrup Park provides additional draw to the facility and a recreational activity for visitors who are not participating in programmed sports activities. The proposed loop takes advantage of underutilized edges of the property and provides an approximate 2.36 miles of trails within the park.



Waterworks Terrace & Main Plaza

Enhancement to streetscape and landscape, including plaza elements, parking, and water feature

Waterworks Terrace

The Waterworks Terrace, built in 2012, restored the historic City Pool site to an attraction with the new stone masonry, restrooms, and landscaping that retained the original staircase leading down to Cibolo Creek. This proposed concept seeks to honour the traditional theme of “cooling off ” at this site by offering additional landscape elements to create a plaza environment that has the capacity for water-play without detracting from the passive, formal nature of the site. This concept re-works the paving to guide visitors into the lawn area towards the creek. Walks within the terrace include a decorative paving feature with embedded spray nozzles that can be activated for visitors to cool off on a hot day. A pavilion is planned on the north side of the terrace for picnics, gatherings or other activities.

Main Plaza

This concept on the left illustrates an approach to addressing parking needs around Main Plaza and the Waterworks Terrace. The conversion of W. Blanco Rd. to a one-way street allows for an increase from 42 existing parking spaces to a total of 72 spaces. Furthermore, the reduction in width of the roadway creates a more pedestrian-oriented site with accents to paving at the crosswalk leading to the Terrace.

The conceptual site plan below illustrates one way to reconfigure parking in downtown and tying Main Plaza and Waterworks Terrace together into a unified plaza. The roadway width between the two parks has been reduced and replaced with extension of the Waterwork Terrace property and a traffic table installed for increased pedestrian

safety. This concept would substitute reverse angle parking for existing head-in and parallel parking on either side of the plaza. This concept is the preferred concept that was developed in conjunction with adjacent property owners, members of the Boerne Parks Association and city staff.

- AMENITIES**
- Pavilion
 - Enhanced Plaza
 - Shade Trees
 - Fountain Plaza (Splash Pad)
 - Seating
 - Parking Reconfiguration
 - Streetscape Renovation



Conceptual Site Plan
Not to Scale

Approximate Investment Per Household:
\$15 to \$37 per year
(depending on property valuation)

AMENITIES

- Trails
- Pedestrian Bridge
- Picnic Shelters
- Parking

City of Boerne	
Northside Neighborhood Park Improvements	
Opinion of Probable Costs	
	Project Total
	\$186,500.00
Item / Description	Total Costs
Path	\$96,500.00
Trails - 1,330 LF	
Pedestrian Bridge	
Shelter	\$90,000.00
5 Picnic Shelters	
Total Opinion of Probable Costs	\$186,500.00



Park Renovation
Investment Per Household:
\$2 to \$6 per year
(depending on property valuation)

Conceptual Site Plan

Not to Scale

Northside Neighborhood Park

Pathway additions and park expansion to improve access

Sited within Northside Neighborhood Park is the City’s Parks and Recreation Department includes administrative offices and an out-building. While HOA easements bordering the park’s dedicated 8 acres are not delineated by boundaries on the ground, the park manages to function and be experienced as if it is a single park. The Department facilities provide administrative and program offices for staff as well as act as the clearing house for public interaction, bookings, and general information.

Recommendations include:

- Replace the dirt road with an improved surface and small parking area to be used either by staff or users wanting to access the western portion of the property;
- Install a footbridge or pedestrian bridge across the creek, replacing the existing at grade concrete crossing in disrepair;
- Create a walking trail that utilizes natural materials such as mulch or decomposed granite; trail to circulate allowing for a small loop within the wildflower pasture as well as entry and exit at two ends of the loop;
- A number of well-placed small picnic facilities in the open pasture area;
- Educational signage relating to creek side ecosystems, native species of plants and trees, and wildlife habitat.



6. Patrick Heath Public Library Strategic Plan and Activity Plan 2026-2030



LEARNING REPORT

Provided by FAST FORWARD LIBRARIES



The Patrick Heath Public Library (PHPL) launched a strategic planning process in April 2025. As part of the process, the library devoted a significant amount of time listening to community needs and interests to inform and guide the process. The report represents a summary of the data gathered directly and indirectly using various tools and methods from the community, the library’s Board of Directors, and library staff during this phase of the process. Sections in the report include:

- A summary and analysis of findings from a community survey,
- A summary of focus groups and interview findings,
- A SOAR analysis completed by library staff, and
- A facilities assessment.

STRATEGIC DIRECTION 1: Connect the Community to Core Library Services

Goal 1.1 Strengthen Community Engagement and Outreach to Serve More People

Activity

Develop a Partnership Plan

Determine service areas and goals for the new bookmobile

Strengthen partnerships with schools and other local organizations

Goal 1.2 Expand Responsive Programs, Collections, and Services that Support Our Diverse Community

Activity

Add new times for popular programs to help working people and families attend

Lengthen check-out periods for collections

Investigate going fine-free

Increase digital availability of popular titles

Determine needed additions to various physical collections, e.g., survey patrons about their needs, review highest circ collections

Add after-school programming for elementary and high school aged students

Expand patron registration to all service desks

Pursue e-commerce solutions

Expand technology assistance

Add social programming for adults and emerging adults

Goal 1.3 Increase Library Visibility through Creative Communications and Marketing

Activity

Develop a marketing plan and offer regular communications through a variety of methods to reach more people

Market the library's economic value to the community

Better promote services that are currently under-utilized

Support access to reading for all members of the community

Utilize the bookmobile for promotion

STRATEGIC DIRECTION 2: Update Library Spaces for Comfort and Accessibility

Goal 2.1 Expand and Add Spaces to Better Meet Community Needs

Activity
Add more study and meeting spaces
Add floor space in the children’s library for play and “family sprawl”
Add flexible, multi-purpose spaces
Investigate feasibility to expand youth activity room
Explore satellite locations offerings (Fire Station 2 and Bookmobile)

Goal 2.2 Consider Accessibility Needs throughout the Library and Grounds

Activity
Consider expanding vending options and explore food truck access
Improve wayfinding signage
Improve stroller access and pedestrian flow during large outdoor events

STRATEGIC DIRECTION 3: Ensure Staff Professional Development to Confidently Respond to Community Needs

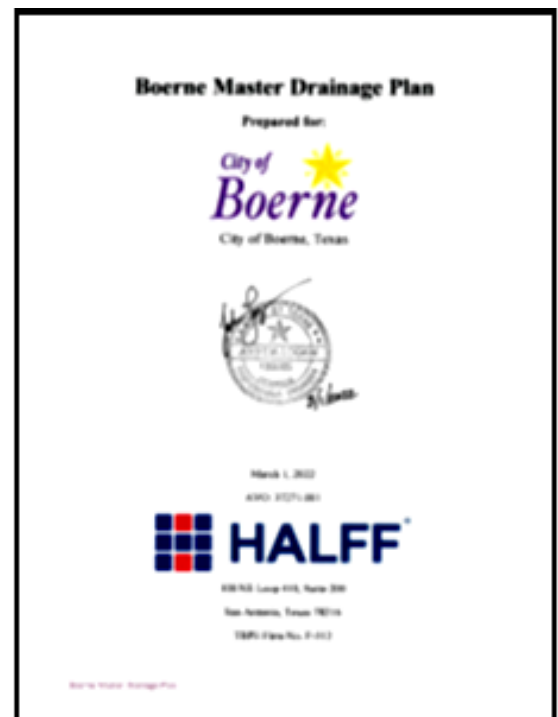
Goal 3.1 Encourage Staff Growth Through Learning and Teamwork

Activity
Staff members have opportunities to attend conferences and learn about national library trends
Provide more opportunities for staff to collaborate on implementing customer focused initiatives
Cultivate positive internal culture and healthy communication



7. Boerne Master Drainage Plan

The City of Boerne contracted with Halff Associates in March 2020 to prepare the Drainage Master Plan (plan) for the City. The scope of work included determination of local floodplains and drainageway protection zones, preparation of City drainage models, identification of drainage issues, development of suggested drainage solutions, determination of method for ranking and categorizing projects, CIP prioritization, preparation of a report for the Drainage Master Plan, and recommendations for funding mechanisms.

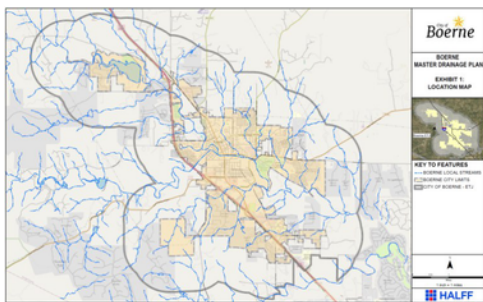


Document Executive Summary

The City of Boerne is a growing community in the Texas Hill Country within the Upper Cibolo Creek Watershed. In 2018, the City of Boerne developed a planning document to serve as a blueprint for future development in Boerne. One of the goals determined within the plan included accommodating anticipated community growth through smart growth principles and strategic investments in utilities while protecting the natural resources and small-town character of Boerne. The development of a city-wide comprehensive drainage plan is one of the action items determined to advance toward achieving that goal.

This Master Drainage Plan addresses several of the key ancillary goals identified in the Comprehensive Masterplan from protecting natural resources, promoting the City of Boerne's distinguished sense of place, and encouraging balanced and sustainable growth.

The major elements provided in this Master Drainage Plan include the following:

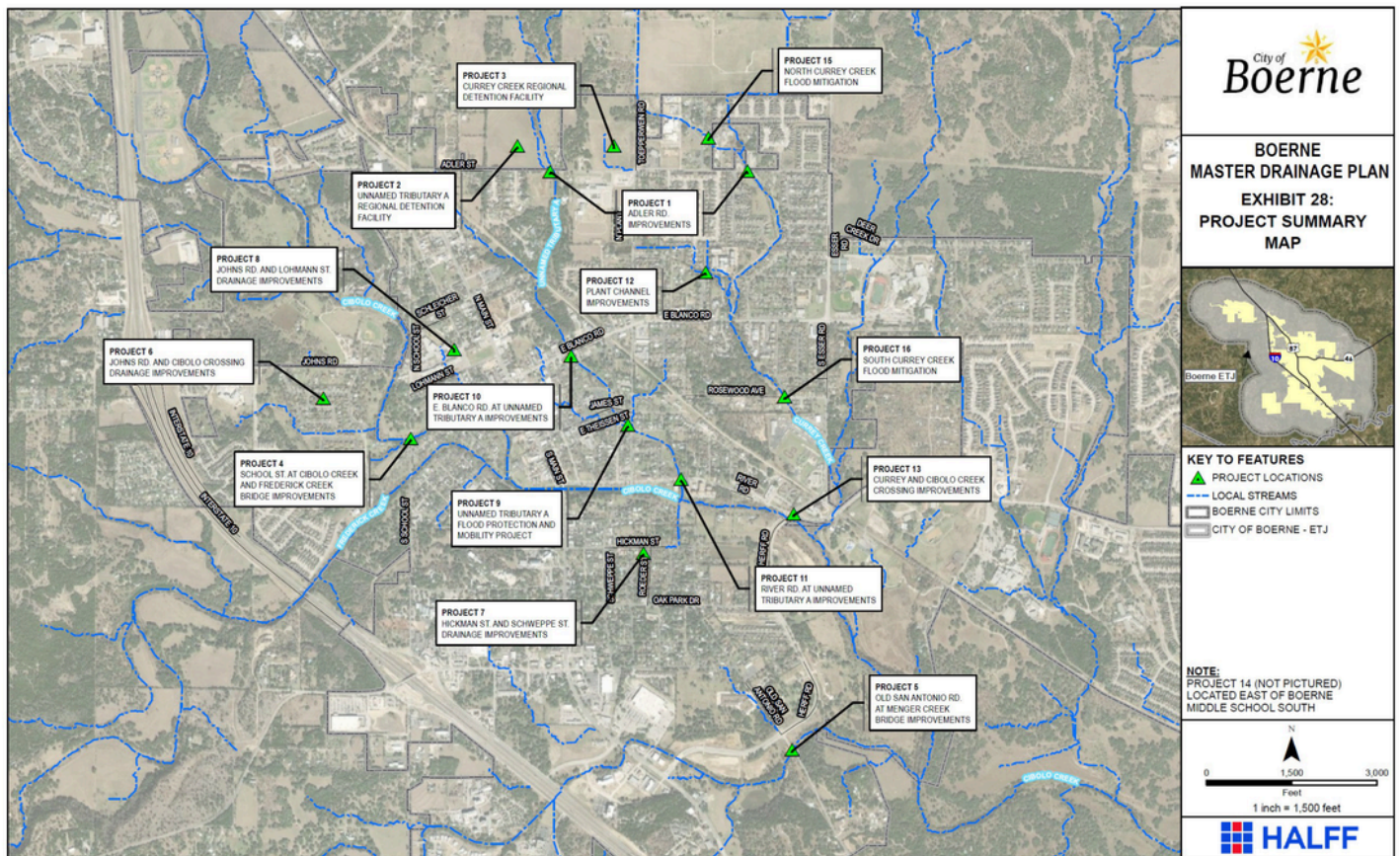


1. **Mapping of Drainageway Protection Zones and Local Floodplains.** Maps and geodata are provided within the Appendix of this report and provide a first level estimate for City staff to use during the development process.
2. **Identification of major flood risk areas.** Halff developed a list of eight (8) major risk areas across the City through three primary mechanisms:
 1. An online-digital public input process
 2. Discussions with City Staff
 3. Halff's analysis of the City's local floodplains
3. **Development of mitigation projects.** The primary goals of the identified projects are to reduce the number of properties in the floodplain and improve roadway safety and mobility. Other major considerations made during project development included preserving or restoring desirable natural features, limiting cost and ensuring the project concepts would not cause any adverse impacts to properties outside of the project limits.
4. **Identification of potential funding mechanisms.** Much of the data and analysis presented within this Master Drainage Plan are needed for many of the common federal and state funding opportunities. A list of potential funding mechanisms for projects identified in this Master Drainage Plan is provided.
5. **Development of a recommended drainage Capital Improvement Program (CIP).** Based on conversations with City staff and the Boerne stormwater Committee Halff developed a short-, medium-, and long-term implementation plan. The implementation plan is a recommendation that is flexible and is likely to be adjusted as funds become available in the future.



The results of the existing conditions flood risk analysis identified 476 structures at risk to flooding during the 100-year storm and several arterials, collectors, and local roadways at risk of flooding during frequent storm events. The projects identified as part of this Master Drainage Plan should remove approximately 67% of the 476 structures from the identified 100-year floodplain and provide 100-year level of service to eight (8) collector/arterial roadways and increased mobility for several other local roadways. The overall project cost identified is \$60.5 million unadjusted for inflation. Projects developed as part of this Master Drainage Plan are conceptual and the costs are subject to change. A list of short-, medium-, and long-term projects is provided within this report and is meant to be flexible as funding becomes available.

A project summary sheet is provided on the following pages.



EXECUTIVE SUMMARY



Total Master Drainage Plan Cost: \$60,500,000

Structural flooding mitigation

Mobility improvement/emergency services

Open space enhancement

PROJECT 1

Adler Road at Currey Creek and Unnamed Tributary A
\$1,700,000

Improved low water crossings along Adler Road to enhance safety and mobility. This project includes street reconstruction, curbs, sidewalks and driveway approaches as needed.



Conditions of low water crossing at Unnamed Tributary A Creek and Adler Road.

PROJECT 2

Unnamed Tributary A Regional Detention Facility
\$7,400,000

Proposed Regional Detention Facility to provide flooding relief to neighborhood streets and properties downstream. Both outdoor recreational and environmental features can be incorporated into the facility.

PROJECT 3

Currey Creek Regional Detention Facility
\$9,400,000

Proposed Regional Detention Facility to provide flooding relief to neighborhood streets and properties downstream. Both outdoor recreational and environmental features can be incorporated into the facility.

PROJECT 4

School Street at Cibolo Creek and Frederick Creek
\$5,300,000

Improved low water crossings at School Street to enhance safety and mobility. This proposed phase includes street reconstruction, curbs, sidewalks and driveway approaches as needed. The proposed structures will be elevated bridges and preserve the riparian area of both Cibolo and Frederick Creeks.



Existing low water crossing at School Street and Frederick Creek.

EXECUTIVE SUMMARY



PROJECT 5

Old San Antonio Street at Menger Creek
\$3,700,000

Improved low water crossing at Old San Antonio Street to enhance safety and mobility. This proposed project includes street reconstruction, curbs, sidewalks and driveway approaches as needed. The proposed structure will be an elevated bridge and preserve the riparian area of Menger Creek.



Conditions of low water crossing at Menger Creek and Old San Antonio Road.

PROJECT 6

Johns Road near Cibolo Crossing Subdivision
\$1,500,000

Proposed storm drain system, erosion protection, and channel improvements to redirect floodwaters away from the Cibolo Crossing Subdivision toward Cibolo Creek.



Existing outfall through two residential properties of drainage area to Cibolo Crossing Subdivision.

PROJECT 7

Schwepe and Hickman Street
\$2,100,000

Proposed storm drain system, erosion protection and channel improvements to redirect floodwaters away from the Old Town Boerne properties toward Cibolo Creek.

PROJECT 8

Johns and Lohmann Street
\$1,800,000

Proposed storm drain system, erosion protection and channel improvements to redirect floodwaters away from the North Boerne Middle School, North Boerne ISD Administration Center and neighboring subdivisions toward Cibolo Creek.

PROJECT 9

Unnamed Tributary A - Subdivision Flood Protection & Mobility Project
\$5,100,000

Proposed channel and low water crossing modifications from River Road to E. San Antonio Avenue along the maintained Unnamed Tributary A channel. The proposed channel will have stone-lined vertical walls and a vegetated channel bottom. This project will increase neighborhood mobility and reduce flood risk for several residential structures.



Existing Unnamed Tributary A between E. San Antonio Avenue and Rosewood Avenue.

EXECUTIVE SUMMARY

**PROJECT 10**
E. Blanco Road at Unnamed Tributary A
\$1,600,000

Improved low water crossing at E. Blanco Road to enhance safety and mobility. This project includes street reconstruction, curbs, sidewalks and driveway approaches as needed. The proposed structure will be an elevated bridge.

PROJECT 11
River Road at Unnamed Tributary A
\$1,400,000

Improved low water crossing at River Road to enhance safety and mobility. This project includes street reconstruction, curbs, sidewalks and driveway approaches as needed. The proposed structure will be an elevated bridge.

PROJECT 12
Plant Channel Improvements
\$1,300,000

Improved conveyance along the tributary of Currey Creek from Plant Avenue to Currey Creek in areas to improve existing flow capacity. This project will reduce flood risk to the subdivisions along Plant Avenue.

PROJECT 13
Herff and Esser Road Improvements
at Currey and Cibolo Creek
\$15,300,000

Improvements to the intersection at Herff and Esser Road. This project includes building a new bridge along Cibolo and Currey Creek, significantly raising the intersection elevations at Herff and Esser, and constructing local conveyance improvements.



Existing bridge crossing at Cibolo Creek and Herff Road.

PROJECT 14
East Boerne Regional LID
\$700,000

Construct an inline extended detention facility and trash rack to provide water quality benefits to the urbanized tributary of Cibolo Creek and properties downstream of Scenic Loop Road.



Location of proposed inline extended detention basin to limit downstream sedimentation and floatables transferred downstream.

PROJECT 15 **Bluebonnet Circle Drainage Improvements**
\$700,000

Improved low water crossings along Bluebonnet Circle to enhance safety and mobility. This proposed phase includes street reconstruction, curbs, sidewalks and driveway approaches as needed. The proposed structures will be elevated reinforced concrete boxes and will require some channel modifications to the existing drainageway.

PROJECT 16  **Currey Creek Channel Improvements**
\$1,500,000

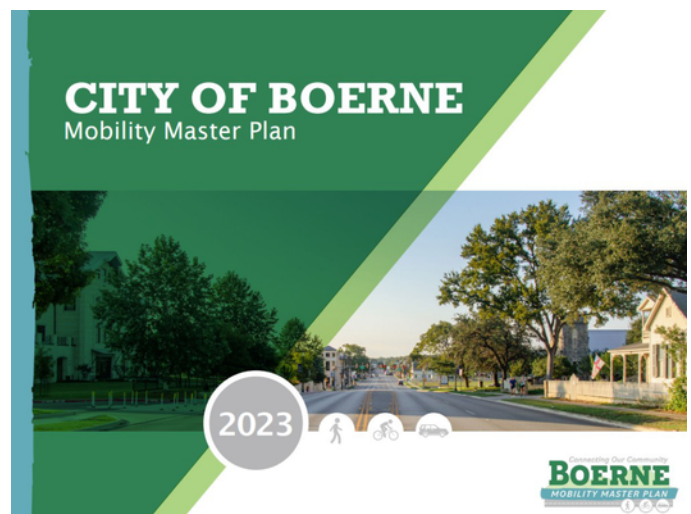
Construct channel modifications along the Currey Creek from Blanco Road to just upstream of Esser Road, and provide bankfull channel for low flow channel restoration. This project will reduce flood risk to the subdivisions along Currey Creek between East Blanco Road and Esser and provide an opportunity to extend the Currey Creek Trail system.





8. Boerne Mobility Master Plan

The Mobility Master Plan (MMP) is a long-range plan that seeks to create a safer, more accessible, and more efficient transportation network that improves the quality of life for Boerne residents. This plan includes the collaboration of a variety of jurisdictions and organizations as well as an extensive public involvement process used to identify transportation goals, future projects, and policies as the City of Boerne continues to grow. The MMP process used alternative scenarios to plan for capital projects to be implemented within the next 10-15 years in Boerne. This MMP report documents the development process, outlines the goals and projects identified as a result, details recommended policies as well as serves as an implementation plan for future development.



Intersection Improvement Projects

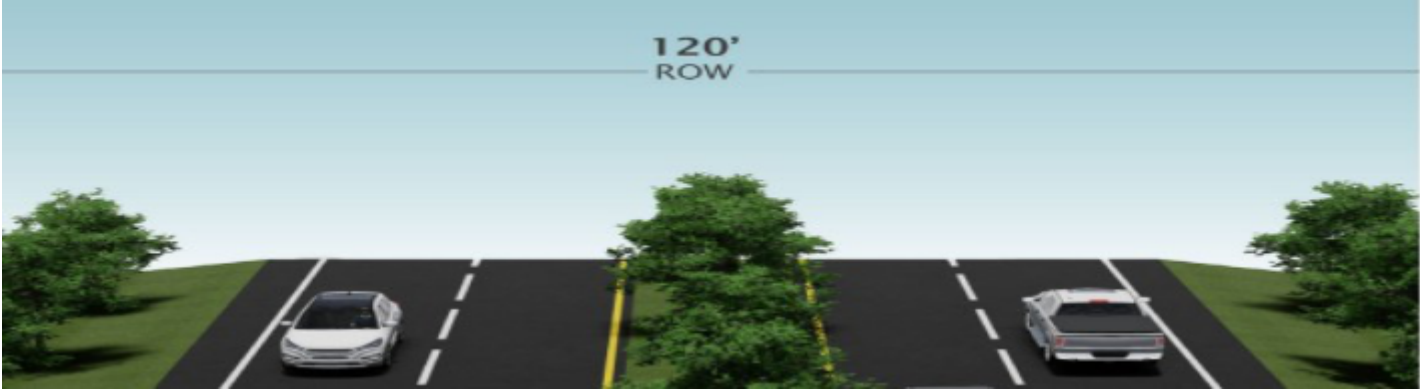
As part of the Mobility Master Plan, sixteen of the City’s core intersections were studied and evaluated to determine where the greatest needs exist in combination with the feedback received from the community at Open House I. Based on this evaluation, a total of 20 intersection improvement projects that are anticipated to improve operations were developed and prioritized for inclusion in the plan. Criteria for prioritizing intersection improvements was divided into five categories: Existing Intersection Conditions, Intersection Improvements, Feasibility, Cost and Community Feedback. Each category was weighted based on priority as indicated by input received from the community during the Priority Pyramid activity. Within each category, performance measures were established to evaluate and prioritize projects based on their degree of impact and ability to align with the needs and desires of the community.

Intersection Project Rankings				
Rank	Project Name	Score (Max. of 100)	Priority	Cost
1	River Road & Herff Road/Esser Road Turn-Lane Improvements (Short-Term)	98.50	High	\$150,000
2	River Road & Herff Road/Esser Road Intersection Improvements (Long-Term)	81.75	High	\$5,000,000
3	Main Street & River Road Intersection Improvements	74.00	High	\$350,000
4	Charger Boulevard & SH 46 Turn-Lane Improvements	72.63	High	\$400,000
5	Main Street & Blanco Road Traffic Signal Improvements	68.25	High	\$50,000
6	Main Street & Bandera Road Intersection Improvements	65.25	High	\$50,000
7	Scenic Loop Road & Cascade Cavern Traffic Signal Installation (Committed)	62.00	Committed Project	
8	Sisterdale Cutoff & Adler Street Intersection Improvements (Short-Term)	59.13	Medium	\$700,000
9	Main Street & School Street Roundabout - Paired with Project #1-L	58.50	Medium	\$5,000,000
10	Old San Antonio Road & Herff Road Intersection Improvements	58.25	Medium	\$500,000
11	Sisterdale Cutoff & Adler Street Roundabout (Long-Term) - Paired with Project #2	56.25	Medium	\$3,000,000
12	School Street & Johns Road Roundabout	51.75	Medium	\$1,500,000
13	Old San Antonio Road & Cascade Cavern Roundabout (Committed)	46.25	Committed Project	
14	Copper Creek/Esperanza Boulevard & SH 46 Intersection Improvements	45.38	Low	\$50,000
15	Esser Road & Adler Street Roundabout (Long-Term)	45.38	Low	\$1,500,000
16	Esser Road & Adler Street Turn-Lane Improvements (Short-Term)	45.13	Low	\$150,000
17	Main Street & Herff Road Turn-Lane Improvements	45.00	Low	\$200,000
18	Esser Road & Blanco Road/Bentwood Drive Roundabout (Long-Term)	43.00	Low	\$2,000,000
19	Esser Road & Blanco Road/Bentwood Drive Traffic Signal Improvements (Short-Term)	42.63	Low	\$25,000
20	Main Street & Johns Road Turn-Lane Improvements	33.88	Low	\$200,000

Roadway Enhancement Projects

While the interstation improvement projects provide an opportunity to improve efficiency within the City of Boerne, roadway enhancement projects provide further opportunity to alleviate congestion, reduce travel times, and improve safety. Traffic data and historical crash data were obtained for key roadways within Boerne to identify roadways that were overutilized as well as those that could be better utilized to navigate throughout the community. A total of 18 roadway enhancement projects were developed and prioritized for inclusion in the Mobility Master Plan.

Roadway Enhancement Project Rankings				
Rank	Project Name	Score (Max. of 100)	Priority	Cost
1	School Street Corridor Study	65.88	High	\$500,000
2	Old San Antonio Road Widening	64.00	High	\$6,750,000
3	River Road Corridor Study	62.63	High	\$500,000
4	Scenic Loop Road Widening	61.76	High	\$2,700,000
5	Johns Road Widening	61.41	High	\$3,900,000
6	Adler Street Widening	59.26	Medium	\$6,300,000
7	Main Street Corridor Study	57.60	Medium	\$500,000
8	W Blanco Road Reconstruction	56.66	Medium	\$500,000
9	Cascade Cavern Widening	55.05	Medium	\$1,350,000
10	Upper Cibolo Creek Road Widening	54.02	Medium	\$2,025,000
11	W Kronkosky Street Reconstruction	52.59	Medium	\$500,000
12	Parkway Drive Reconstruction	50.73	Medium	\$500,000
13	Ranger Creek Road Widening	49.92	Low	\$3,000,000
14	N Shooting Club Road Reconstruction	48.52	Low	\$1,000,000
15	Coughran Road Realignment and Widening	45.85	Low	\$2,250,000
16	Cascade Cavern Improvements	45.42	Low	\$500,000
17	Esser Road Restriping	44.19	Low	\$100,000
18	Johns Road Realignment and Widening	42.87	Low	\$6,750,000



Bicycle and Pedestrian Projects

A total of 86 bicycle and pedestrian projects were identified as part of the Mobility Master Plan and prioritized by evaluating connectivity and safety. These criteria were weighted to reflect community needs and project goals to ensure that projects with the most impact are ranked highest.

Bicycle & Pedestrian Project Rankings				
Rank	Project Name	Score (Max. of 70)	Priority	Cost
1	South Main St at River Rd Sidewalk Reconstruction	62.75	High	\$10,650
2	Johns Road Shared Use Path	52.75	High	\$544,000
3	Esser Road Shared Use Path	51	High	\$667,000
4	Old No. 9 Greenway Connection	43	Medium	\$319,500
5	Cibolo Creek Trail Extension 1	40	Medium	\$370,500
6	South Plant Ave Bike Lane	37.75	Medium	\$45,600
7	Old No. 9 Greenway Extension 4	36.75	Medium	\$55,500
8 (Tie)	Rosewood Ave Bike Lane	34.75	Low	\$121,000
	Old No. 9 Greenway Extension 2	34.75	Low	\$319,500
10	Cibolo Creek Trail Extension 3	34.25	Low	\$45,000
11	Currey Creek Trail Extension 1	34	Low	\$786,000





CITY OF BOERNE

Arts & Culture Strategic Plan



9. Arts & Culture Strategic Plan



The Arts & Culture Strategic Plan, adopted in late 2024, offers the City direction with planning and decision making regarding arts and culture as drivers of economic development, safety, and preservation of local history and heritage. The Arts & Culture Strategic Plan will be primarily utilized by the City to guide decision making in the years to come. Individuals and cultural organizations can use the Plan to help guide their planning efforts, as well as highlight how their goals align with the Plan. The City’s Arts and Culture Strategic Plan is the result of a thorough community engagement process and builds upon previous City outreach, such as the citizen survey.

Important Recommendations that came from the plan include:

Recommendation 1. Promote local arts and culture



Boerne has many existing arts and cultural assets and would benefit from City support and promotion.

1-1. Highlight local arts and culture in City marketing

Highlighting arts and culture in marketing materials would demonstrate how vibrant the community is, underscore to residents how integral the arts are to preserving Boerne's Main Street and small town feel and draw more tourism to the city.

Highlighting local arts and culture might look like:

- Spotlighting local arts and culture practitioners and organizations in City marketing;
- Providing residents regular updates on City arts and culture initiatives, including on historic preservation efforts;
- Installing banners on Main Street highlighting local art and culture; and
- Highlighting arts and culture in sample itineraries, such as a public art walk that also calls out local businesses, as well as a food and beverage crawl that prompts visitors to tour public art and placemaking.

1-2. Strengthen arts and culture representation in Community Calendar

The Community Calendar is already a great resource for community events in Boerne. Highlighting arts and cultural activities developed by local organizations in this calendar offers more exposure for these events.

Activating the Community Calendar through arts and culture might include:

- Identified dates when the Amphitheater is available for community use;
- A clear process for submitting information;
- Regular calls for information to include cultural arts organizations and community groups;
- Coordination of efforts with the Parks and Recreation Calendar, Visit Boerne and local newspapers; and
- Features of arts and cultural organizations or initiatives monthly or seasonally.



1-3. Explore art and culture as economic drivers

Arts and culture can encourage economic activity. For example, individuals attending an event at a theater might go to dinner at a nearby restaurant before a show. For more information on how arts and culture can serve as economic drivers, see Appendix C.

Examples of exploring arts and culture as economic drivers include:

- Assess how many businesses on Main Street feature visual and performing art to identify the current role of art and culture among downtown businesses;
- Feature performances and exhibits held at local businesses on the Community Calendar to raise awareness;
- Analyze the economic impact of the arts in Boerne; and
- Consider participating in an upcoming Arts & Economic Prosperity study with the Americans for the Arts.

1-4. Integrate art and culture throughout City plans

City planning initiatives that integrate arts and culture could create more opportunities for Boerne residents to enjoy arts and culture. For more information on how existing City plans already address, or impact, arts and culture, see Appendix B.

Integrating arts and culture into City plans may look like:

- Working with City departments to identify initiatives where arts and culture are especially relevant and bolster the role of the cultural arts within those efforts;
- Improve safety and walkability through functional design, such as asphalt art on pedestrian crossings;¹
- Adding new and welcoming points of entry that integrate unique public art and functional design; and
- Using this plan to support existing and future City plans.

Recommendation 2. Celebrate Boerne's history and heritage through placemaking



Boerne has a rich history that deserves to be celebrated. The following objectives offer methods of highlighting the City's history and heritage.

2-1. Develop City-wide signage program of local history

Aesthetic signage reflecting Boerne's history and heritage at historically significant locations would demonstrate to residents and tourists that Boerne values its history. This is also an opportunity to involve the community in highlighting what stories and locations are important to them. Note that signage should still reflect Boerne's culture and tie into other wayfinding and signage throughout the city.

Examples of signage that highlights Boerne's history could include one, or a series, on the following topics:

- German heritage;
- Indigenous people to the region;
- Boerne's role as a refuge for European intellectuals;
- Boerne's status as a sanctuary for urban dwellers;
- Agriculture; and
- Native plants and wildlife.

2-2. Use art and culture to draw residents and tourists to Main Street

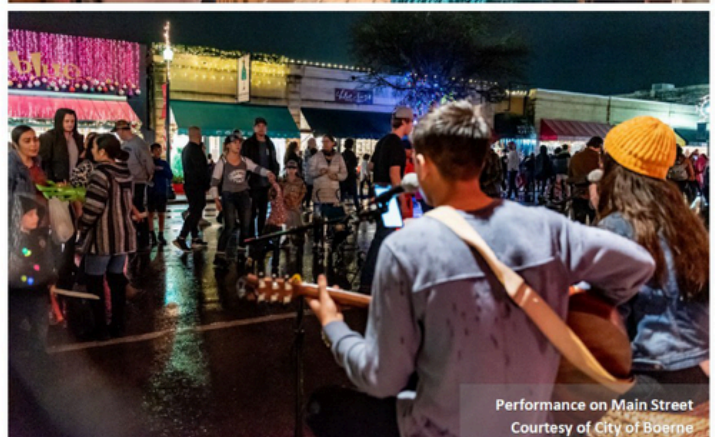
This is an opportunity to tie arts and culture into current urban planning initiatives such as the Urban Corridor Design Guide to provide a function of providing guidance and direction while adding to City aesthetics.

Arts and culture-related strategies that could draw residents and tourists to Main Street include:

- Directional sculptures and murals at key intersections to identify the direction towards Main Street;
- Installing public art to attract residents and visitors to key locations;
- Organizing events, such as an arts festival, to encourage movement on foot along the street;
- Continuing to revitalize historic buildings through preservation efforts; and
- Adding and updating decorations to Main Street structures seasonally to celebrate holidays, changing seasons, community events, etc.

Examples of placemaking:

- Small statues being placed on sidewalks in different neighborhoods of a city, each painted to reflect the unique identity of the area;
- Artists being invited to transform a busy city block into an art space by painting murals on the side of buildings;
- An overgrown park becoming a place for garden clubs, chess games, little-lending-libraries, live music and public art;
- An abandoned parking lot being transformed into a basketball court, outdoor drive-in movie venue or Farmers Market;
- An empty lot becoming revitalized through a community garden; and
- An unused lawn of a public building reimagined as a community gathering space by setting up picnic tables and inviting local food trucks.



2-3. Support the City of Boerne Fire Department in displaying artifacts of resident service

The City of Boerne Fire Department is invested in highlighting the history of citizen service through art and culture.

Supporting the Fire Department in this goal may look like:

- Preserving historic engines, objects and archives;
- Installing glass windows on facilities to ensure pedestrians on Main Street can view at least one historic engine; and
- Organize open house events that showcase historic engines, objects and archives through interactive activities.

2-4. Activate parks and trails through functional design and public art that emphasizes place

Keen Independent found that 74 percent of virtual workshop survey participants would like to see more arts and culture in parks and trails. Integrating arts and culture in parks and trails may include:

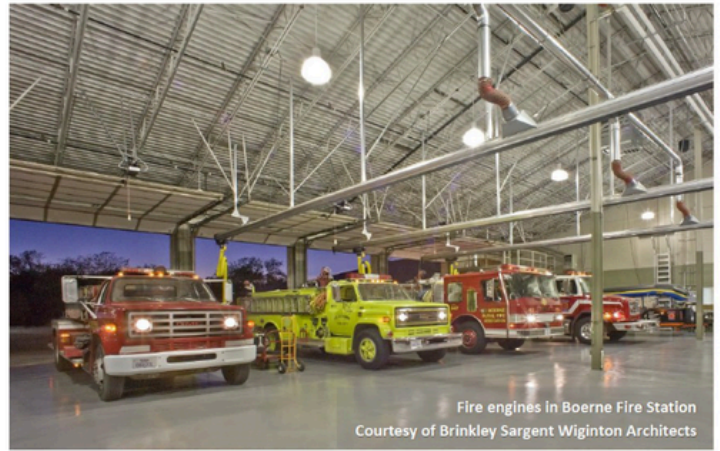
- Ensuring that each park and trail has a unique identity through intentional signage, design elements and public art;
- Installing temporary artwork on fences, such as textile and printed signs to activate walls;
- Incorporating functional art and design into equipment and amenities such as benches, shade structures, and creative play equipment and exercise stations; and
- Introducing shaded structures, such as pavilions, to support

2-5. Approach agriscience as an element of Boerne's culture

Boerne is rich in agricultural history. The AgriCultural Museum & Arts Center contains a blacksmith shop, a woodworking shop, a pioneer house, a wagon house and many outdoor and indoor exhibits that showcase antique farm machinery and implements. Boerne Independent School District (BISD) operates an Ag Barn and Animal Science Center. There is ample opportunity to celebrate agriscience as a key component of Boerne's culture.

Approaching agriscience as an element of Boerne's culture may look like:

- Encouraging partnerships between the AgriCultural Museum & Arts Center with BISD to highlight agriscience continuity;
- Collaborating with community partners to streamline initiatives related to agriscience;
- Featuring agriscience in City marketing materials;
- Installing functional design, such as a bench or a shading structure, with relevant motifs at key locations to highlight agriscience;
- Updating and developing City-wide events to highlight agricultural heritage and science; and
- Enhancing amenities to host agricultural and events.



Fire engines in Boerne Fire Station
Courtesy of Brinkley Sargent Wiginton Architects



River Road Park
Courtesy of City of Boerne



Painting a Fresco at the AgriCultural Museum & Arts Center
Courtesy of City of Boerne



Performance at the Patrick Heath Public Library Amphitheater
Courtesy of City of Boerne

Recommendation 3. Participate in partnerships



We are stronger when we work together. Build new and enhance existing partnerships through the following objectives.

3-1. Support schools in arts and cultural efforts

Supporting children's talent and appreciation for arts and culture could encourage their future support and investment in arts and culture. In addition, demonstrated City support of students' creative works could deepen the students' connection with the Boerne community.

Supporting schools in arts and cultural efforts may include:

- Featuring student talent and artwork at City facilities and events;
- Highlighting career development opportunities, such as mentorships, internships and scholarships;
- Including student performance groups at City events; and
- Explore expanding BISD facilities to serve both students and the broader Boerne community.

3-3. Explore opportunities to collaborate with local nonprofits

Maintaining an open dialogue with local nonprofits is a key ingredient to collaboration, sharing resources and ensuring mutual success. Local nonprofits typically have connections with parts of the community that a City may not, and they could be a great means for gathering feedback and making connections with those community members to better ensure that City initiatives reflect the needs of all Boerne residents.

Collaboration with local nonprofits may look like:

- Engaging local arts and cultural organizations in more events and initiatives that are organized by City;
- Coordinating event dates so that City and nonprofits do not encounter scheduling conflicts and are not forced to compete for audiences;
- Maintaining and updating an inventory of local nonprofits to ensure all active arts and culture nonprofits are engaged;
- Holding networking/mixer/listening events for arts and cultural entities and individuals to get together, network, exchange ideas and maintain open and regular dialogue;
- Highlighting City resources available to local nonprofits and directing communication about these resources to them; and
- Contacting representatives of local nonprofits that serve diverse communities for feedback on arts and cultural initiatives during the planning stage.

3-2. Consider ways to bolster preservation efforts through the Historic Landmark Commission

The City of Boerne Historic Landmark Commission plays several important roles in the city, including reviewing applications for historic landmark designation and making recommendations to the Planning and Zoning Commission pertaining to the Historic District. Highlighting the Commission's role and scope can inform Boerne residents and community members of current and planned preservation efforts.

The City can bolster preservation efforts through:

- Highlighting role and current projects of the Historic Landmark Commission in marketing materials;
- Encouraging local newspapers to regularly provide updates on historic preservation in Boerne and the activities of the Historic Landmark Commission;
- Training Commissioners in outreach and resident engagement; and
- Maintaining a process for receiving and responding to resident feedback.

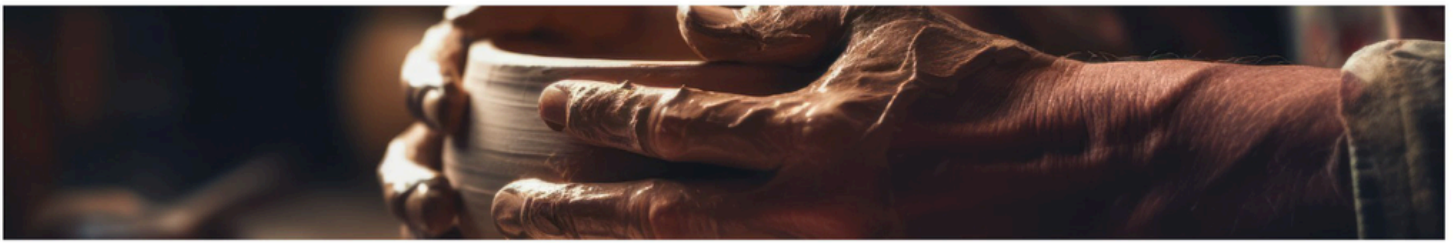


Yoga class on the Main Plaza
Courtesy of Boerne Parks and Recreation



Boerne Village Band
Courtesy of City of Boerne

Recommendation 4. Develop policies and procedures related to arts and culture



4-1. Create an Art in Public Places Policy

An Art in Public Places policy can provide guidance on what is considered public art, how pieces are commissioned and deaccessioned and how to maintain the collections through conservation planning. Having a formal policy in place is necessary to the City's role as a steward of municipal collections.

An Art in Public Places Policy should include:

- Definition of public art that includes genres beyond murals and sculpture, and which differentiates between murals and commercial signage;
- A streamlined and transparent decision-making process that involves opportunity for community members to provide input;
- Language that addresses support for the commission of projects by local artists;
- Sustainable funding mechanisms for art in public places; and
- Guidelines for conservation planning.

4-3. Develop curatorial guidelines

The literature review of City plans in Appendix B shows that public art and functional design are integral to the City's long-term planning. The Urban Corridor Design & Enhancement Guide, for instance, proposes a tactic for presenting Boerne's unique identity through the deployment of a "kit of parts," which includes landscape, hardscape, lighting, art and artifacts, and messaging.² Developing curatorial guidelines will ensure that the art and artifacts featured in the "kit of parts" are appropriate to each location, representative of Boerne's rich history and local talent, and varied to ensure that the art is unique and inspiring.

Development of curatorial guidelines should include:

- Cataloging existing installed art and artifacts by medium, subject, material and artist background to ensure variety in collection and across the city;
- Considering if an artwork is appropriate for the location;
- Designing parameters, such as scale or subject matter, for artists on commissions while remaining open to artistic interpretation;
- Requiring artists to submit a conservation plan as part of their commission; and
- Including a community review process on select projects (see Appendix D for more information).

4-2. Identify City facilities for displaying public art

Public art, which includes performance and craft, can be installed, or experienced, outdoors or indoors. Identifying City facilities for public art can activate unused space and expose staff and community members to local talent and culture while going about their day, such as working or running errands.

This recommendation might include:

- Assessing existing facilities for their potential to display and showcase public art;
- Collaborating with the Patrick Heath Public Library to coordinate public art initiatives;
- Conducting a feasibility study of facilities that may benefit from updating or renovation;
- Ensuring public art in City facilities is accessible to residents and visitors both in terms of physical accommodation and messaging; and
- Planning displays at least two years in advance to ensure time to engage community leaders as appropriate.



Athena's Prayer by James Muir
Courtesy of City of Boerne

Recommendation 5. Plan for the future



5-1. Consider developing a Public Art Master Plan

As the City continues to develop its public art collection, a Public Art Master Plan can serve as a guiding framework for future growth. The City can develop this Plan internally or hire a consultant.

An impactful Public Art Master Plan will involve a(n):

- Evaluation of existing collections management, including assessing condition of artwork and efficacy of any policies and procedures;
- Robust stakeholder and public engagement using mixed methods not limited to interviews and focus groups, a survey and public meeting; and
- Review of existing and possible funding mechanisms for public art.

5-3. Explore possible district designations in Boerne

Boerne's Historic District was designated by City Council to protect and preserve the historical, cultural and architectural character of the district. During the planning process, some stakeholders and community members stated an interest in one day establishing a Cultural District in Boerne that would eventually be eligible for funding and grants through the Texas Commission on the Arts.

The City can explore possible district designation by:

- Identifying benchmark cities with one or more designated cultural districts and researching how designation has impacted the community;
- Asking residents whether there is an interest in district designation as part of the 2026 Community Survey;
- Establishing the district, if there is resident support; and
- Pursuing the process for State recognition of the district.³

5-2. Identify sites for arts and culture amenities and events

Throughout the planning process, Boerne residents and community members stated that spaces for arts and culture foster community, encourage entrepreneurship and attract businesses and visitors.

The City can identify sites for arts and culture amenities and events by:

- Conducting one or more feasibility studies to assess possible sites;
- Considering which locations can contribute to walkability and safety if arts and cultural amenities were introduced;
- Engaging residents to gather feedback on preferred sites, such as through a survey or as part of local elections; and
- Supporting local business owners who are interested in showcasing arts and culture by offering incentives and maintaining an accessible process for obtaining permits for murals, for instance.



Main Street
Courtesy of Film Boerne



Cibolo Trail
Courtesy of Film Boerne



5-4. Develop sustainable funding sources for arts and culture

Sustainable funding is a key component for a thriving art and cultural ecosystem. The City can develop sustainable funding sources for arts and culture by:

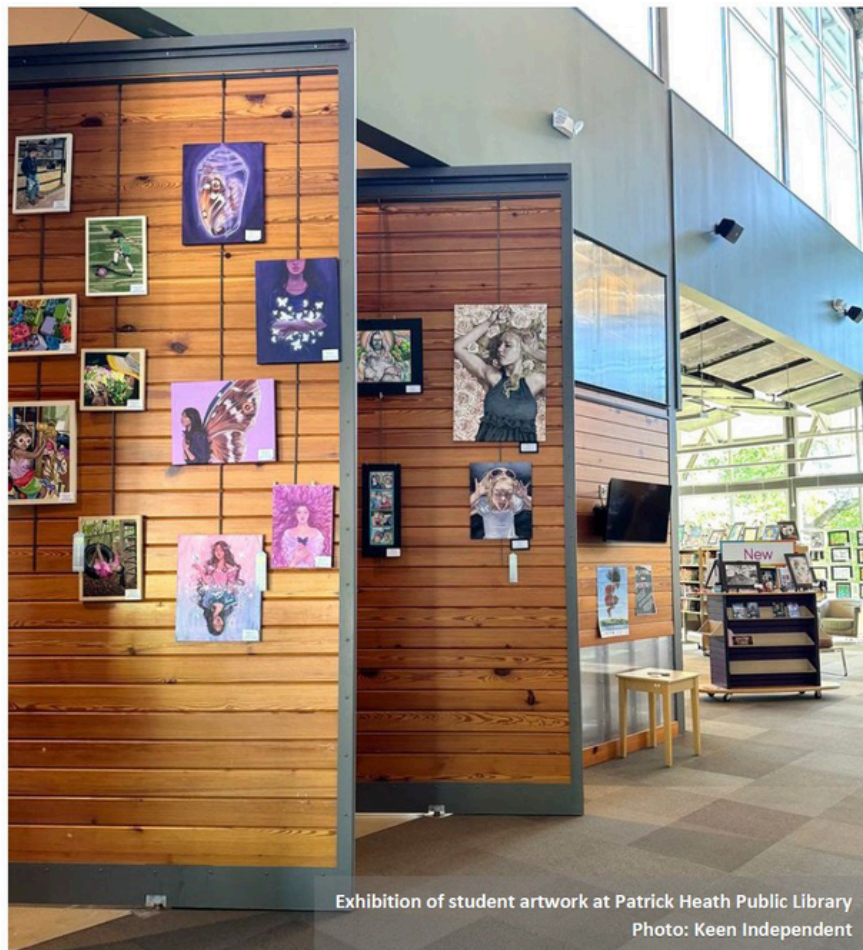
- Assessing existing available funding sources;
- Considering restructuring existing taxes, such as the Hotel Occupancy Tax, and directing a portion towards arts and culture;
- Encouraging local nonprofits to conduct a philanthropic study to identify potential for cultivating arts patrons; and
- Explore introducing a percent for art program, where a City capital construction project costing more than \$250,000 contributes up to one percent of the cost of the project to go towards a public art fund.⁴

5-5. Identify an Arts and Culture Administrator to coordinate City arts and cultural initiatives

As the City continues to expand its arts and cultural offerings and Boerne increasingly becomes a cultural hub of the greater Texas Hill Country region, identifying an Arts and Cultural Administrator could streamline City arts and cultural initiatives.

An Arts and Culture Administrator would serve as a:

- Coordinator for all City arts and cultural initiatives;
- Contact person regarding all City arts and cultural initiatives for Boerne residents and community members; and
- Staff liaison to the Arts and Culture Board or Commission, if the City forms such a Board or Commission.



Exhibition of student artwork at Patrick Heath Public Library
Photo: Keen Independent



2026 City of Boerne Master List of Projects

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.

MP Action # or Document	Action Recommendation	Master Plan Goal	Document	Budget Required Task?	Goal Completion Timeframe	Legal/Regulatory Obligation?	Strategy Map Alignment	CM Report Category	Action Owner	Estimated Cost	Project Start	Completion Date	Current Status	Comments
1.3.11	Determine present conditions of downtown North Main utility infrastructure; create a program for improvements to allow for economic development opportunities.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	BELT	TBD	TBD		Not Started	Staff has had discussions on potential incentive program. Program would potentially include grant or reimbursement on utility bill for infrastructure upgrades.
DMP	Johns Road near Cibolo Crossing Subdivision	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Schewepe and Hickman Street	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	E. Blanco Road at Unnamed Tributary A	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Currey Creek Regional Detention Facility	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Johns and Lohmann Street	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Unnamed Tributary A - Subdivision Flood Protection & Mobility Project	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Plant Channel Improvements	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	East Boerne Regional LID	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Bluebonnet Circle Drainage Improvements	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Currey Creek Channel Improvements	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
DMP	Unnamed Tributary A Regional Detention Facility	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Long Term (10+ yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		Not Started	Currently unfunded
1.4.4	Evaluate opportunities to improve riparian buffers on City-owned property.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll/Lisette Jimenez		FY-21		In-Progress	See 1.2.4. In-Progress
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. Develop a comprehensive water/wastewater master plan to help identify long-term water and wastewater infrastructure needs.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Infrastructure	Mike Mann		FY-22		In-Progress	Mayor created water planning committee. Staff will use recommendations from committee to help develop master plan
DMP	Adler Road at Currey Creek and Unnamed Tributary A	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll		FY-22		In-Progress	Construction underway with expected completion August 2026
DMP	Old San Antonio Street at Menger Creek	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll		FY-22		In-Progress	95% design submittal under design. Project not funded for construction and staff has been investigation state/federal funding opportunities
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.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll		FY-24		In-Progress	Jeff Carroll was appointed position on the SARA's region 12 flood planning group. Drainage Projects from City's DMP were included in the flood planning group submittal to TWDB.
DMP	School street at Cibolo Creek and Frederick Creek	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		In-Progress	Future bridge improvements to studied with BIP federal grant.
DMP	River Road at Unnamed Tributary A	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Long Term (10+ yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		In-Progress	Future bridge improvements to studied with BIP federal grant.
DMP	Herff and Esser Road Improvements at Currey and Cibolo Creek	Goal 1: Growth & Capacity	Drainage Master Plan	Yes	Long Term (10+ yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	TBD	TBD		In-Progress	Future bridge improvements to studied with BIP federal grant.
1.4.1	Promote environmentally sensitive building and low impact development (LID) practices as part of new public and private development.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Development	Jeff Carroll	\$67,299	FY-19	Feb-20	Complete	LID/Stormwater 2020 ordinance update and included within UDC.
1.4.5	Evaluate and implement modifications to the City's development ordinances to establish riparian buffers and low impact development as part of new development in sensitive areas.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Development	Jeff Carroll	\$67,299	FY-19	Feb-20	Complete	Drainageway Protection Zones (DPZs) created to protect riparian zones created with 2020 ordinance updates and included in UDC
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.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Short Term (1-2 yrs)		Fiscal Excellence	Development	Nathan Crane	N/A	FY-19	Apr-18	Complete	Developed as part of Annexation Strategy before change in state annexation law in 2018
1.4.6	Evaluate opportunities to modify and implement modifications to 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.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Short Term (1-2 yrs)		Environmental Responsibility	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
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.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Mid Term (3-10 yrs)	TRUE	Environmental Responsibility	Development	Mike Mann		FY-19	Oct-19	Complete	Completed
1.2.3	Consider development of Develop a comprehensive Drainage Master Plan for Boerne.	Goal 1: Growth & Capacity	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Environmental Responsibility	Infrastructure	Jeff Carroll	\$250,000	FY-20	Apr-23	Complete	Completed
1.1.1	Proactively evaluate and implement Boerne's growth program in the context of smart growth principles.	Goal 1: Growth & Capacity	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Development	BELT		FY-19	Ongoing	In-Progress	Staff utilizes community vision in master plan as well as smart growth principles in evaluation of projects
1.1.2	Emphasize community growth strategies that maximize the use of existing City infrastructure.	Goal 1: Growth & Capacity	2018 Master Plan	No	Short Term (1-2 yrs)		Fiscal Excellence	Development	BELT/City Council		FY-19	Ongoing	In-Progress	See 1.4.1. Staff has implemented ordinances that help to accomplish this goal.
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.	Goal 1: Growth & Capacity	2018 Master Plan	No	Short Term (1-2 yrs)		Fiscal Excellence	Financial	BELT/CMO		FY-19	Ongoing	In-Progress	Development of Master Plan Action Item Spreadsheet
1.3.5	Continue to evaluate and anticipate the need for expansion of the City's water treatment to accommodate population growth projections.	Goal 1: Growth & Capacity	2018 Master Plan	No	Mid Term (3-10 yrs)	TRUE	Environmental Responsibility	Infrastructure	Mike Mann		FY-19	Ongoing	In-Progress	Staff Continues to monitor growth
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.	Goal 1: Growth & Capacity	2018 Master Plan	No	Mid Term (3-10 yrs)	TRUE	Environmental Responsibility	Infrastructure	Mike Mann		FY-19	Ongoing	In-Progress	Staff continues to monitor growth and has projects proposed in CIP to expand as necessary
1.3.5	Continue to evaluate and anticipate the need for expansion of the City's water treatment to accommodate population growth projections.	Goal 1: Growth & Capacity	2018 Master Plan	No	Long Term (10+ yrs)	TRUE	Safety & Security	Infrastructure	Mike Mann		FY-19	Ongoing	In-Progress	Staff continues to monitor growth

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

MP Action # or Document	Action Recommendation	Master Plan Goal	Document	Budget Required Task?	Goal Completion Timeframe	Legal/Regulatory Obligation?	Strategy Map Alignment	CM Report Category	Action Owner	Estimated Cost	Project Start	Completion Date	Current Status	Comments
2.4.1	Facilitate public streetscape improvements as catalyst projects in downtown.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Development	Jeff Carroll		TBD		Not Started	Not started-No serious discussions about taking over ownership of Main Street w/o alternate TxDOT route being established.
2.4.2	Identify funding for additional gateways into downtown Boerne.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Mobility	Jeff Carroll/Nick Montagno		FY-20		In-Progress	\$100,000 annually allocated in budget for potential items (5-year plan). Will require TxDOT permitting.
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.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Development	Nicholas Montagno		FY-21		In-Progress	Staff working with property owners as properties are developed/redeveloped.
2.1.1	Undertake a comprehensive analysis of the City's zoning, subdivision, and other zoning regulations, and evaluate and modify ordinances to accomplish quality development goals.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.1.2	Undertake 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.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.1.3	Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.1.4	Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in neighborhoods.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
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.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.2.2	Identify opportunities to allow multi-family residential in transitional residential areas per market demand.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
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.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.3.3	Develop a comprehensive guidebook which clearly specifies the development process for citizens and the development community.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of UDC Handbook
2.3.4	Establish of a zoning clearance permit to clarify development rights.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.3.5	Establish a consistent process for codifying adopted City ordinances.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.3.6	Evaluate opportunities to establish mixed-use development along Herff Road (i.e., mixed- product residential, commercial, medical and office development).	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
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.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Development	Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
2.2.7	Expand efforts to increase protections for historic preservation in Boerne.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane	N/A	FY-20	Nov-19	Complete	Updated Zoning Ordinance for Historic Structure Demolitions
2.2.4	Develop character and context- sensitive street cross-sections as part of the next update to the City's Thoroughfare Master Plan.	Goal 2: Land Use & Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Development	Jeff Carroll	\$150,000	FY-21	Feb-22	Complete	Included in Mobility Master Plan (MMP) and future UDC updates.
2.2.6	Facilitate opportunities to implement the BISD Catalytic Site in downtown Boerne.	Goal 2: Land Use & Development	2018 Master Plan	No	Mid Term (3-10 yrs)		Community Charm	Development	Nathan Crane		TBD		Not Started	BISD not selling property
2.2.5	Facilitate opportunities to implement the Cibola Creek Catalytic Site in downtown Boerne.	Goal 2: Land Use & Development	2018 Master Plan	No	Mid Term (3-10 yrs)		Community Charm	Development	Nathan Crane		FY-18		In-Progress	Staff continues to work with potential developers of parcels within area
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.	Goal 2: Land Use & Development	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Development	Nathan Crane		FY-19	Ongoing	In-Progress	Staff has helped locate potential sites within WCID #3A

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

MP Action # or Document	Action Recommendation	Master Plan Goal	Document	Budget Required Task?	Goal Completion Timeframe	Legal/Regulatory Obligation?	Strategy Map Alignment	CM Report Category	Action Owner	Estimated Cost	Project Start	Completion Date	Current Status	Comments
PMP	Trails within Northrup Park	Goal 3: Mobility	Parks Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Mobility	Lisette Jimenez	\$665,755	FY-25		Not Started	Currently unfunded.
PMP	Curry Creek Trail Extension Blanco Road to Old No. 9 Trail	Goal 3: Mobility	Parks Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Mobility	Lisette Jimenez	\$176,880	TBD		Not Started	Currently unfunded
3.1.5	Determine and pursue available opportunities to establish new truck route ordinance to reroute truck traffic away from Main Street.	Goal 3: Mobility	2018 Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		TBD		Not Started	Not started-No serious discussions about reroute truck traffic w/o alternate TxDOT route being established.
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).	Goal 3: Mobility	2018 Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll		TBD		Not Started	Not started. In time since MP prepared Federal and State guidance is transitioning to Shared Use Path (SUP) which provides wider sidewalks instead of on-street bike lanes.

3.2.6	Fund and establish 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)	Goal 3: Mobility	2016 Master Plan	Yes	Long Term (10+ yrs)		Community Charm	Mobility	Jeff Carroll		TBD		Not Started	Future study to determine number of parcels affected for ROW or Easement acquisition required to complete project. Future MPO Transportation Alternative (TA) project submittals.
MMP	Bike Lane - Live Oak St	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Bike Lane - Rosewood Ave	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Bike Lane - South Plant Ave	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Corridor Study+ Main Street	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Corridor Study- River Road	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Copper Creek/Esperanza Boulevard & SH 46	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Esser Road & Adler Street Roundabout (Long-Term)	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Esser Road & Blanco Road/Bentwood Drive Roundabout (Long-Term)	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Main Street & Bandera Road	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Main Street & River Road	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Main Street & School Street Roundabout - Paired with Project #1-L	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Sisterdale Cutoff & Adler Street (Short-Term)	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Sisterdale Cutoff & Adler Street Roundabout (Long-Term) - Paired with Project #2	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Road Widening - Johns Road (ETJ to I10)	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Road Widening - Johns Road (I10 to school street)	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Road Widening - Ranger Creek road	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Road Widening - Upper Cibolo Creek	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Sidewalk - E San Antonio	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Harz	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Hickman	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Saunders	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Theissen 1	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Theissen 2	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Theissen 3	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Turner 1	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	Sidewalk - Turner 2	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	planned for future downtown sidewalk project
MMP	SUP - Esser Road	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	SUP - Highland	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	SUP - Hosack	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	SUP - Johns Road	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	Trail - Cibolo Creek Trail Extension 1 (extend to School Street)	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	Trail - Currey Creek Trail Extension 1 (From Blanco to Esser)	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	Trail - Old No 9 Extension 2 (connect to Herff Ranch Blvd)	Goal 3: Mobility	Mobility Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	Trail - Old No 9 Extension 4 (to Autumn Ridge)	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from HOA
MMP	Trail - Old Number 9 Connection (at River/Herff intersection)	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	Trail - Stand Alone Downtown Greenway	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	Will require ROW/Easement from several landowners
MMP	Turn-Lane Improvements - Charger Boulevard & SH 46	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Turn-Lane Improvements - Main Street & Johns Road	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		Not Started	
MMP	Intersection Improvements - Old San Antonio Road & Cascade Cavern Roundabout	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 22		In-Progress	RAB included in Cascade Cavern MPO project with estimated construction beginning in FY32
MMP	Road Widening - Cascade Cavern	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 22		In-Progress	Cascade improvements included in Cascade Cavern MPO project with estimated construction beginning in FY32
MMP	Road Widening - Coughran Road Realignment	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 22		In-Progress	County has prepared design schematic
MMP	Road Widening - Scenic Loop Road (north of IH10)	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 22		In-Progress	Scenic Loop Cascade improvements included in Cascade Cavern MPO project with estimated construction beginning in FY32
MMP	Traffic Signal Installation - Scenic Loop Road & Cascade Cavern	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 22		In-Progress	traffic signal improvements included in Cascade Cavern MPO project with estimated construction beginning in FY32.
MMP	Intersection Improvements - Old San Antonio Road & Herff Road	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	Intersection improvements included with Menger Creek Bridge Project. Design 95% complete, but not funded
MMP	Intersection Improvements - School Street & Johns Road Roundabout	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	22 Bond Project. Design underway
MMP	Reconstruction - S Main at River Rd Sidewalk	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	Design complete. Plan to start construction summer FY26
MMP	Road Widening - Adler Street	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	22 Bond Project. Design underway
MMP	Road Widening - Scenic Loop Road (south of IH10)	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	County has prepared design schematic
MMP	Traffic Signal Improvements - Main Street & Blanco Road	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	City in discussion with TxDOT for traffic signal upgrades to include Flashing Yellow Arrow (FYA)
MMP	Turn Lane Improvements - Esser Road & Adler Street (Short Term)	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	22 Bond Project. Design underway

MMP	Intersection Improvements - River Road & Herff Road/Essex Road	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		In-Progress	ongoing discussions with TxDOT. multiple federal grants have been submitted. TxDOT has told city & County they will be submitting turn lane improvements within existing ROW to AAMPO call for projects.	
MMP	Road Widening - Old San Antonio	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 24		In-Progress	corridor study in process with estimation of completion March 2025.	
MMP	Sidewalk - Hosack 2	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 24		In-Progress	Included with Schweppe Street project included in MPO citywide project FY27	
MMP	Sidewalk - Schweppe Street	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 24		In-Progress	design complete. Project included in MPO citywide project FY27	
3.2.5	Fund 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).	Goal 3: Mobility	2018 Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY-19		In-Progress	City working with TxDOT. Ped crossing at River Road/Plant St intersection installed with flashing Beacon.	
3.2.5	Fund 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).	Goal 3: Mobility	2018 Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll		FY-19		In-Progress	ongoing discussions with TxDOT. SS4A implementation grant submitted in May '26 to design and build ped crossings with medians	
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.	Goal 3: Mobility	2018 Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY-20		In-Progress	City working with TxDOT for Main street. Flashing Beacon installed at River/Plant Intersection. SS4A planning grant studied downtown pedestrian safety. Staff has submitted SS4A implementation grant to design and build main street refuge islands	
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).	Goal 3: Mobility	2018 Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Mobility	Jeff Carroll		FY-20		In-Progress	E. Bandera, Herff Road, Rosewood, & West San Antonio Ave Complete. Schweppe Street in design and submitted w/ AAMPO TA project Discussions ongoing for W. Bandera and River road which are both TxDOT FY 27 construction will begin on MPO Transportation Alternative (TA) project city-wide sidewalk submittals that includes Schweppe and other locations.	
3.2.7	Partner with the Alamo Area MPO and other jurisdictions to create consistent bicycle and pedestrian educational and promotional materials beneficial to the Boerne community.	Goal 3: Mobility	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Mobility	Jeff Carroll		FY-24		In-Progress	Ongoing discussions with MPO.	
MMP	Sidewalk - Bentwood	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY23		In-Progress	Staff to complete design in FY '26. project included in MPO citywide project FY27	
MMP	Turn-Lane Improvements - Main Street & Herff Road	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll	TBD	TBD		In-Progress	2 developments had this turn lane included in their TIA. Currently under design by developer's team.	
MMP	Sidewalk - Frey	Goal 3: Mobility	Mobility Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 21	Feb 2024	Complete	completed with Oak Park Project	
MMP	Reconstruction - N Shooting Club	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		Complete	Reconstruction of intersection Shooting Club @ Commerce is complete	
MMP	Reconstruction - Parkway Drive	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		Complete	Major paving work is complete as of 3/5/25. Minor work to be completed by end of March '25.	
MMP	Reconstruction - W Blanco Road	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		Complete	Major paving work is complete as of 3/5/25. Minor work to be completed by end of March '25.	
MMP	Reconstruction - W Kronkosky Street	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		Complete	Major paving work is complete as of 3/5/25. Minor work to be completed by end of March '25.	
MMP	Traffic Signal Improvements - Esser Road & Blanco Road/Bentwood Drive (Short-Term)	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 23		Complete	TxDOT upgraded signal to include Flashing Yellow Arrow (FYA) in June 2025	
MMP	Corridor Study - School Street	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 24		Complete	corridor study complete	
MMP	Restriping - Esser Road	Goal 3: Mobility	Mobility Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		FY 24	Sept 2023	Complete		
3.1.1	Prepare an update to the City's Thoroughfare Master Plan.	Goal 3: Mobility	2018 Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll	\$150,000	FY-21	Mar-23	Complete	Approved by CC April '23	
3.2.1	Adopt a Complete Streets policy to promote safer mobility for all users.	Goal 3: Mobility	2018 Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll	\$150,000	FY-21	Mar-21	Complete	Completed with update to MTP	
3.1.6	Support longer-term efforts to establish a transit station in Boerne by 2032.	Goal 3: Mobility	2018 Master Plan	No	Long Term (10+ yrs)		Community Charm	Mobility	BELT/City Council		FY-19		Not Started	N/A-Not currently viable through VIA or other entities. Staff, with the BKEDC and Chamber has had several discussions with transit authorities.	
PMP	Herff Rd to Boerne City Park Trail	Goal 3: Mobility	Parks Master Plan	No	Short Term (1-2 yrs)		Community Charm	Mobility	Lissette Jimenez	\$53,275	N/A	N/A	Not Started	No longer viable- Nature Center School built in location required for easement.	
PMP	Pedestrian Bridge across Cibolo Creek	Goal 3: Mobility	Parks Master Plan	No	Short Term (1-2 yrs)		Community Charm	Mobility	Lissette Jimenez	\$360,000	N/A	N/A	Not Started	No longer viable- Nature Center School built in location required for easement.	
3.1.4	Evaluate cost/benefit of acquiring the rights-of-way of Main Street/Highway 87 from TxDOT.	Goal 3: Mobility	2018 Master Plan	No	Short Term (1-2 yrs)		Safety & Security	Mobility	BELT/City Council		TBD		Not Started	Not Started	
3.1.3	Continue to work in partnership with TxDOT, Kendall County and other area partners to find solutions regarding regional transportation issues.	Goal 3: Mobility	2018 Master Plan	No	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll	N/A	Ongoing	Ongoing	In-Progress	Engineering Staff meets with TxDOT's district staff quarterly. Jeff Carroll is member of MPO's Technical Advisory Committee (TAC) which meets monthly to discuss regional transportation issues. City is member in San Antonio Mobility Coalition (SAMCO).	
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.															
MP Action # or Document	Action Recommendation	Master Plan Goal	Document	Budget Required Task?	Goal Completion Timeframe	Legal/Regulatory Obligation?	Strategy Map Alignment	CM Report Category	Action Owner	Estimated Cost	Project Start	Completion Date	Current Status	Comments	
PHPL SPAP	Add more study and meeting spaces	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Natalie Shults		FY27		Not Started		
PHPL SPAP	Explore satellite locations offerings (Fire Station 2 and Bookmobile)	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	Yes	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shults		FY27		Not Started		

PHPL SPAP	Staff members have opportunities to attend conferences and learn about national library trends	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	Yes	Short Term (1-2 yrs)		Fiscal Excellence	Community	Other	Natalie Shuits		FY27		Not Started	
PHPL SPAP	Improve wayfinding signage	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	Yes	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY28		Not Started	
PHPL SPAP	Add flexible, multi-purpose youth	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	Yes	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY29		Not Started	
PHPL SPAP	Investigate feasibility to expand youth activity room	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	Yes	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY29		Not Started	
PMP	Northrup Park Miracle League Fields (Re-orient fields, playground, and surrounding circulation space)	Goal 4: Community Facilities & Services	Parks Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Infrastructure		Lissette Jimenez	\$3,924,000	TBD		Not Started	Currently unfunded
PMP	Boerne Lake Park Improvements (Trails, Trail Head, Expanded Playgrounds, Picnic, Bio-Swales)	Goal 4: Community Facilities & Services	Parks Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Infrastructure		Lissette Jimenez	\$1,642,200	TBD		Not Started	Currently unfunded
PMP	Northside Neighborhood Park Improvements (Trails, Pedestrian Bridge, Picnic Shelters, Parking)	Goal 4: Community Facilities & Services	Parks Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Mobility		Lissette Jimenez	\$223,800	TBD		Not Started	Currently unfunded
4.5.7	Evaluate partnerships and financial opportunities to establish an emergency services training facility in Boerne.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Other		Manuel Casarez		TBD		Not Started	Conversations with community partners started, still in early stages of potential planning.
4.1.5	Consider the Development of additional downtown parking options.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Mobility		Ben Thatcher		FY-19		In-Progress	Stage 1- Lot on BISD-Church-City-Complete
4.5.9	Continue to evaluate other Fire Department facilities, including future substations.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Long Term (10+ yrs)		Safety & Security	Infrastructure		Manuel Casarez		FY-19		In-Progress	Currently working on future fire station #2 in the Esperanza subdivision.
4.2.6	Consider development of an aquatics facility or natatorium, plan to provide a variety of water-based recreation opportunities in Boerne.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Infrastructure		Lissette Jimenez		FY-21		In-Progress	Boerne Parks Foundation currently campaigning for funds for Waterworks Terrace Projects
PMP	Northside Community Park Improvements (Three Large Multi Purpose Athletic Fields, Covered Basketball Courts, Pickleball Courts, Playground, Splash Pad, Parkour Challenge Course with Exercise Stations, Community Building, Concession/Restroom Building, Dog Park, Pavilions, Walking Trails, Picnic Shelters, Parking and park roads, Bio-Swales, and Landscaping)	Goal 4: Community Facilities & Services	Parks Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Infrastructure		Lissette Jimenez	\$11,000,000	FY-22	Fall 2026	In-Progress	Approved as part of 2022 Bond. Project 50% complete. Project completion expected in November 2026
4.3.3	Determine location and funding to meet the longer-term goal to establish public library services in other areas of Boerne.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Long Term (10+ yrs)		Community Charm	Infrastructure		Natalie Shuits		FY-24		In-Progress	Police station book drop established along with space planned for in Fire Station #2
PHPL MP	Consider adding library services in multi-use spaces in high-growth areas.	Goal 4: Community Facilities & Services	PHPL Master Plan	Yes	Long Term (10+ yrs)		Community Charm	Other		Natalie Shuits		FY22	ongoing	In-Progress	planning on services in fire station #2 in Esperanza
PMP	City Park Aquatics (Option A: Replacement of pool and structures with Leisure and Lap Lanes, Zero-Depth Entry (beach) area, Cabanas, Pavilions, Pool House and Landscape amenities. Option B: Renovated Pool Facility, Renovated Pavilion, Splash Pad, Seat Walls, Lawn, Seating Boulders)	Goal 4: Community Facilities & Services	Parks Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Infrastructure		Lissette Jimenez	\$8,340,000	TBD		In-Progress	Renovated pavilion in 2023. Other proposed plans currently on hold until school district completes natatorium. City plans will be updated with next Parks Master Plan.
PMP	Waterworks Terrace and Main Plaza Improvements (Pavilion, Enhanced Plaza, Shade Trees, Fountain Plaza Splash Pads, Seating Parking Expansion, Streetscape Renovation)	Goal 4: Community Facilities & Services	Parks Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Mobility		Lissette Jimenez	\$1,300,000	TBD		In-Progress	Boerne Parks Association fundraising for project. City Council subcommittee currently looking at project
4.3.1	Develop an update to the library strategic plan by 2020.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Infrastructure		Natalie Shuits		FY-19	Sep-19	Complete	Completed
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.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Infrastructure		Nathan Crane	\$300,450	FY-19	Mar-21	Complete	Creation of Unified Development Code (UDC)
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).	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Safety & Security	Infrastructure		Manuel Casarez		FY-19		Complete	Fire Department continues to obtain specialized response equipment including thermal image cameras, swiftwater equipment, ballistic gear, hazardous materials gear and SCUBA gear.
4.2.3	Proactively address parkland needs in under-served areas identified in the Boerne Parks, Recreation, and Open Space Master Plan.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Long Term (10+ yrs)		Community Charm	Infrastructure		Lissette Jimenez		FY-19		Complete	Projects approved as part of 2022 Bond Election as well as updated parkland dedication ordinance in the adopted UDC.
4.2.8	Update the Boerne Parks, Recreation, and Open Space Master Plan by 2022-2023.	Goal 4: Community Facilities & Services	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Infrastructure		Lissette Jimenez		FY-23		Complete	Updated in 2023
PHPL MP	Create a café space.	Goal 4: Community Facilities & Services	PHPL Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits		FY22	May 2025	Complete	No bids were received. Looking into other vending options such as food trucks for new project scope in FY26
PHPL MP	Implement the Family Place Libraries Program	Goal 4: Community Facilities & Services	PHPL Master Plan	Yes	Mid Term (3-10 yrs)	TRUE	Community Charm	Other		Natalie Shuits		FY23	March 2025	Complete	state library grant and Friends funded project
PHPL MP	Fund a mobile library to deliver materials to patrons with limited mobility and create pop-up libraries at parks, low-income apartment complexes, festivals, and other community events.	Goal 4: Community Facilities & Services	PHPL Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits	\$53,000 annually	FY23	September 2025	Complete	Received bookmobile in October 2025, this goal continues in goal FY26.
PHPL MP	Add book drops and/or other passive service options to locations in high-growth areas of the community.	Goal 4: Community Facilities & Services	PHPL Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY23	ongoing	Complete	book drop added at BPD in FY23; budget is dependent on options.
PHPL MP	Create engagement and outreach plans for Hispanic and other underrepresented segments of the community.	Goal 4: Community Facilities & Services	PHPL Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY24	September 2024	Complete	Leah submitted plans in FY24
PHPL MP	Replace some study tables with individual workstations.	Goal 4: Community Facilities & Services	PHPL Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY25	September 2025	Complete	new lobby furniture included more seating options
PHPL SPAP	Strengthen partnerships with schools and other local organizations	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Add new times for popular programs to help working people and families attend	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Increase digital availability of popular titles	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Add after-school programming for elementary and high school aged students	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Expand technology assistance	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Support access to reading for all members of the community	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Add floor space in the children's library for play and "family sprawl"	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Cultivate positive internal culture and healthy communication	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other		Natalie Shuits		FY27		Not Started	
PHPL SPAP	Add social programming for adults and emerging adults	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Mid Term (3-10 yrs)		Community Charm	Other		Natalie Shuits		FY28		Not Started	
PHPL SPAP	Market the library's economic value to the community	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Fiscal Excellence	Other		Natalie Shuits		FY28		Not Started	

PHPL SPAP	Improve stroller access and pedestrian flow during large outdoor events	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Mid Term (3-10 yrs)		Safety & Security	Other	Natalie Shuts		FY28		Not Started	
PHPL SPAP	Provide more opportunities for staff to collaborate on implementing customer focused initiatives	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Mid Term (3-10 yrs)		Community Charm	Other	Natalie Shuts		FY28		Not Started	
4.1.6	Publish list of volunteer and donation opportunities to allow the public to help improve the public spaces in Boerne.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Lissette Jimenez		TBD		Not Started	Not Started
4.2.1	Consider moving forward with implementation of priority projects identified in the Boerne Parks, Recreation, and Open Space Master Plan.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Infrastructure	Lissette Jimenez		TBD		Not Started	Projects currently proposed as potential Bond Projects
4.6.1	Evaluate the near- and long-term needs regarding Boerne's provision of EMS response.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Safety & Security	Other	Manuel Casarez		TBD		Not Started	Staff does adjust and allocate based on current interlocal agreement with Kendall County.
4.2.1	Consider moving forward with implementation of priority projects identified in the Boerne Parks, Recreation, and Open Space Master Plan.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Mid Term (3-10 yrs)		Community Charm	Infrastructure	Lissette Jimenez		TBD		Not Started	Projects currently proposed as potential Bond Projects
4.1.1	Develop a community outreach and engagement strategy that fosters dialogue, builds community trust, and encourages informed civic participation.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Safety & Security	Other	BELT		FY-19		In-Progress	Staff and Council continues to utilize all forms of communication to reach and engage community
4.1.2	Utilize the Boerne Master Plan as an integral part in daily, weekly, and monthly decision-making processes.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Fiscal Excellence	Other	BELT/City Council		FY-19	Ongoing	In-Progress	Staff utilizes master plan in decision making processes
4.1.4	Annually budget the necessary funds needed to implement identified projects set out in the Master Plan.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Financial	BELT/City Council		FY-19	Ongoing	In-Progress	Staff and Council continue to move forward with projects. Master Plan Action Item Spreadsheet to assist in identifying, prioritizing, budgeting and implementing projects
4.3.2	Determine 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.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY-19	Sep-19	In-Progress	Library staff continues to explore options
4.5.9	Continue to evaluate other Fire Department facilities, including future substations.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Mid Term (3-10 yrs)		Safety & Security	Infrastructure	Manuel Casarez		FY-19		In-Progress	Two potential sites have been determined. City will work to allocate funds for proposed substation
4.8.1	Evaluate the near- and longer-term needs regarding healthcare facilities in Boerne.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Mid Term (3-10 yrs)		Community Charm	Development	Nicholas Montagno		FY-19		In-Progress	Staff continues to meet with potential prospects. After meeting with regional medical entities, larger size hospital not currently viable.
4.1.3	Develop specific benchmarking performance measures for each Master Plan element and use these to track plan implementation on a recurring basis.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Short Term (1-2 yrs)		Fiscal Excellence	Other	BELT		FY-21		In-Progress	Development of Master Plan Action Item Spreadsheet first step in being able to benchmark projects
PHPL SPAP	Develop a Partnership Plan	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Fiscal ExcellenceCommunity	Other	Natalie Shuts		FY26	ongoing	In-Progress	Have begun working with legal on MOU templates and reviewed our Partnership Policy.
PHPL SPAP	Determine service areas and goals for the new bookmobile	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Fiscal ExcellenceCommunity	Other	Natalie Shuts		FY26	ongoing	In-Progress	Have researched other libraries and completed 12 events with the bookmobile to have a reference point internally.
PHPL SPAP	Lengthen check-out periods for collections	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY26	ongoing	In-Progress	Evaluated what other libraries do and planning on extending all physical items (except hotspots and tablets) to 3 week loan with one renewal.
PHPL SPAP	Investigate going fine-free	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No			Community Charm	Other	Natalie Shuts		FY26	ongoing	In-Progress	Awaiting lengthening of loan periods to evaluate the impact it has on fines.
PHPL SPAP	Determine needed additions to various physical collections, e.g., survey patrons about their needs, review highest circ collections	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Mid Term (3-10 yrs)		Fiscal ExcellenceCommunity	Other	Natalie Shuts		FY26	ongoing	In-Progress	Always evaluating records available to us, will be taking opportunity of new youth services manager to assess current needs in the youth department.
PHPL SPAP	Pursue e-commerce solutions	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Fiscal Excellence	Other	Natalie Shuts		FY26	ongoing	In-Progress	Have worked with our ILS provider and determined that Square would be a compatible payment processor. Have met with Finance department and worked out what reports we would need to provide them. Awaiting Finance's determination on who can set up the Square account so we can put it into action.
PHPL SPAP	Develop a marketing plan and offer regular communications through a variety of methods to reach more people	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Fiscal ExcellenceCommunity	Other	Natalie Shuts		FY26	ongoing	In-Progress	Streamlining our social media soon by dropping the Children's Facebook page.
PHPL SPAP	Better promote services that are currently under-utilized	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Fiscal Excellence	Other	Natalie Shuts		FY26	ongoing	In-Progress	Received the new frames to hold posters in various areas around the library.
PHPL SPAP	Utilize the bookmobile for promotion	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Fiscal ExcellenceCommunity	Other	Natalie Shuts		FY26		In-Progress	Currently using to promote summer reading challenge at the library
PHPL SPAP	Consider expanding vending options and explore food truck access	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY26		In-Progress	Received information from the COB permit department. Decided type of food truck permit needed is "temporary" and let us know what was required. We will be adding these requirements to the application before review. Made progress by adding requirements to the application and policy; sent to permitting for review.
4.2.1	Move forward with implementation of priority projects identified in the Boerne Parks, Recreation, and Open Space Master Plan.	Goal 4: Community Facilities & Services	2018 Master Plan	No	Long Term (10+ yrs)		Community Charm	Infrastructure	Lissette Jimenez		TBD		In-Progress	Projects approved as part of 2022 Bond Election - In design for projects
PHPL MP	Continue to digitize and make accessible collections in the Dieter Historical Archives.	Goal 4: Community Facilities & Services	PHPL Master Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Natalie Shuts		FY20	September 2029	Complete	Finished in August 2024.
PHPL MP	Continue to expand delivery service to Boerne area senior facilities	Goal 4: Community Facilities & Services	PHPL Master Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Natalie Shuts		FY23	Ongoing	Complete	social work practicum student assisting in this service expansion
PHPL MP	Work with local partners/ universities to provide Social Work practicums for students	Goal 4: Community Facilities & Services	PHPL Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY23	September 2024	Complete	Formalized MOU with HCFS.
PHPL MP	Provide trauma-informed and mental health 101 training for all staff members.	Goal 4: Community Facilities & Services	PHPL Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY23	Ongoing	Complete	training is incorporated every year
PHPL MP	Consider implementing a dog-friendly policy.	Goal 4: Community Facilities & Services	PHPL Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY23	September 2023	Complete	
PHPL MP	Create a community engagement team within the library staff.	Goal 4: Community Facilities & Services	PHPL Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY24	September 2024	Complete	
PHPL MP	Work with a legal aid organization to provide legal assistance to residents	Goal 4: Community Facilities & Services	PHPL Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY25	September 2025	Complete	The committee met for the final time on August 12 2024, and finalized the plan. Installed a legal aid kiosk from Texas Legal Services

PHPL SPAP	Expand patron registration to all service desks	Goal 4: Community Facilities & Services	PHPL Strategic Plan & Action	No	Short Term (1-2 yrs)		Community Charm	Other	Natalie Shuts		FY26		Complete	
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.														
MP Action # or Document	Action Recommendation	Master Plan Goal	Document	Budget Required Task?	Goal Completion Timeframe	Legal/Regulatory Obligation?	Strategy Map Alignment	CM Report Category	Action Owner	Estimated Cost	Project Start	Completion Date	Current Status	Comments
5.1.9	Support the development of an economic development strategic analysis.	Goal 5: Economic Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Other	Amy Story/IC Squared		FY-20	Oct-20	Complete	Complete
5.1.8	Create and pursue opportunities for partnering to attract a future community college or higher education institutional campus to the Boerne area.	Goal 5: Economic Development	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Other	Amy Story/ACCD		NA	N/A	Complete	Complete
5.1.7	Expand support for the Boerne Convention and Visitor Bureau (CVB).	Goal 5: Economic Development	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Larry Woods		FY-19		In-Progress	CVB continues to promote City as a destination
5.1.10	Seek economic development initiatives to expand and diversify employment opportunities including higher paying jobs.	Goal 5: Economic Development	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Development	Nicholas Montagno/BKCEDC		FY-19		In-Progress	Staff will work with BKCEDC on targeted goals in new 5 year Economic Development Strategy Plan
5.1.3	Seek out and evaluate opportunities to expand incentives and other assistance for residential and nonresidential property owners to reinvest in their properties.	Goal 5: Economic Development	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Development	Nicholas Montagno		FY-23		In-Progress	Staff working with BKCEDC to enhance current incentive policy.
Goal 6: Maintain Boerne's unique character through celebration of Boerne's culture, placemenaking initiatives, vibrant community interaction, and a diverse event calendar.														
MP Action # or Document	Action Recommendation	Master Plan Goal	Document	Budget Required Task?	Goal Completion Timeframe	Legal/Regulatory Obligation?	Strategy Map Alignment	CM Report Category	Action Owner	Estimated Cost	Project Start	Completion Date	Current Status	Comments
A&CSP 1-3	Explore arts and culture as economic drivers	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD			Not Started	
A&CSP 2-1	Develop City-wide signage program of local history	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
A&CSP 2-4	Activate parks and trails through functional design and public art that emphasizes place	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
A&CSP 2-5	Approach agriscience as an element of Boerne's culture	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
A&CSP 5-1	Consider conducting a Public Art Master Plan	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
A&CSP 5-2	Identify sites for arts and culture amenities and events	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
A&CSP 5-3	Explore possible district designations in Boerne	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
A&CSP 5-4	Develop sustainable funding sources for arts and culture	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
A&CSP 5-5	Identify an Arts and Culture Administrator to coordinate City arts and cultural initiatives	Goal 6: Community Livability	Arts & Culture Strategic Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	TBD	TBD		Not Started	
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).	Goal 6: Community Livability	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Other	Jeff Carroll/Nick Monagno		FY-19		In-Progress	Staff working with City Council sub-committee to identify funding and potential projects.
6.2.6	Consider the addition of wayfinding signage at key points around the City.	Goal 6: Community Livability	2018 Master Plan	Yes	Mid Term (3-10 yrs)		Community Charm	Mobility	Jeff Carroll/Nick Montagno		FY-22		In-Progress	City Council sub
6.2.5	Consider replacing and enhancing street signage throughout Boerne to improve community identification.	Goal 6: Community Livability	2018 Master Plan	Yes	Short Term (1-2 yrs)		Safety & Security	Mobility	Jeff Carroll		TBD		In-Progress	City is in 3rd year of program to update street name blades. TxDOT "City Pride" welcome signs have been installed at major entrances into town. First illuminated signs (ILSN) to be installed at downtown traffic signals FY26.
6.2.3	Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Boerne.	Goal 6: Community Livability	2018 Master Plan	Yes	Short Term (1-2 yrs)		Community Charm	Mobility	Lissette Jimenez		FY-19		Complete	Urban Corridor Design Manual incorporated for all future endeavors.
A&CSP 1-1	Highlight local arts and culture in City marketing	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 1-2	Strengthen arts and culture representation in Community Calendar	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 1-4	Integrate arts and culture throughout City plans	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 2-2	Use art and culture to draw residents and tourists to Main Street	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 2-3	Support the City of Boerne Fire Department in displaying artefacts of citizen service	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 3-1	Support schools in arts and cultural efforts	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 3-2	Consider ways to bolster preservation efforts through the Historic Landmark Commission	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 3-3	Explore opportunities to collaborate with local nonprofits	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 4-1	Create an Art in Public Places Policy	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 4-2	Identify City facilities for displaying public art	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
A&CSP 4-3	Develop curatorial guidelines	Goal 6: Community Livability	Arts & Culture Strategic Plan	No	Mid Term (3-10 yrs)		Community Charm	Other	Nicholas Montagno	N/A	TBD		Not Started	
6.2.1	Expand and/or enhance the Hill Country Mile to increase its marketability.	Goal 6: Community Livability	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Development	Nicholas Montagno		FY-19		In-Progress	Staff working with community partners on marketing and other solutions.
6.2.4	Consider funding alternatives to provide for a greater variety of arts initiatives.	Goal 6: Community Livability	2018 Master Plan	No	Short Term (1-2 yrs)		Community Charm	Other	Nicholas Montagno		FY-19		In-Progress	Staff continues to try and find alternative funding sources such as grants to help facilitate initiatives. Staff is currently working with an outside contractor to facilitate finding grants.