AGENDA
REGULAR CITY COUNCIL MEETING
RONALD C. BOWMAN CITY COUNCIL CHAMBERS
447 North Main Street
Boerne, TX 78006
APRIL 28, 2026 – 6:00 PM

A quorum of the City Council will be present during the meeting at: 447 N Main, Boerne, TX 78006.

1. CALL TO ORDER – 6:00 PM

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE TO THE UNITED STATES FLAG
PLEDGE OF ALLEGIANCE TO THE TEXAS FLAG
(Honor the Texas flag, I pledge allegiance to thee, Texas – one state under God, one and indivisible.)

2. CONFLICTS OF INTEREST

3. PUBLIC COMMENTS: This is the opportunity for visitors and guests to address the City Council on any issue, in compliance with LGC Section 551.007. City Council may not discuss any presented issue, nor may any action be taken on any issue at this time. (Attorney General opinion – JC-0169)

4. CONSENT AGENDA: All items listed below within the Consent Agenda are considered to be routine by the City Council and may be enacted with one motion. There will be no separate discussion of items unless a Council Member or citizen so requests, in which event the item may be moved to the general order of business and considered in its normal sequence.

A. 2026-134 CONSIDER APPROVAL OF THE MINUTES OF THE REGULAR CALLED CITY COUNCIL MEETING OF APRIL 14, 2026.

Attachments: Minutes.26.0414

B. 2026-132 CONSIDER RESOLUTION NO. 2026-R22; A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AND MANAGE AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF BOERNE AND CITY OF CASTROVILLE TO ALLOW THE SHARING AND USE OF COMPETITIVELY PROCURED CONTRACTS IN ACCORDANCE WITH CHAPTER 791 OF THE TEXAS GOVERNMENT CODE.

Attachments: AIS -Castroville Interlocal
Resolution No. 2026-R22
City Of Castroville_20260415_180419

REGULAR AGENDA:

5. RESOLUTIONS:

A. 2026-092 CONSIDER RESOLUTION NO. 2026-R23; A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT WITH HOEFER WELKER ARCHITECTS FOR ADDITIONAL DESIGN SERVICES FOR FIRE STATION #2 PROJECT FOR AN AMOUNT NOT TO EXCEED $847,500. (Design of Fire Station #2)

Attachments: AIS Fire Station No 2
Resolution No. 2026-R23
Additional Services Request – Hoefer Welker

6. OTHER:

A. 2026-105 DISCUSSION ON PAST MOBILITY PLANNING STUDIES, SIDEWALK PROJECT PRIORITIZATION FRAMEWORK, AND METHODS FOR PROJECT SELECTIONS.

Attachments: AIS -Sidewalk Dicussion
2016 AAMPO - Vol04 City of Boerne
2018 Boerne Masterplan Combined
2023 Boerne_MMP_Report
2026 DRAFT-Boerne_CSAP_v9

B. 2026-135 UPDATE AND DISCUSSION ON WATER CONSERVATION.

Attachments: AIS Water Conservation

7. CITY MANAGER'S REPORT:

A. 2025-659 MONTHLY PROJECTS UPDATE.

8. COMMENTS FROM COUNCIL – No discussion or action may take place.

9. EXECUTIVE SESSION IN ACCORDANCE WITH THE TEXAS GOVERNMENT CODE:

A. 2026-140 SECTION 551.072 - DELIBERATION REGARDING REAL PROPERTY: DELIBERATE THE PURCHASE, EXCHANGE, LEASE OR VALUE OF REAL PROPERTY. (A10166 - Survey 174 N Flores 21.171 acres, Sunrise Addition Blk 2 Lot 7 & 9, 0.7022 acres, and Wendlers Addition Lot 8, 0.375 acres)

10. RECONVENE INTO OPEN SESSION AND TAKE ANY NECESSARY ACTION RELATING TO THE EXECUTIVE SESSION AS DESCRIBED ABOVE.

11. ADJOURNMENT

CERTIFICATION

I hereby certify that the above notice of meeting was posted on the 22 day of April, 2026 at 4:00 p.m.

_____

s/s Lori A. Carroll
City Secretary

NOTICE OF ASSISTANCE AT THE PUBLIC MEETINGS

The City Hall is wheelchair accessible. Access to the building and special parking is available at the northeast entrance of the building. Requests for auxiliary aides and special services must be received forty-eight (48) hours prior to the meeting time by calling the City Secretary at 830-249-9511.

Pursuant to Section 30.06 Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun.

Pursuant to section 30.07 Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly.

MINUTES
REGULAR CITY COUNCIL MEETING
RONALD C. BOWMAN CITY COUNCIL CHAMBERS
447 North Main Street
Boerne, TX 78006
APRIL 14, 2026 – 6:00 PM

Minutes of the Regular Called City Council Meeting of April 14, 2026.

Present: **5 -** Mayor Frank Ritchie, Mayor Pro Tem Ty Wolosin, Council Member Kyle Mickelsen, Council Member Bret A. Bunker, and Council Member Joseph Macaluso

Absent: **1 -** Council Member Joe Bateman

Staff Present: Crystal Barrera, Mike Brinkmann, Jeff Carroll, Lori Carroll, Brittney Garcia, Glenn Garcia, Taylor Hill, Terry Nolan, Mike Raute, Bryan Russell, Chris Shadrock, Michael Sharp, Andrea Snouffer, Kristy Stark, Chastity Valdes, Andrew Wilkinson, and Danny Zincke. City Attorney Mick McKamie attended via Zoom.

Recognized / Registered Guests: No guests registered.

1. CALL TO ORDER – 6:00 PM

Mayor Ritchie called the City Council Meeting to order at 6:00 p.m.

Mayor Ritchie called on Pastor Robert Weber with St. John Lutheran Church to provide the Invocation.

Mayor Ritchie led the Pledge of Allegiance to the United States Flag and to the Texas Flag.

2. CONFLICTS OF INTEREST

No conflicts were declared.

3. RECOGNITIONS:

A. RECOGNITION OF CITY OF BOERNE ELECTRIC DEPARTMENT FOR RECEIPT OF THE 2025 APPA SAFETY AWARD OF EXCELLENCE.

Mayor Ritchie called on Andrea Snouffer, Utilities Administrative Supervisor, to recognize the Electric Department for receiving national recognition as the recipient of the 2025 APPA Safety Award of Excellence and earning the prestigious Diamond designation. This award highlights the department's exceptional programs that promote safe work practices and foster a strong culture of safety within the organization. Ms. Snouffer introduced the electric department staff in the audience.

B. RECOGNITION OF THE CITY OF BOERNE GAS DEPARTMENT FOR RECEIVING AN EXCELLENT PERFORMANCE RATING IN THE TML RISK POOL GAS UTILITY SURVEY FOR THE HIGHEST LEVEL OF SAFE OPERATION PRACTICES.

Ms. Snouffer continued by recognizing the Gas Department for receiving an excellent performance rating in the Texas Municipal League Intergovernmental Risk Pool assessment, reflecting the highest level of safe operational practices. The Gas Department received a perfect score. Ms. Snouffer also recognized Gas Department staff who were present in the audience.

4. PUBLIC COMMENTS:

No comments were received.

5. CONSENT AGENDA:

Council Member Macaluso asked that agenda item D. be pulled from the Consent Agenda for discussion.

A MOTION WAS MADE BY MAYOR PRO TEM WOLOSIN, SECONDED BY COUNCIL MEMBER BUNKER, TO APPROVE THE CONSENT AGENDA ITEMS A. THROUGH C. AS PRESENTED. THE MOTION CARRIED BY THE FOLLOWING VOTE:

Yeah: 4 - Mayor Pro Tem Wolosin, Council Member Mickelsen, Council Member Bunker, and Council Member Macaluso

A. CONSIDER APPROVAL OF THE MINUTES OF THE REGULAR CALLED CITY COUNCIL MEETING AND THE SPECIAL CALLED JOINT CITY COUNCIL AND PLANNING AND ZONING COMMISSION MEETING OF MARCH 24, 2026.

THE MINUTES WERE APPROVED.

B. CONSIDER RESOLUTION NO. 2026-R17; A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BOERNE TEXAS, ESTABLISHING A CAPITAL IMPROVEMENTS ADVISORY COMMITTEE; PROVIDING FOR ITS PURPOSE, COMPOSITION, TERMS, AND DUTIES; AND PROVIDING AN EFFECTIVE DATE

THE RESOLUTION WAS APPROVED.

C. CONSIDER RESOLUTION NO. 2026-R18; A RESOLUTION AUTHORIZING THE CITY MANAGER TO PURCHASE 0.0635 ACRES, 0.3181 ACRES PERMANENT DRAINAGE EASEMENT, AND 0.1035 ACRES TEMPORARY CONSTRUCTION EASEMENT, ALL LOCATED IN THE M.I. LEAL SURVEY 180, ABSTRACT 298, IN THE CITY OF BOERNE, KENDALL COUNTY, TEXAS AND ALL BEING A PORTION OF THAT CALLED 8.5 ACRE TRACT OF LAND AS DESCRIBED BY DEED RECORDS IN DOCUMENT VOLUME 1034, PAGE 607, OFFICIAL PUBLIC RECORDS OF KENDALL COUNTY, TEXAS. (Tracts required for the Adler Road drainage project)

THE RESOLUTION WAS APPROVED.

D. CONSIDER RESOLUTION NO. 2026-R19; A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT WITH HDR ENGINEERING, INC. FOR CONSTRUCTION CONTRACT ADMINISTRATION FOR THE RECLAIMED WATER FACILITIES EXPANSION PROJECT AT THE OLD SAN ANTONIO ROAD

WASTEWATER TREATMENT AND RECYCLING CENTER (WWTRC) FOR AN AMOUNT NOT TO EXCEED $ 231,060.

Council Member Macaluso asked for clarification regarding potable reuse and whether there are plans to integrate it, expressing concern about potential duplicate spending. Utilities Engineer Andrew Wilkinson explained that the amended agreement before the Council pertains to the expansion project for reclaimed water facilities and noted that potable reuse will require further analysis for future consideration. Utilities Director Mike Brinkmann confirmed that the process would be evaluated as a long-term component of the system and would more likely require more treatment process that would require evaluation over time.

A MOTION WAS MADE BY COUNCIL MEMBER MACALUSO, SECONDED BY COUNCIL MEMBER MICKELSEN, TO APPROVE RESOLUTION NO. 2026-R19; A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT WITH HDR ENGINEERING, INC. FOR CONSTRUCTION CONTRACT ADMINISTRATION FOR THE RECLAIMED WATER FACILITIES EXPANSION PROJECT AT THE OLD SAN ANTONIO ROAD WASTEWATER TREATMENT AND RECYCLING CENTER (WWTRC) FOR AN AMOUNT NOT TO EXCEED $ 231,060. THE MOTION CARRIED BY THE FOLLOWING VOTE:

Yeah: 4 - Mayor Pro Tem Wolosin, Council Member Mickelsen, Council Member Bunker, and Council Member Macaluso

REGULAR AGENDA:

6. RESOLUTIONS:

A. RECEIVE BIDS AND CONSIDER RESOLUTION NO. 2026-R20; A RESOLUTION AWARDING THE CONTRACT FOR 2026 STREET RECONSTRUCTION TO _____, AND AUTHORIZING THE CITY MANAGER TO MANAGE AND EXECUTE THE RELATED CONTRACT FOR AN AMOUNT NOT TO EXCEED $_____.

Mayor Ritchie called on Engineering and Mobility Director Jeff Carroll. Director Carroll stated that this is the fourth year of the City's patching program and noted that the project requires specialized equipment, making it not cost-effective for the City to purchase its own. He reported that six bids were received, with Texas Materials Group, Inc. submitting the lowest bid, and added that the company has received positive references from other cities. Director Carroll further stated that staff found it noteworthy that the project cost came in lower than last year, despite expectations of higher pricing due to increased diesel costs. As a result of the lower bid, staff is requesting a 25% increase to allow for patching of additional areas and keeping within the budgeted amount.

A MOTION WAS MADE BY COUNCIL MEMBER BUNKER, SECONDED BY MAYOR PRO TEM WOLOSIN, TO RECEIVE BIDS AND APPROVE RESOLUTION NO. 2026-R20; A RESOLUTION AWARDING THE CONTRACT FOR 2026 STREET RECONSTRUCTION TO TEXAS MATERIALS GROUP, INC. AND AUTHORIZING THE CITY MANAGER TO MANAGE AND EXECUTE THE RELATED CONTRACT FOR AN AMOUNT NOT TO EXCEED $343,438.13. THE MOTION CARRIED BY THE FOLLOWING VOTE:

Yeah: 4 - Mayor Pro Tem Wolosin, Council Member Mickelsen, Council Member Bunker, and Council Member Macaluso

B. **RECEIVE BIDS AND CONSIDER RESOLUTION NO. 2026-R21; A RESOLUTION AWARDING THE CONTRACT FOR CONSTRUCTION OF THE RECLAIMED WATER FACILITIES EXPANSION PROJECT TO _____, AND AUTHORIZING THE CITY MANAGER TO MANAGE AND EXECUTE THE RELATED CONTRACT FOR AN AMOUNT NOT TO EXCEED $_____.**

Mayor Ritchie called on Utilities Engineer Andrew Wilkinson, who displayed a map of the Wastewater Treatment and Recycling Center and highlighted the area of the reclaimed water system. He explained the scope of the expansion project and reported that eight bids were received, with Avila Construction Group submitting the lowest bid. After checking references, staff received positive feedback on the company. Mr. Wilkinson stated that the project is expected to be completed within 300 days.

A MOTION WAS MADE BY COUNCIL MEMBER MACALUSO, SECONDED BY MAYOR PRO TEM WOLOSIN, THAT THIS RESOLUTION BE APPROVED RECEIVE BIDS AND CONSIDER RESOLUTION NO. 2026-R21; A RESOLUTION AWARDING THE CONTRACT FOR CONSTRUCTION OF THE RECLAIMED WATER FACILITIES EXPANSION PROJECT TO AVILA CONSTRUCTION GROUP AND AUTHORIZING THE CITY MANAGER TO MANAGE AND EXECUTE THE RELATED CONTRACT FOR AN AMOUNT NOT TO EXCEED $5,300,000.00. THE MOTION CARRIED BY THE FOLLOWING VOTE:

Yeah: 4 - Mayor Pro Tem Wolosin, Council Member Mickelsen, Council Member Bunker, and Council Member Macaluso

7. COMMENTS FROM COUNCIL – No discussion or action may take place.

Council Member Bunker stated that he serves as the Region 20 Director Coordinator for the Citizen Bee, a Texas law-related education program. He shared that the recent competition resulted in three Champion High School students earning first, second, and third place honors. The first-place student will advance to the state competition to compete against students from across Texas. He also reminded the audience that the Boerne ISD art show is on display at the library through May 1 and encouraged everyone to attend. Additionally, he noted that the dedication of the Victory or Death Travis Letter will take place on April 21 at the historic courthouse and advised attendees to expect a cannon blast during the event.

Mayor Ritchie expressed appreciation to those in attendance and conveyed his gratitude to the City's Utilities Department for consistently going above and beyond, commending them for their outstanding work. He also extended his thanks to all City staff for their continued dedication and service.

8. ADJOURNMENT

Mayor Ritchie adjourned the meeting at 6:22 p.m.

Approved:

_____

Mayor

Attest:

_____

City Secretary

	AGENDA ITEM SUMMARY
Agenda Date	April 28, 2026
Requested Action	APPROVE RESOLUTION NO. 2026-R22; A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AND MANAGE AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF BOERNE AND CITY OF CASTROVILLE TO ALLOW THE SHARING AND USE OF COMPETITIVELY PROCURED CONTRACTS IN ACCORDANCE WITH CHAPTER 791 OF THE TEXAS GOVERNMENT CODE.
Contact Person	Jeffrey Carroll – Engineering & Mobility Director
Background Information	The proposed Interlocal Agreement between the City of Boerne and the City of Castroville would allow each city to use competitively awarded contracts from the other, in accordance with Chapter 791 of the Texas Government Code (Interlocal Cooperation Act). The City of Castroville recently approached the City about potentially using one of Boerne's existing competitively bid contracts. To share that contract in compliance with state law, this Interlocal Agreement is required. At this time, the City of Boerne has no plans to use any contracts awarded by the City of Castroville. However, the agreement is structured to allow reciprocal use of contracts should a future need arise, provided that the contract was procured in accordance with state law and City purchasing requirements. This agreement provides an administrative tool that allows the City to "piggyback" on existing contracts that have already been publicly bid and awarded in accordance with state purchasing requirements. The agreement does not obligate either City to make purchases or commit funding. Any future use of a shared contract would remain subject to City purchasing policies and to City Council budget approval, as applicable. Participating in this interlocal arrangement can enhance operational efficiency by reducing duplicate procurement efforts, accelerating project delivery timelines, and potentially lowering costs through cooperative purchasing. This strategy aligns with the 2018 Master

	Plan's focus on sound fiscal management, efficient resource use, and collaboration with external partners to deliver municipal services effectively. Approval of this item authorizes the City Manager to sign the Interlocal Agreement.
Strategic Alignment	F1 – Committing to strategic, responsible, and conservative financial management B3 – Providing streamlined and efficient processes
Financial Considerations	This agreement has no financial impact on the City of Boerne.
Citizen Input/Board Review	N/A
Legal Review	N/A
Alternative Options	N/A
Supporting Documents	Resolution No. 2026-R22 Interlocal Agreement

RESOLUTION NO. 2026-R22

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AND MANAGE AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF BOERNE AND CITY OF CASTROVILLE TO ALLOW THE SHARING AND USE OF COMPETITIVELY PROCURED CONTRACTS IN ACCORDANCE WITH CHAPTER 791 OF THE TEXAS GOVERNMENT CODE

WHEREAS, the City of Boerne desires to enter into an Interlocal Agreement with the City of Castroville under Chapter 791 of the Texas Government Code (Interlocal Cooperation Act); and

WHEREAS, this agreement will allow each city to use competitively awarded contracts of the other city, in compliance with state law; and

WHEREAS, the agreement does not require either city to make purchases or commit funds, and any future use of shared contracts will remain subject to City purchasing policies and City Council budget approval;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BOERNE, TEXAS:

that the City Council hereby authorizes the City Manager to enter into and manage an interlocal agreement between the City of Boerne and City of Castroville to allow the sharing and use of competitively procured contracts in accordance with Chapter 791 of the Texas Government Code.

PASSED, APPROVED, and ADOPTED on this the __ day of April, 2026.

APPROVED:

_____
Mayor

ATTEST:

_____
City Secretary

INTERLOCAL AGREEMENT

This Interlocal Agreement ("Agreement") is made and entered into, by and between the CITY OF CASTROVILLE Texas (hereinafter called "CITY OF CASTROVILLE"), and the CITY OF BOERNE, Texas (hereinafter called "CITY OF BOERNE"), each acting by and through its duly authorized officials:

WHEREAS, CITY OF CASTROVILLE and CITY OF BOERNE are both governmental entities engaged in the purchase of goods and services, which is a recognized governmental function;

WHEREAS, CITY OF CASTROVILLE and CITY OF BOERNE wish to enter into this Agreement pursuant to Chapter 791 of the Texas Government Code (hereinafter "Interlocal Cooperation Act") to set forth the terms and conditions upon which CITY OF CASTROVIOLLE and CITY OF BOERNE may purchase various goods and services commonly utilized by each party;

WHEREAS, participation in an interlocal agreement will be highly beneficial to the taxpayers of CITY OF CASTROVILLE and CITY OF BOERNE through the anticipated savings to be realized and is of mutual concern to the contracting parties;

NOW, THEREFORE, in consideration of the foregoing and the mutual promises, covenants and obligations as set forth herein; CITY OF CASTROVILLE and CITY OF BOERNE agree as follows:

1. The purpose of this Agreement is to provide CITY OF CASTROVILLE and CITY OF BOERNE with additional purchasing options by satisfying the provisions of Section 271.102 of the Local Government Code. CITY OF CASTROVILLE and CITY OF BOERNE may cooperate in the purchase of various goods and services commonly utilized by the participants, where available and applicable, and may purchase goods and services from vendors under present and future contracts.

CITY OF CASTROVILLE and CITY OF BOERNE agree that each of the parties shall respectively designate a person to act under the direction of, and on behalf of, the designating party (the "Designated Representative"). At the request of the other party, a party that enters into a contract with a vendor for goods or services (the "First Purchasing Party") shall attempt to obtain the vendor's agreement to offer those goods and services to the other party (the "Second Purchasing Party") for the same price and on the same terms and conditions as have been offered to the First Purchasing Party. If the vendor so agrees, and if the Second Purchasing Party is agreeable to such terms and conditions, the Second Purchasing Party may enter into its own separate contract with the vendor for the purchase of such goods or services.

Unless otherwise agreed between the Designated Representatives, payments for a purchase made by the Second Purchasing Party shall be paid directly to the vendor and not to the First Purchasing Party. The Second Purchasing Party shall have the

responsibility of determining whether the vendor has complied with any provisions in its contract with the vendor, including but not limited to those relating to the quality of items and terms of delivery, and shall be responsible for enforcement of its contract against the vendor, including all cost of enforcement. This Agreement will be subject to all applicable federal, state and local laws, ordinances, rules and regulations.

2. CITY OF CASTROVILLE and CITY OF BOERNE shall each be individually responsible for payments directly to the vendor and for the vendor's compliance with all conditions of delivery and quality of purchased items under such contracts. CITY OF CASTROVILLE and CITY OF BOERNE shall each make their respective payments from current revenues available to the paying party.

3. Not withstanding anything herein to the contrary, participation in this Agreement may be terminated by any party upon thirty (30) days written notice to the other participating party(ies).

4. The undersigned officer and/or agents of the party(ies) hereto are duly authorized officials and possess the requisite authority to execute this Agreement on behalf of the parties hereto.

5. This Agreement may be executed separately by the participating entities, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

Eff. dte. April 14, 2026

6. This Agreement shall become effective on the day and year first written above (the "Effective Date"). The primary term of this Agreement shall be for one (1) year, commencing on the Effective Date, and shall thereafter automatically renew for successive one-year terms, unless terminated according to the terms set forth in Paragraph 3.

7. Reserved.

8 The laws of the State of Texas shall govern the interpretation, validity, performance and enforcement of this Agreement.

9. The provisions of this Agreement are severable. If any paragraph, section, subdivision, sentence, clause, or phrase of this Agreement is for any reason held by a court of competent jurisdiction to be contrary to law or contrary to any rule or regulation having the force and effect of the law, the remaining portions of the Agreement shall be enforced as if the invalid provision had never been included.

10. This Agreement embodies the entire agreement between the parties and may only be modified in writing executed by both parties.

11. This Agreement shall be binding upon the parties hereto, their successors, heirs, personal representatives and assigns. Neither party will assign or transfer an interest in this Agreement without the written consent of the other party.

12. It is expressly understood and agreed that, in the execution of this Agreement, neither party waives, nor shall be deemed hereby to have waived any immunity or defense that would otherwise be available to it against claims arising in the exercise of governmental powers and functions. By entering into this Agreement, the parties do not create any obligations, express or implied other that those set forth herein, and this Agreement shall not create any rights in parties not signatories hereto.

13. The declarations, determinations and findings declared, made and found in the preamble to this Agreement are hereby adopted, restated and made part of the operative provisions hereof.

14. Pursuant to Chapter 791 and other authority, the following findings and representations are made by the parties:

- each party is a local government as defined by Chapter 791;
- each party is mutually interested in the governmental functions and services described in this Agreement;
- this Agreement describes and provides a governmental function or service that each party to the Agreement is authorized to perform individually;
- this Agreement is authorized by the governing body of each party, by and through a recorded, public vote conducted pursuant to Chapter 551 of the Texas Government Code (the Texas Open Meetings Act), and other authority;
- this Agreement states the purpose, terms, rights, and duties of the parties;
- this Agreement specifies that in paying for the performance of governmental functions or in performing such governmental functions under this Agreement, each party shall make such payments only from current revenues legally available to each party.

[signature page follows]

EXECUTED hereto on the day and year first above written.

CITY OF CASTROVILLE

By: Scott Dixon, City Administrator

CITY OF BOERNE

By: Benjamin E. Thatcher,
City Manager

	AGENDA ITEM SUMMARY
Agenda Date	April 28, 2026
Requested Action	APPROVE RESOLUTION NO. 2026-R23; A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT WITH HOEFER WELKER ARCHITECTS FOR ADDITIONAL DESIGN SERVICES FOR FIRE STATION #2 PROJECT FOR AN AMOUNT NOT TO EXCEED $847,500. *(Design of Fire Station #2)*
Contact Person	Manuel Casarez, Fire Chief
Background Information	The City Council previously approved a professional services agreement with Hoefer Welker for the planning and design of Boerne Fire Station No. 2. The original concept envisioned a 15,000 square foot fire station on approximately 3.269 acres designed to meet current operational needs while also supporting community use, flexibility, and long-term service delivery. The original facility program included apparatus bays, firefighter living quarters, training and wellness areas, community meeting space, operational support rooms, storage, and other mission-critical components necessary to support emergency response services. As design development progressed, additional opportunities and operational needs were identified that expanded the overall project scope. These enhancements include added museum space, library functionality, expanded training features such as roof access training, a training tower, and additional mezzanine space. In addition, the project site was expanded through the incorporation of an additional 3.360 acres to the south in coordination with surrounding development activity in Esperanza. To accommodate the expanded scope, staff negotiated a final amendment for additional professional services. The proposed amendment includes: • Final plat revisions to incorporate the additional acreage • Expanded civil engineering and landscape design for the enlarged site • Inventory and assessment of natural site features • Additional stormwater treatment design requirements • Esperanza Boulevard infrastructure documents, including land and drainage studies • Building design revisions related to museum, training, and health/wellness components

• Added technology, audiovisual, and security system design

The original contract approved in April 2024 totaled **$1,368,625**. The proposed amendment for additional services totals **$847,500**, consisting of expanded building and site design, technology/security systems, and associated roadway infrastructure planning.

If approved, the total professional services agreement with Hoefer Welker would increase to **$2,216,125**.

This amendment reflects the continued refinement of a critical public safety facility intended to serve the community for decades, while ensuring the design addresses future training needs, operational readiness, site functionality, and long-term value.

Phase	Scope Summary	Amount
Original Contract (April 2024)	Initial design for **3.3-acre site** and **15,000 sq. ft. facility**	**$1,368,625**
	Pre-Design	$54,500
	Architectural Design	$1,036,125
	Civil / Landscape	$156,000
	Survey / Environmental	$44,750
	Platting / Accessibility	$24,750
	Site Due Diligence	$17,500
	Design Contingency	$35,000
Additional Services (April 2026)	Expansion to a **6.6-acre site** and a **22,000 sq. ft. facility**	**$847,500**
	Added Building + Site Design Scope	$655,000
	Technology / A/V / Security	$32,500
	Esperanza Boulevard Roadway / Drainage Design	$160,000
Total Design Services	Final expanded project scope	**$2,216,125**

Staff Recommendation:
Staff recommends that City Council authorize the City Manager to execute an amendment to the agreement with Hoefer Welker in the amount of **$847,500**

	for additional design services related to Boerne Fire Station No. 2.
	C1: Offering quality customer experiences. F2: Investing in and maintaining high-quality infrastructure. B2: Advancing master plan recommendations.
Financial Considerations	The Fire Station #2 Design project is a budgeted expense and reflected in the FY25 Governmental Capital Improvements budget.
Citizen Input/Board Review	N/A
Legal Review	The original agreement for design services was reviewed by legal.
Alternative Options	
Supporting Documents	Resolution No. 2026-R23 Additional Services Request – Hoefer Welker

RESOLUTION NO. 2026-R23

A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT WITH HOEFER WELKER ARCHITECTS FOR ADDITIONAL DESIGN SERVICES FOR FIRE STATION #2 PROJECT FOR AN AMOUNT NOT TO EXCEED $847,500

WHEREAS, the City Council previously approved a professional services agreement with Hoefer Welker Architects for the design of Fire Station No. 2; and

WHEREAS, the project scope has expanded to include additional site acreage, enhanced training and community features, and related infrastructure, requiring additional design services including civil, landscape, technology, and building modifications; and

WHEREAS, the proposed amendment for these services is in an amount not to exceed $847,500, increasing the total contract to $2,216,125; and

WHEREAS, the City Council finds approval of this amendment to be in the best interest of the citizens.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BOERNE, TEXAS:

that the City Council hereby authorizes the City Manager to execute and manage an amendment to the agreement with Hoefer Welker Architects for additional design services for Fire Station No. 2 in an amount not to exceed $847,500.

PASSED, APPROVED and ADOPTED on this the __ day of April, 2026.

APPROVED:

_____
Mayor

ATTEST:

_____
City Secretary

AIA® Document G802® – 2017

Amendment to the Professional Services Agreement

PROJECT: *(name and address)* City of Boerne-Fire Station No. 2 Esparanza Blvd. Boerne, TX 78006	**AGREEMENT INFORMATION:** Date: April 15, 2024	**AMENDMENT INFORMATION:** Amendment Number: 01 Date: April 28, 2026
OWNER: *(name and address)* City of Boerne, Texas 447 North Main Street Boerne, TX 78006	**ARCHITECT:** *(name and address)* Hoefer Welker, LLC 500 N. Akard St, Ste. 2450 Dallas, TX 75201	

The Owner and Architect amend the Agreement as follows:

Adjustment to original contract based upon increase of project size of approximately 6,895 SF at $750/sf. The design team will also incorporate the technology, A/V and security design for the facility. Additionally, the site increase of 3.360-acre tract increased public ROW additional design, platting, drainage, stormwater treatment, utilities and building supported design requirements. This also includes an Inventory of Natural features by an environmental consultant and additional stormwater treatment structures as per City requirements.

The design for the road work for road work, utilities, drainage as required for the access to Esparanza Blvd and all required turn lanes.

The Architect's compensation and schedule shall be adjusted as follows:

Compensation Adjustment:

$655,000 (Project Increase Buildig + Site)
- Basic Services (Architectural / Structural / MEP)
- Other Services (Civil / Landscape Architecture / Environmental Services)

$32,500 (Technology, A/V, Security Design)

$160,000 (Esparanza Blvd)
- Infrastructure Documentation Phase I & II

- Adjustment will be billed at lump sum upon acceptance of Amendment with the exception of portions of work to be completed according to the Base Contract including Bidding and Construction Administration.

Schedule Adjustment:

N/A

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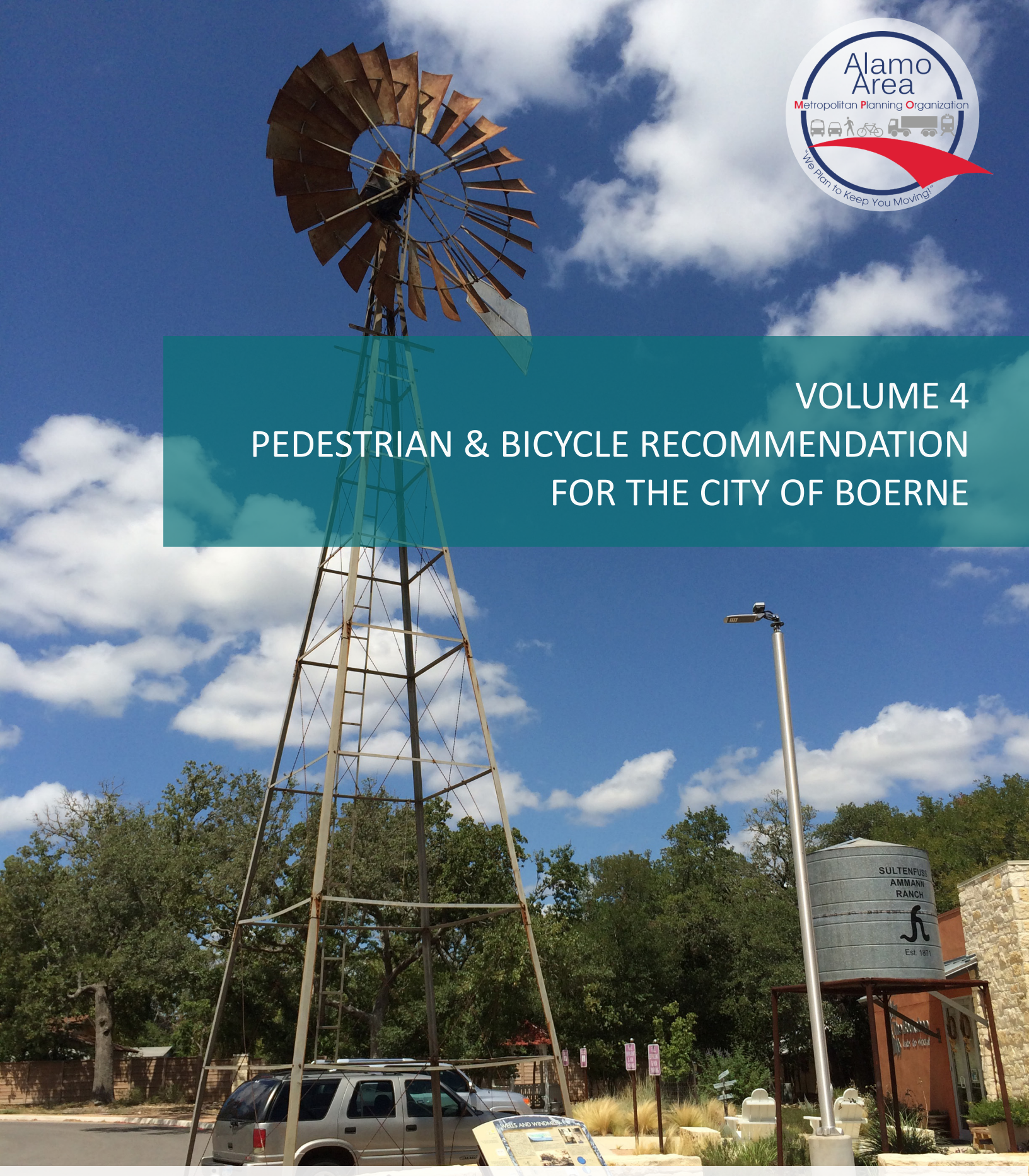
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(Printed name, title, and license number if required)	*(Printed name and title)*
April 21, 2026	
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	AGENDA ITEM SUMMARY
Agenda Date	April 28, 2026
Requested Action	PRESENTATION AND DISCUSSION ON PAST MOBILITY PLANNING STUDIES, SIDEWALK PROJECT PRIORITIZATION FRAMEWORK, AND METHODS FOR PROJECT SELECTIONS.
Contact Person	Jeffrey Carroll – Engineering & Mobility Director
Background Information	The City of Boerne has consistently prioritized pedestrian connectivity, accessibility, and walkability as core elements of its transportation system. In 2016, the City participated in a regional pedestrian and bicycle study led by the Alamo Area Metropolitan Planning Organization (AAMPO). Boerne was selected as a focus area, enabling a detailed review of local conditions. The study assessed existing sidewalks and trails, identified gaps in the network, and recommended improvements to better connect neighborhoods to schools, parks, downtown, and other key destinations. Public input gathered during this effort reflected strong community interest in expanding walking and bicycling options and reducing reliance on vehicles. This work was carried forward in the City's 2018 Comprehensive Master Plan, which identifies walking and bicycling as key to maintaining quality of life and supporting future growth. The Master Plan emphasizes improving sidewalk connectivity, expanding access to community destinations, and coordinating with regional partners to expand mobility options. The plan was developed with extensive public input, including stakeholder meetings, workshops, and community surveys, reinforcing the importance of walkability, downtown access, and neighborhood connections. In addition, the City's ongoing ADA Transition Plan has focused on improving accessibility by identifying barriers in the existing pedestrian infrastructure. This includes evaluating sidewalks, curb ramps, and crossings for compliance and establishing priorities for repairs and upgrades to better serve all users.

	More recently, these efforts have been expanded through the Mobility Master Plan (2023) and the draft Comprehensive Safety Action Plan (2026). The Mobility Master Plan featured significant public engagement and identified priorities for connectivity, local mobility, and safety. The draft Comprehensive Safety Action Plan builds on this work by using a data-driven approach to identify high-risk corridors and intersections. Its development included coordination with public safety agencies, schools, regional partners, and the community, and it is now available for public review. This draft safety action plan is expected to be presented to City Council for future consideration. In addition to formal planning efforts, recent citizen surveys continue to highlight common concerns, including missing sidewalk segments, the need for safer routes to schools, improved connections between residential areas and commercial destinations, and a general desire for expanded sidewalks and trails throughout the City. Staff will provide a presentation summarizing these past planning efforts, highlighting consistent themes identified through community input, and outlining the process used to prioritize current and future sidewalk projects.
Item Justification	[ ] Legal/Regulatory Obligation [X] Infrastructure Investment [ ] Reduce Costs [X] Customer Pull [ ] Increase Revenue [ ] Service Enhancement [ ] Mitigate Risk [ ] Process Efficiency [X] Master Plan Recommendation [ ] Other:
Strategic Alignment	B2 – Advancing masterplan recommendations F2 – Investing and maintain high-quality infrastructure systems and public assets
Financial Considerations	N/A
Citizen Input/Board Review	N/A
Legal Review	N/A
Alternative Options	N/A

Supporting Documents	• AAMPO Sidewalk Study • Boerne Masterplan • Boerne Mobility Master Plan • Draft Comprehensive Safety Action Plan



Alamo Area Metropolitan Planning Organization
"We Plan to Keep You Moving!"

VOLUME 4
PEDESTRIAN & BICYCLE RECOMMENDATION FOR THE CITY OF BOERNE

HALFF

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Pedestrian & Bicycle Recommendation For the City of Boerne

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Boerne Lake City Park is a key destination for visitors and City residents.

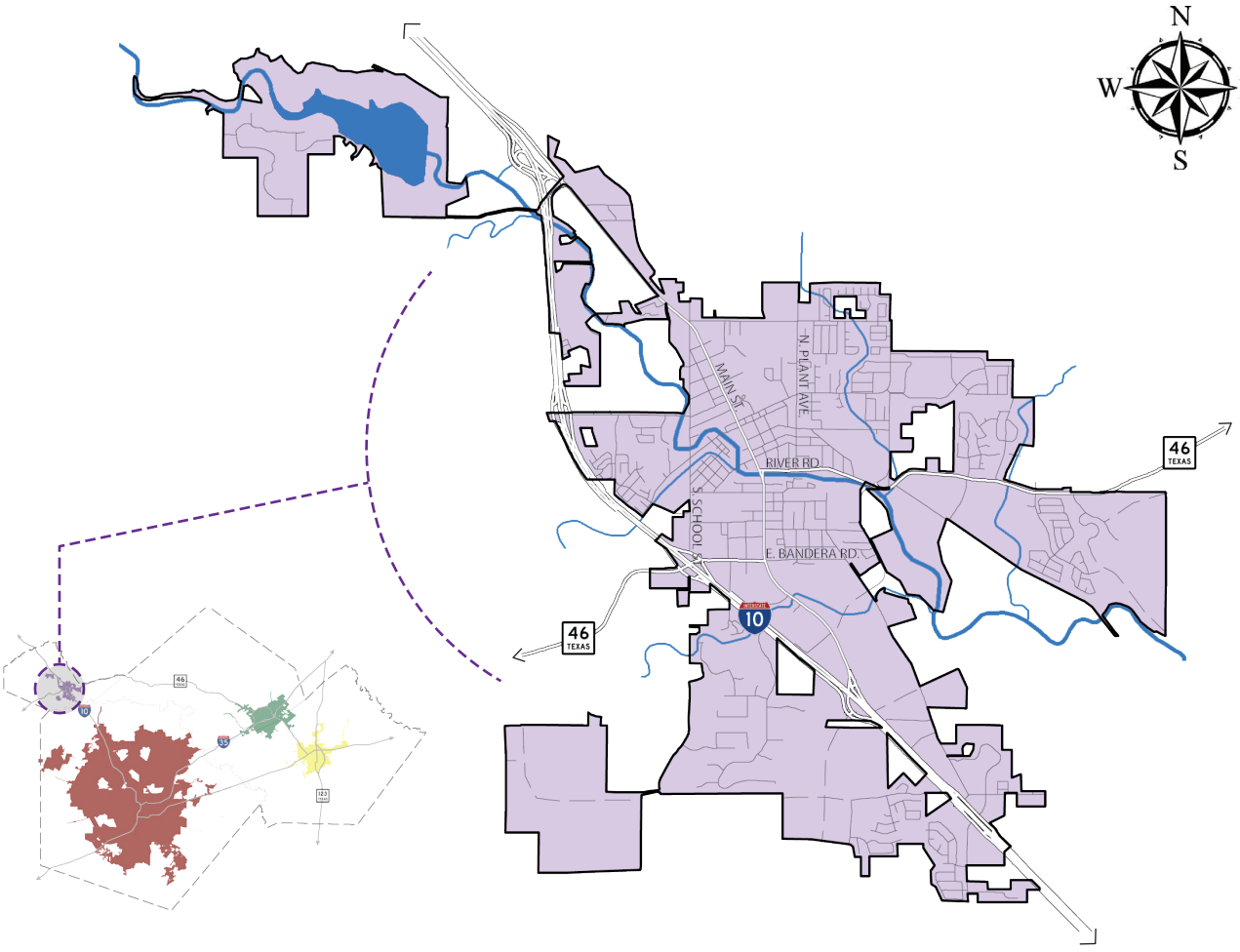
Volume 4 Boerne Bicycle & Pedestrian Study

Chapter 1 Introduction

Located approximately 30 miles northwest of downtown San Antonio, Boerne is a rapidly growing bedroom community located at the rural edge of the Alamo Area region. The City strives to become a destination defined by a high quality of life. In its latest comprehensive plan update, the provision of alternative transportation linkages was identified as a key objective of Boerne, and a top priority for future improvements to the City.

In order to encourage and enhance alternative modes of transportation such as walking and bicycling, the City of Boerne has partnered with the Alamo Area Metropolitan Planning Organization (AAMPO) to conduct a Citywide pedestrian and bicycle study as a component of the MPO's five-volume *Alamo Area MPO Regional Bicycle and Pedestrian Planning Study*. Volume 4, *Boerne Bicycle and Pedestrian Study*, specifically aims to improve the environment for walking and bicycling throughout Boerne - and therefore increase walking and biking activity by making both modes of active transportation more viable and attractive for the City's residents and visitors.

BOERNE BICYCLE AND PEDESTRIAN STUDY AREA



The City of Boerne represents one of five focus areas within the Alamo Area MPO Regional Bicycle and Pedestrian Study (above left). The resulting Boerne Bicycle and Pedestrian Study evaluates the active transportation network within the entire municipal limits (above right).

Demographics & Commuting Characteristics

Boerne's estimated 2014 population of 12,800+ people is more than double the City's 2000 population of 6,000 persons.[1]

The City is home to a relatively affluent population comprised mostly of individuals with high levels of education and established wealth. The median income for households in Boerne is 10 percent higher than that of the state of Texas.[2] Its population is older - with a median age of 38.2 years old (compared to the state median age of 33.8).[3] In addition, school age children account for nearly 20 percent of Boerne's population.[4]

According to the U.S. Census Bureau, over 90 percent of Boerne's workforce commutes to work by car (either alone or in a carpool), even though 46 percent of this workforce works within the City. Data suggests that almost none of the City's resident workforce took transit or rode a bicycle to their places of employment. Roughly 2.3 percent say they walk to work.[5]

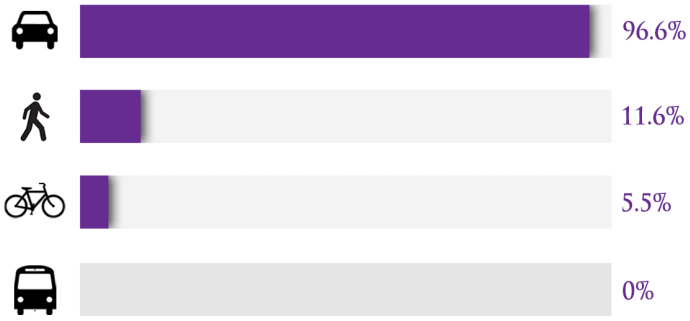
Projections suggest that Boerne's population will grow to over 23,500 persons by 2040 - an increase of almost 100 percent over the 2014 estimated population.[6] As the City continues to grow, not only will demands on the City's transportation infrastructure increase, but interest in alternative transportation options (including transit, bicycling, and walking) will emerge and grow.

REGIONAL SURVEY HIGHLIGHTS

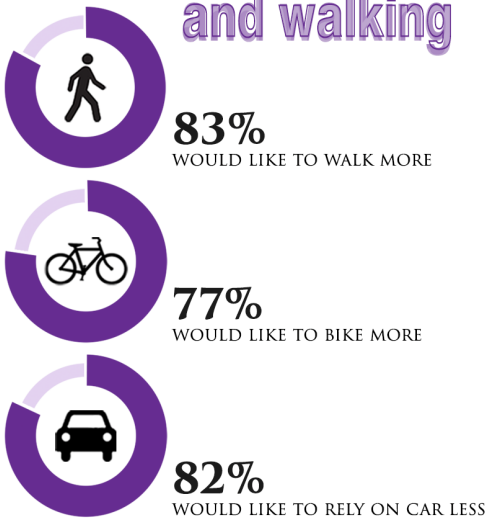
Data from the U.S. Census Bureau about travel patterns is limited to commuting to work. Additional data about biking and walking was collected by the AAMPO as part of this study. That survey reveals an interest in access to more transportation options, including walking and bicycling. While nearly all respondents said they use their car on a daily basis, a majority reported that they'd like to walk and bike more and rely on their car less.

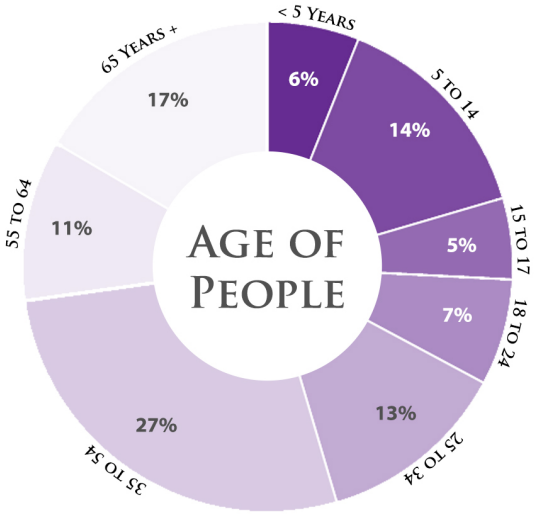
daily travel use

According to a regional survey, driving is the dominant form of travel. Nearly all survey respondents reported using a car on a daily basis, yet 11.6% and 5.5% reported they walk or ride their bike on a daily basis.



interest in biking and walking





age of population

Understanding the age of Boerne's population can help the city plan for proper transportation facitilies to serve the varying needs of these populations. Key findings of this analysis include:

At least 19 percent of the population of Boerne **travels to school**, and of that population, 73 percent of them **cannot drive themselves** and rely on another form of transportation.

Boerne's workforce population is approximately 5,228 people, which is 47 percent of the total population of the city. This is the number of people who need to **get to their job** somehow.

Approximately 17 percent of Boerne's population is 65 years or older. Many of these people are retired and **trips to shopping, places of worship, or other errands** dominate their travel destinations. Additionally, some in this segment of the population **cannot drive themselves** and rely on other forms of transportation.

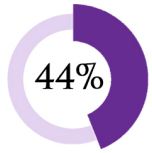
household economics

Often driving is not an option for a certain segment of the population simply because of economic hardships.

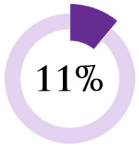
Of the households in Boerne, **44 percent make less than the state median household income*** and just over **11 percent are below the federal poverty level**. As income decreases, the cost of owning a vehicle becomes more burdensome. Approximately **4.4 percent of Boerne's households don't own a vehicle**, and another 36.7 percent only own one vehicle.

Whether by preference or necessity, a significant portion of Boerne's population may utilize alternative forms of transportation to a vehicle and **could benefit from facilities that enable walking and bicycling**.

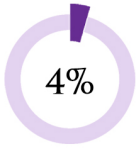
**Median Household Income for the State of Texas is $51,900.*



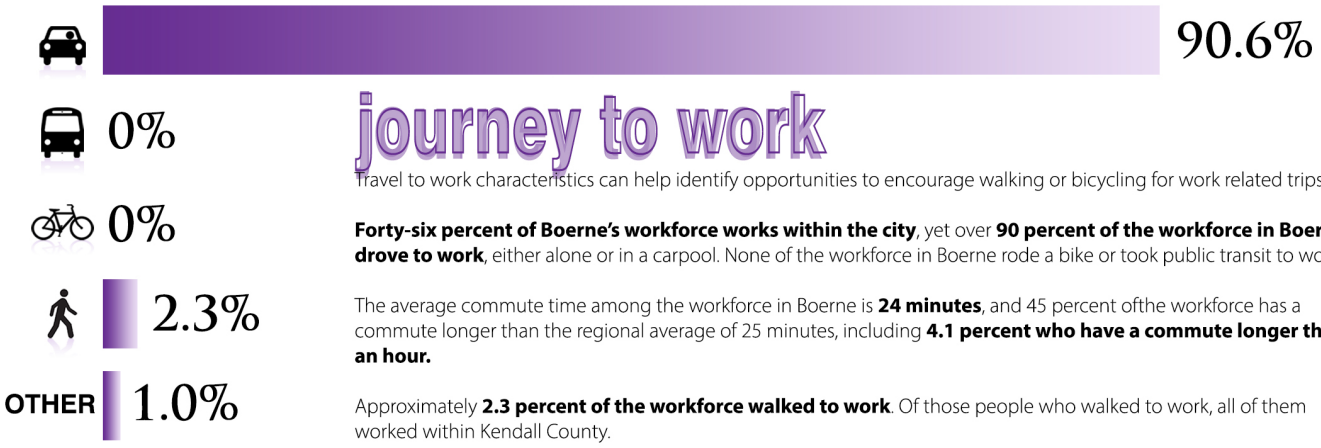
Percent of Boerne's households whose annual income is less than $50,000*.



Percent of Boerne's households whose annual income is below the federal poverty level.



Percent of Boerne's households that don't own a vehicle.



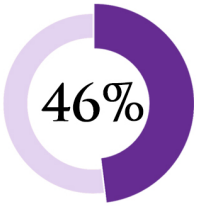
journey to work

Travel to work characteristics can help identify opportunities to encourage walking or bicycling for work related trips.

Forty-six percent of Boerne's workforce works within the city, yet over **90 percent of the workforce in Boerne drove to work**, either alone or in a carpool. None of the workforce in Boerne rode a bike or took public transit to work.

The average commute time among the workforce in Boerne is **24 minutes**, and 45 percent ofthe workforce has a commute longer than the regional average of 25 minutes, including **4.1 percent who have a commute longer than an hour.**

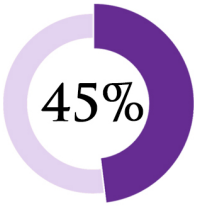
Approximately **2.3 percent of the workforce walked to work**. Of those people who walked to work, all of them worked within Kendall County.



Percent of residents of Boerne who work within the city.



Average travel time to work among Boerne workforce.



Percent of workforce whose commute is more than 25 minutes.

Relation to Other Plans

The *Boerne Bicycle and Pedestrian Study* supports and builds on existing City plans, policies, and initiatives. Future efforts to implement the recommendations of this study should also support the goals of these pre-existing plans and policy documents in order to facilitate implementation in a consistent manner. These cumulative initiatives strengthen the efforts to enhance walking and bicycling- and a more fiscally sustainable and efficient transportation system - by building off of the consistencies between stated local and regional visions.

Mobility 2040

The AAMPO long range regional transportation plan, *Mobility 2040*, is used to frame regional transportation efforts. The plan recognizes the importance of bicycle and pedestrian transportation in establishing a safe, sustainable, efficient, and accessible transportation network.

Boerne Master Plan Update, 2006

A comprehensive plan is a community's over-arching guiding document for growth and development. All other plans, policies, and initiatives focusing on specific geographic areas or topics must align with the comprehensive plan. The *Boerne Master Plan Update, 2006* identifies alternative modes of transportation such as walking and bicycling as important components of the City's future. Plan goals for transportation, community character, and land development also address ways to improve the pedestrian and bicycle network.

> Alternative forms of transportation, such as public transit, rail, air, bicycle, and pedestrian, are important components to a community… the other forms of transportation influence area development patterns, economic viability, and the overall quality of life.
>
> *-Boerne Master Plan Update, 2006*

Parks, Recreation, and Open Space Master Plan, 2012

Boerne's Parks, Recreation, and Open Space Master Plan, 2012, inventories existing City multi-use trails, and identifies potential trail opportunities that can support bicycling and walking in the City. There are four existing multi-use trails in Boerne which extend over 6 miles. These trails: Old No. 9 Trail; Cibolo Creek Trail; Currey Creek Trail; and, Cibolo Nature Center Trail; are key components of a Citywide pedestrian and bicycle network.

Public input received during the City's park planning process, identified trails and pedestrian linkages to community resources as a top priority. As such, plan goals and objectives prioritize the development of an interconnected network of pedestrian and bicycle facilities and trails that link parks, schools, downtown, and other important community destinations.



Residents and visitors would benefit from additional connectivity to Main Street in Boerne's downtown.

Economic Development Work Plan, 2015

This City strategic work plan identifies projects and initiatives that target economic development opportunities, and thereby promote financial growth and improve the quality of life in Boerne.

The plan identifies "Project 500," a catalyst project near Main Street/Hwy. 87 and IH-10. It is anticipated to include 500,000 sf of retail space. The *Economic Development Work Plan, 2015*, also supports efforts to make downtown Boerne walkable, and a destination for residents as well as tourists.

Other Plans

Other trail, corridor, and area plans provide a context for recommendations within this study. They can help to identify or clarify specific improvement needs for walking and bicycling in these areas. Those plans that were consulted during the preparation of this study include:

- **Hill Country Mile.** A corridor along Main Street in downtown Boerne. The City seeks to create a pedestrian friendly environment along the corridor and connect to surrounding destinations and neighborhoods.
- **Westside Mobility and Connectivity Project.** A pedestrian transit project for 9,000 linear feet of pedestrian paths, including bridges and easement acquisition.
- **Alamo Area Council of Governments Walkable Communities Workshop.** Two areas in Boerne where improvements to neighborhood walkability have been identified.

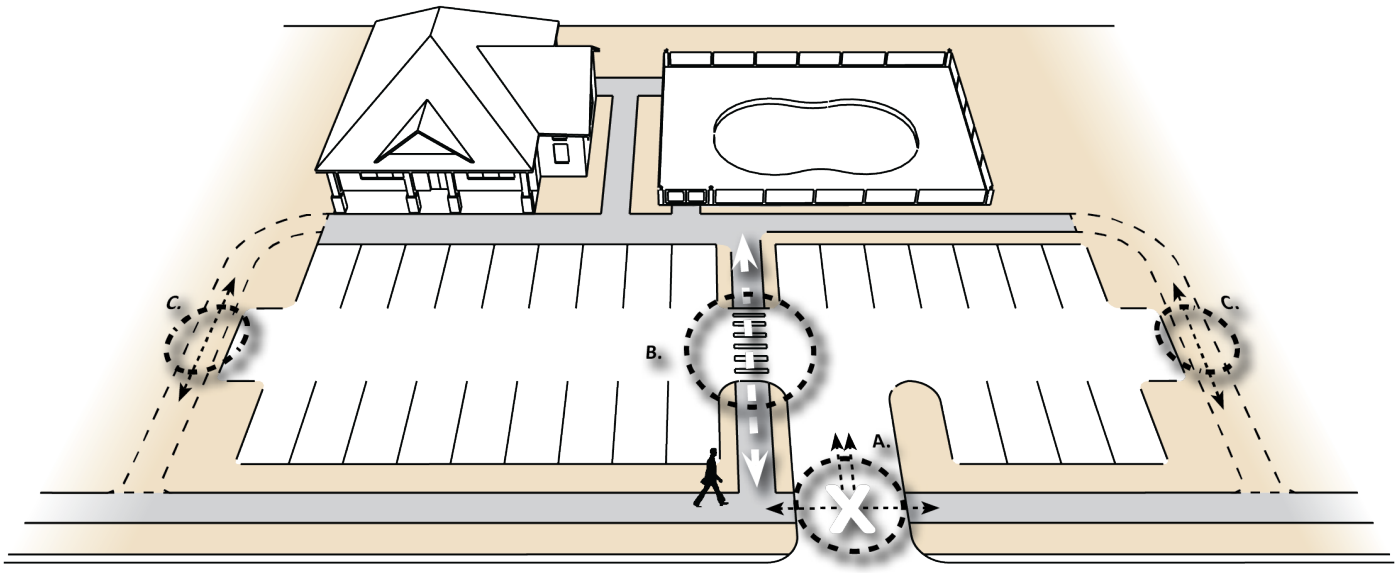
Development Code

Municipal development codes in Texas regulate the form and function of new building and site development in the City, and (to some extent) the City's extraterritorial jurisdiction. Such codes can promote a built environment that is more bicycle-friendly and walkable. This might include regulations for street design and pedestrian connectivity, parkland dedication for trails, and building and site design that includes bicycle parking and internal pedestrian pathways.

Boerne's subdivision regulations and zoning ordinance include provisions facilitating the inclusion of bicycle and pedestrian facilities in new development within the City. The City's subdivision regulations focus principally on bicycle and pedestrian facility requirements within the public right-of-way, while the zoning ordinance addresses on-site facilities at destinations.

Surrounding Jurisdictions

As one "volume" of a larger bicycle and pedestrian study effort initiated by the AAMPO, the *Boerne Bicycle and Pedestrian Study* considers how an enhanced pedestrian and bicycle network at the local level may augment a larger regional system. It is important to be aware of the transportation networks and plans of adjacent jurisdictions and to coordinate with these entities as the regional network is constructed.



Active transportation network implementation may be enhanced through the incorporation of simple guiding illustrations in development regulations. The example above conveys options for the pedestrian access to a development site.

Plan Purpose & Goals

The *Boerne Bicycle and Pedestrian Study* is a product of AAMPO's locally focused approach to building region-wide bicycle and pedestrian systems that link communities. This incremental method of regional bicycle and pedestrian transportation planning ensures that regional outcomes represent local preferences. With this planning philosophy in mind, the City submitted a "Request for Study" to the MPO to participate in AAMPO's overall *Alamo Area MPO Regional Bicycle and Pedestrian Planning Study*.

This study is intended to improve walking and bicycling in Boerne through the identification of a preferred bicycle/pedestrian system network in the City; and, through the prioritization of projects that can be incorporated into regional, state, and federal funding initiatives. The study's facility recommendations are augmented by education and encouragement program recommendations intended to increase local walking and bicycling activity by improving citizen comfort.

Why Plan for Walking & Bicycling?

As previously stated, substantial population growth projected in and around Boerne will place increasing demand on the City's transportation infrastructure. Providing for travel mode choice within a transportation network can improve overall community mobility - most notably for those users that opt to utilize pedestrian and bicycle networks and facilities.

The benefits of walking and bicycling extend beyond transportation network impacts and general mobility. Active transportation in the form of walking and bicycling can generate cumulative environmental, health, and economic benefits in a community - which in turn improves residents' overall quality of life. An increasing number of communities across the nation are recognizing these cumulative benefits. Many cities and towns now view walking and bicycling as legitimate travel mode options, and are integrating the necessary facilities into their transportation networks.

Boerne's Master Plan identified a desire for a more walkable community and the need for making pedestrian and bicycle linkages. The City's Master Plan also promotes a future built environment of walkable and bikeable neighborhoods with easily accessible centers. A plan for walking and bicycling is critical to achieve these goals and Boerne's vision. The *Boerne Bicycle and Pedestrian Study* will facilitate the implementation of several applicable goals contained in the of the City's Master Plan. Walking and bicycling will be an important component to help Boerne become a destination in the Alamo Area, both to visitors and residents.



The Old No. 9 Trail is a key component of Boerne's off-street pedestrian and bicycle network

Goals and Objectives for Walking and Bicycling[1]

Boerne Master Plan Update, 2006

- Link centers, neighborhoods, open space, creeks with comprehensive pedestrian/bicycle system
- Achieve development that promotes pedestrian and bicycle access.
- Extend Old No. 9 Trail along Frederick Street continuing to Northrup Park.
- Develop a pedestrian trail running adjacent to Cibolo Creek and connecting Northrup Park to City Park.
- Ensure pedestrian accessibility and appropriate scale and setbacks.
- Encourage street and sidewalk connections.
- Pedestrian linkages within and between neighborhoods should be required.
- The updated transportation plan should promote a balanced multi-modal system that meets the present and future mobility needs of the community.
- Design standards should be developed for each thoroughfare classification to promote beautification, "Hill Country" character, and pedestrian and bicycling activities.
- The comprehensive trail system should link together the existing three major parks in Boerne. In addition, the proposed trail system also connects the centers and neighborhoods, and can be linked to other trail systems located outside Boerne.
- Trail specifications should be incorporated into thoroughfare design standards.
- Along other major thoroughfares and local neighborhood streets that do not have a trail designation, sidewalks should be present. Future subdivisions should be required to provide sidewalks.

Parks, Recreation, & Open Space Master Plan, 2012

- Continue to develop pedestrian / bikeway trails and greenbelts to connect park and residential areas.
- Acquire adequate funding for greenway development from various sources; design and construct trails by following development and maintenance guidelines; develop a program for long term maintenance of publicly held greenways; and incorporate maintenance costs into future year budgets.
- Continue to develop a network of pedestrian and bicycle facilities throughout Boerne.

Economic Development Work Plan, 2015

- Staff is pursing grant funding to develop a connection between the Heart of Boerne Trail along the Cibolo with the US 87/ Cibolo Creek bridge to enhance downtown pedestrian mobility.
- Promoting the quality of life through a safer, cleaner, more walkable place to live, work and play. Higher levels of patron and pedestrian traffic.

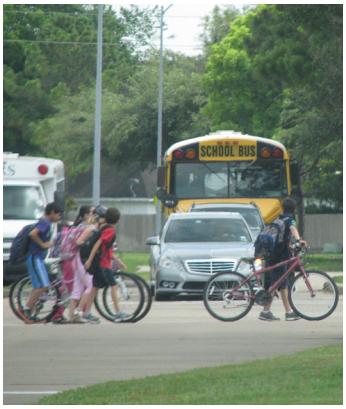
1. Some *Mobility 2040* goal and objectives herein are derivatives of the original statements founds in Chapter 4: Bicycle System, and Chapter 5: Pedestrian System of the document.

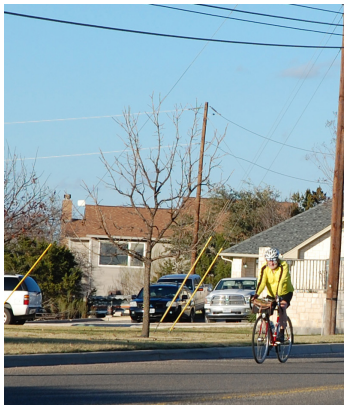
Who Are We Planning For?

Boerne's active transportation network must include options that provide a variety of choices for users of varying ages and capabilities. This includes existing users in the area such as road cyclists that ride the scenic routes around the city, but also younger riders as well as pedestrians throughout the city.

For some users, walking and bicyling is a choice, and the recommendations in this plan seek to encourage them to consider walking and bicycling alternatives. For others however who are not able to drive, walking or bicycling may be a necessity. For example, for children and some seniors, traveling via walking or bicycling helps establish or maintain their independence. For others, the economic benefits may be significant, while others yet may simply be interested in the health benefits.

Whatever the type of trip that is contemplated, having a viable, connected and comfortable network for walking or riding can satisfy the needs of a broad variety of Boerne residents, no matter their skill levels. Ultimately, those networks should be accessible to residents of all ages, means, abilities and purposes, and should be considered when implementing the recommendations of this study.







Active transportation networks must include a variety of facilities to serve different types of users (above).

Destinations in Boerne

A preliminary method to inform where active transportation network additions or enhancements are necessary is to identify key community destinations. What are the "everyday" locations that attract high volumes of visitors on either a constant basis during the week, or at critical peak times? How can the active transportation network better link these destinations with local points of origins (most predominantly residential areas)?

As with most communities, these "candidate" destinations in Boerne (those which would benefit from better bicycle and pedestrian linkages) include regional tourist attractions such as downtown Boerne, as well as local destinations that serve the community, including: schools, parks, employment areas, and commercial areas with "everyday" destinations.

Key destinations in Boerne which should be served by enhanced bicycle and pedestrian linkages are illustrated on page **4-13**.

Active Transportation Network: Destinations (Boerne)

- Boerne City schools
- Boerne Convention and Community Center
- Cibolo Creek corridor
- Downtown Boerne
- Boerne community parks (Boerne City Lake Park, City Park/Herff Park, etc.)
- Boerne neighborhood parks (Northrup, Optimist, Roeder Memorial, Veterans Plaza, etc.)
- S. Main Street (shopping) corridor
- W. Bandera Road (shopping) corridor

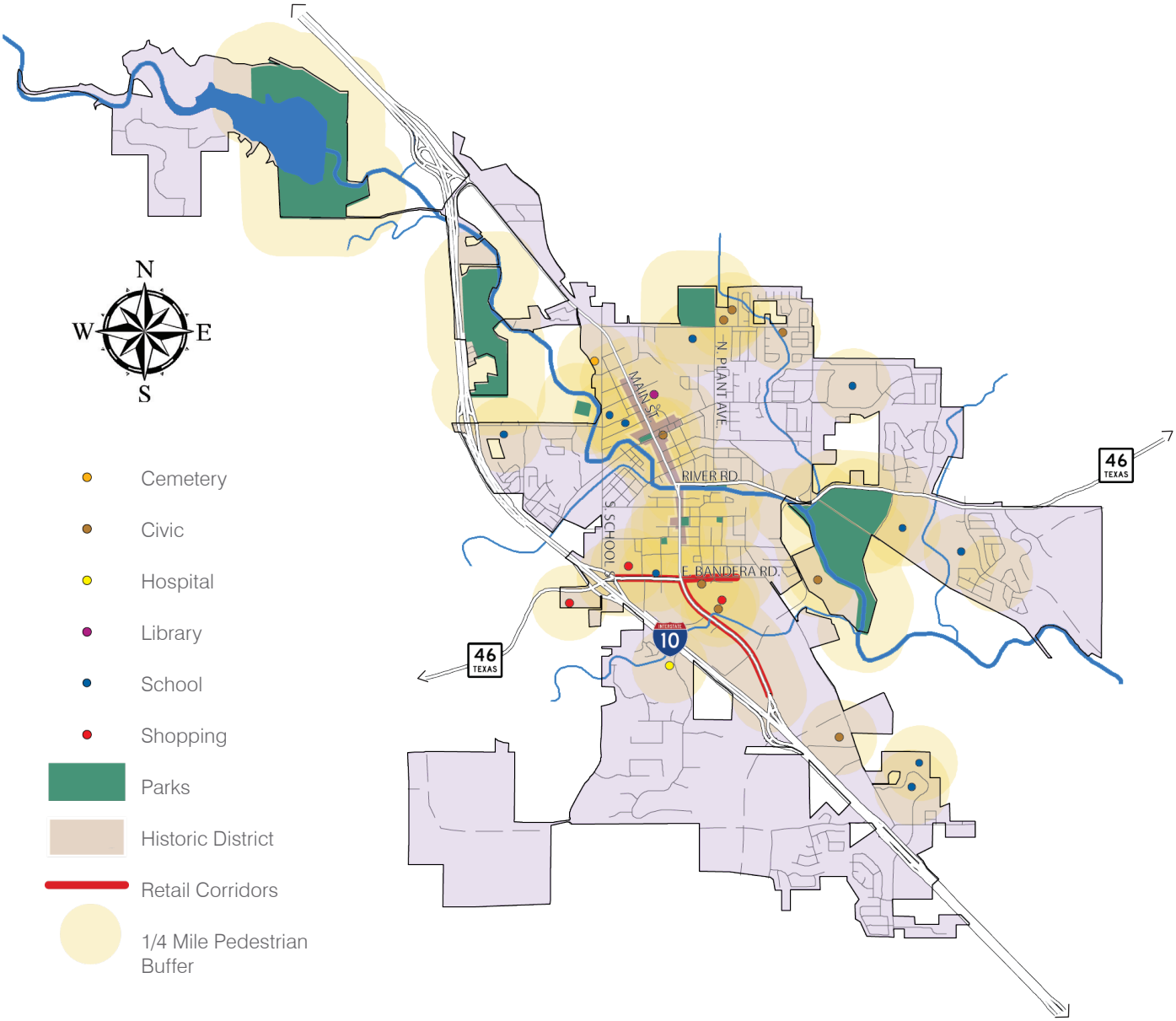
Destinations and Barriers in Boerne

Figure 4.A, *Active Transportation Opportunities and Barriers (Pedestrian)*, illustrates that many of the key destinations within Boerne that attract daily trips (i.e. schools, parks, shopping, etc.) are within close proximity to many of Boerne's residential areas. This is particularly true for traffic generators and destinations north of IH-10.

The buffers around community destinations that are shown in Figure 4.A illustrate a 1/4 mile radius - a distance that takes a typical pedestrian roughly 5 to 10 minutes to walk (a time/distance relationship that is seen as the margin within which a traveler may choose to walk rather than drive a car). The similar time/distance relationship for a bicyclist can extend up to three (3) miles in the same 15 minute period.

Figure 4.B, *Active Transportation Opportunities and Barriers (Bicycle)*, illustrates a 2-mile radius biking buffer around key destinations throughout the City. Although

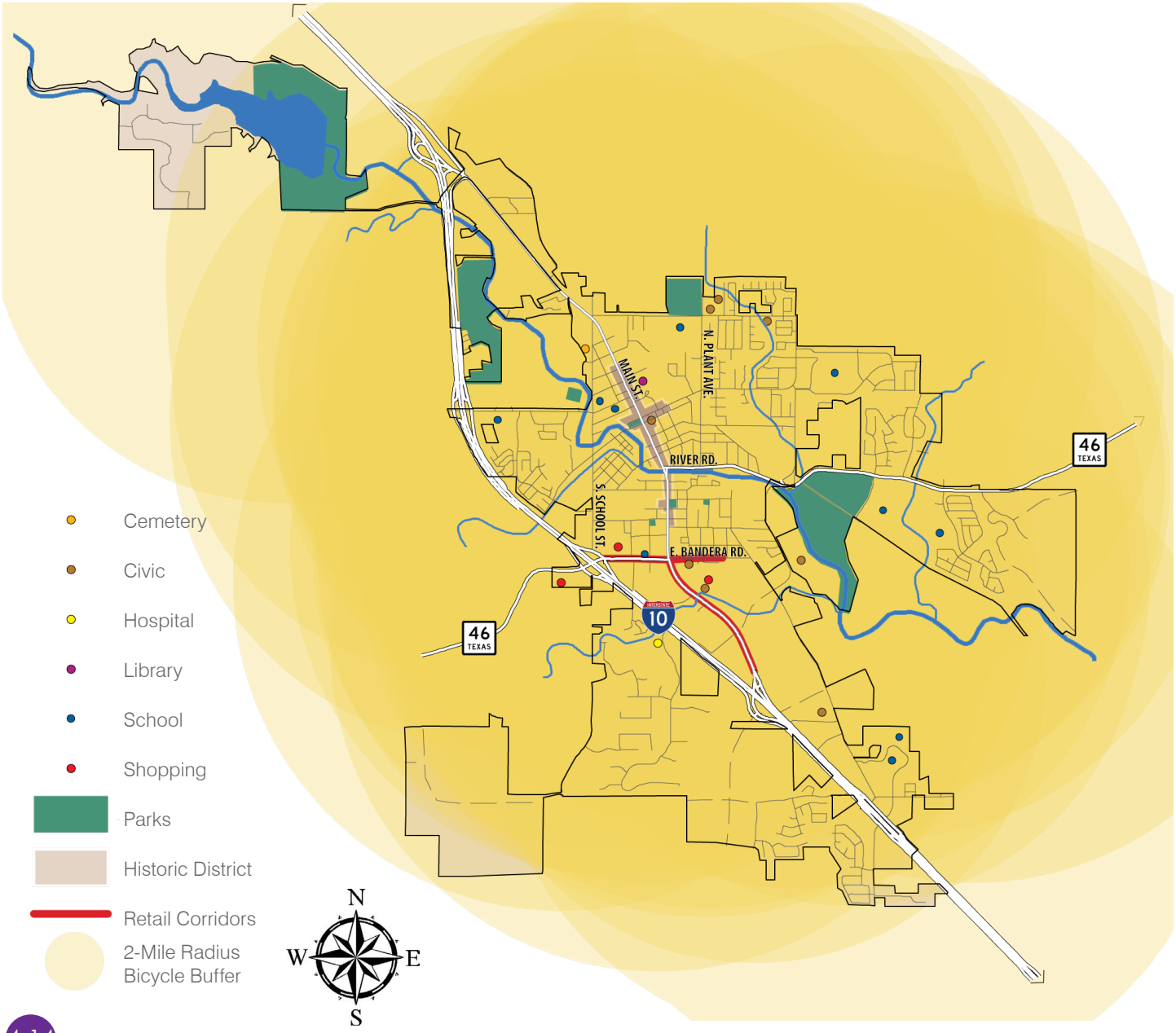
FIGURE 4.A: ACTIVE TRANSPORTATION OPPORTUNITIES AND BARRIERS (PEDESTRIAN)



the figures on this and the previous page illustrate that many key destinations in Boerne are within suitable walking and biking distances to and from the City's neighborhoods (1/4 mile to 2 miles or less), walking and bicycling activity is inhibited by network gaps, the sprawling nature of individual development sites, and substantial natural and man-made barriers.

In Boerne, key physical barriers to active transportation can be found at the IH-10 interchanges and Cibolo Creek (including locations where the creek is bridged). Other key barriers include the intersections of Herff and River Roads; and N. Main St. , N. School St., and Adler Rd. Solutions to resolve barriers are further discussed in Chapter 3, *Recommendations*.

FIGURE 4.B: ACTIVE TRANSPORTATION OPPORTUNITIES AND BARRIERS (BICYCLE)



Chapter 2
Existing Conditions

General Characteristics

The existing active transportation network in Boerne is similar to those found throughout Texas municipalities. A fairly robust pedestrian network (almost exclusively in the form of sidewalks) can be found on local, collector, and arterial streets throughout Boerne's original town site. Many developments constructed in the second half of the twentieth century lack sidewalks, while more recent subdivisions at the fringe of the current municipal boundaries incorporate a sidewalk system in accordance with more recent City standards. The end result is a disconnected pedestrian network which is often confined to specific neighborhoods or districts.

Many of the existing pedestrian facilities in Boerne may be perceived as undesirable – and intended for use only if necessary. Crosswalks in Boerne are rarely marked in a manner that emphasizes them as areas intended for pedestrian use, while sidewalks (particularly older segments) are often narrow and/or built too closely to the street. The subsequent feeling of exposure that a pedestrian may experience likely results from the facility being built according to prior local requirements or state design standards; or, from roadway widening projects that accommodate increased volumes of motor vehicles while reducing motorist/pedestrian separation.

Boerne's emerging bicycle network is defined by an increasing system of sidepaths - removing bicyclists from roadways in favor of a facility shared by bicyclists and pedestrians. This accommodation provides increased bicyclist interconnectivity within Boerne, but may not be the most feasible facility in previously developed portions of the City. Citywide bicycle interconnectivity in Boerne will require the application of bicycle facilities within the roadway surface in some areas.

Attitudes About Active Transportation

The presence or absence in a community of designated facilities for bicyclists and pedestrians greatly influences public perceptions – and by extension, public choice – regarding the feasibility of walking and bicycling as part of one's daily travel routine. The gaps in Boerne's current active transportation system decreases user volumes and may fuel negative attitudes relating to bicycle and pedestrian safety.

As part of this study, an online regional survey was



On-site pedestrians enhancements can mitigate negative perceptions about the distance between destinations.



Off-road trails provide an opportunity for pedestrian and bicycling connectivity and recreation.

prepared asking residents and property owners to identify challenges to bicycling and walking in the Alamo Area MPO region, and within the City of Boerne. The survey was accessible from late 2014 to Spring 2015, and included questions regarding perceptions of current facilities in relation to their community, and barriers that inhibit bicycling and walking in the City. Over 250 residents of Boerne and surrounding communities participated in the survey.

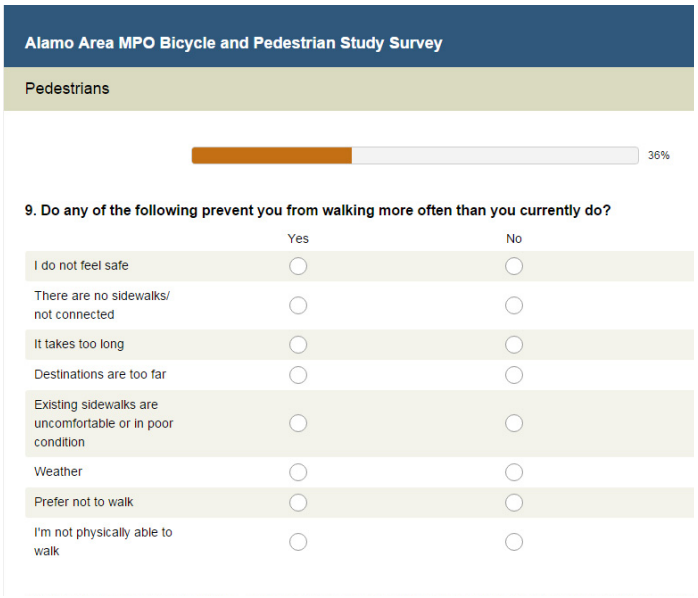
Bicycling in Boerne

Survey respondents from Boerne generally rated bicycling as "below average" in their neighborhoods. Bicycling as an activity was often described as "dangerous" or "unsafe." Frequently cited barriers to bicycling included a lack of facilities (i.e. bike lanes or paths), safety, distance between destinations, weather, and lack of bicycle ownership. These key findings are summarized in **Figure 4.C, *Challenges to Bicycling*** (page 4-19).

Some of the factors inhibiting bicycling in Boerne (i.e. weather) cannot be easily controlled. Others however, such as the availability of bicycle lanes and improving safety for bicycling are intrinsically interrelated, and can be improved with a strong network of bicycle facilities and increased education and awareness of bicyclists.

Walking in Boerne

Boerne residents responding to the survey rated walking conditions in their community slightly higher than bicycling. Still, the survey reveals many consistencies between local bicycling and walking perceptions. Although a majority of survey respondents rated walking in their neighborhoods as "good" or "excellent," such responses did not translate into a perception that the amount and condition of walking facilities in Boerne is sufficient. Walking as an activity was most frequently


Alamo Area MPO Bicycle and Pedestrian Study Survey

Pedestrians

36%

9. Do any of the following prevent you from walking more often than you currently do?

	Yes	No
I do not feel safe	○	○
There are no sidewalks/ not connected	○	○
It takes too long	○	○
Destinations are too far	○	○
Existing sidewalks are uncomfortable or in poor condition	○	○
Weather	○	○
Prefer not to walk	○	○
I'm not physically able to walk	○	○

An online regional survey was prepared asking residents and property owners to identify challenges to bicycling and walking in the Alamo Area MPO region.

described as "dangerous" – consistent with responses regarding bicycling. Frequently cited barriers to walking include a lack of available facilities (i.e. sidewalks), distance between destinations, weather, safety concerns, and time commitments. These key findings are summarized in **Figure 4.D, *Challenges to Walking*** (page 4-20).

Some of the factors inhibiting walking in Boerne seem to contradict the predominant attitude that the walking environment in Boerne is above average. (The survey question asked, "How do you rate walking **in your neighborhood**?" [Emphasis added]) From a facility perspective, this suggests that targeted investments and adjustments to design may go far to increase the frequency and volume of walking activity in the City. For instance, sidewalk construction on a few key collector and arterial street segments may substantially reduce community perceptions that "there are no sidewalks" between neighborhoods, or that "destination are too far." Greater separation between new sidewalks and streets, and intersection design enhancements, incorporated into City ordinances or design guidelines can mitigate survey respondents' prevalent assertion that they "do not feel safe."



Increased separation between sidewalks and streets adds a greater feeling of safety for pedestrians.

Public Participation

An ad-hoc committee of City staff from various departments, elected official representation, planning and zoning board members and citizen users met informally during the process. A meeting was held at the beginning to discuss key issues in the City, possible opportunities as well as areas of concern, and ideas that should be considered. A follow-up meeting was held further into the process to review preliminary concepts and possible solutions, and to get feedback on those. During each meeting, maps were provided where attendees noted issues or ideas.

A Citywide workshop was held in December 2014 at the Boerne Community Center. Approximately 40 attendees participated in the meeting, including Boerne residents, City staff, the planning team and representatives from the Alamo Region MPO. After a brief introductory presentation, citizens participated in six smaller groups which outlined key challenges, opportunities and constraints, and indicated their potential routes on maps of Boerne.

Key comments included the need to address sidewalk gaps, establishing looped bicycle networks for distance riders, continuing to develop the City's trail system and connecting nearby areas of the City to the trails, and the need to address both pedestrian and bicycle safety concerns at key intersections throughout the City.

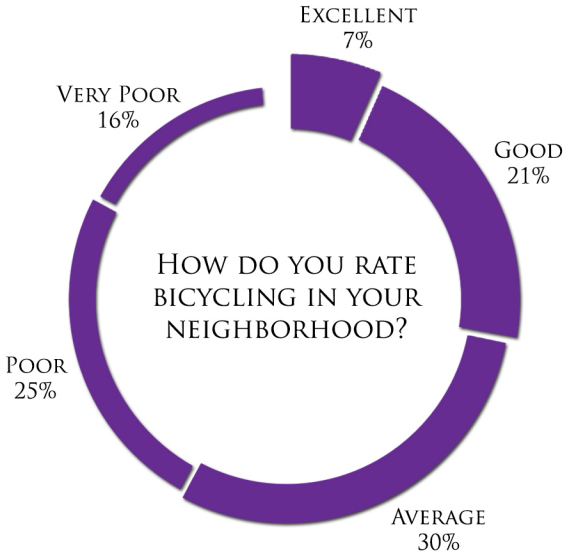


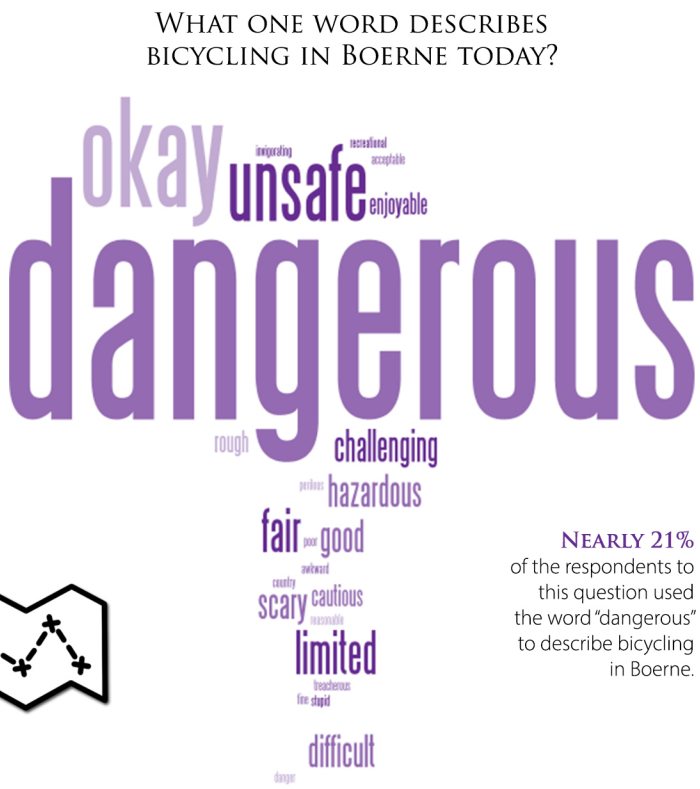
Residents, City staff, and members of the Alamo Region MPO provided valuable input throughout the planning process.

FIGURE 4.C:

challenges to bicycling

In the regional survey, residents of Boerne rated bicycling in their neighborhood as **BELOW AVERAGE**. When asked what prevents them from bicycling more, the top answer was the **LACK OF BIKE LANES, TRAILS, OR PATHS**.





NEARLY 21% of the respondents to this question used the word "dangerous" to describe bicycling in Boerne.

top five BARRIERS TO BICYCLING

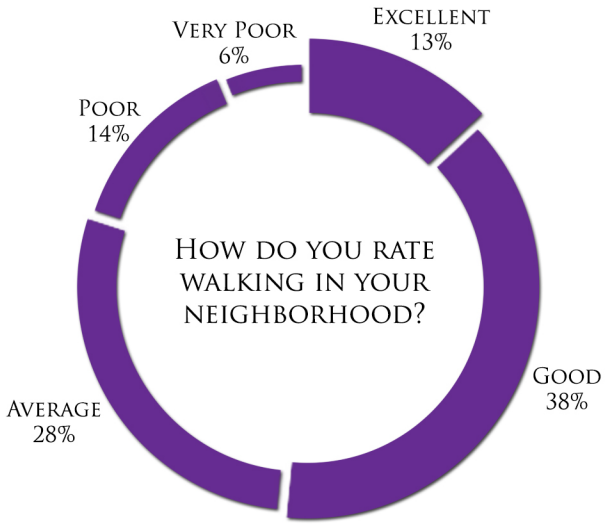
1. There are no bike lanes, trails, or paths.
2. I do not feel safe.
3. Destinations are too far.
4. Weather.
5. I don't own a working bike.

OVER 64% of survey respondents from Boerne said that the lack of bike lanes, trails, or paths prevents them from riding their bicycle more than they currently do. This was followed by nearly 52% of respondents saying safety was a factor, 33% don't bicycle more because destinations are too far, 30% say the the weather deters them, and nearly 25% of the respondents don't ride more because they don't own a working bike.

FIGURE 4.D:

challenges to walking

In the regional survey, residents of Boerne rated walking in their neighborhood as **ABOVE AVERAGE,** with over 50% saying it's either excellent or good. When asked what prevents them from walking more, the top answer was the **LACK OF CONNECTED SIDEWALKS**.



top five barriers to walking

1. There are no sidewalks.
2. Destinations are too far.
3. Weather.
4. I do not feel safe.
5. It takes too long.

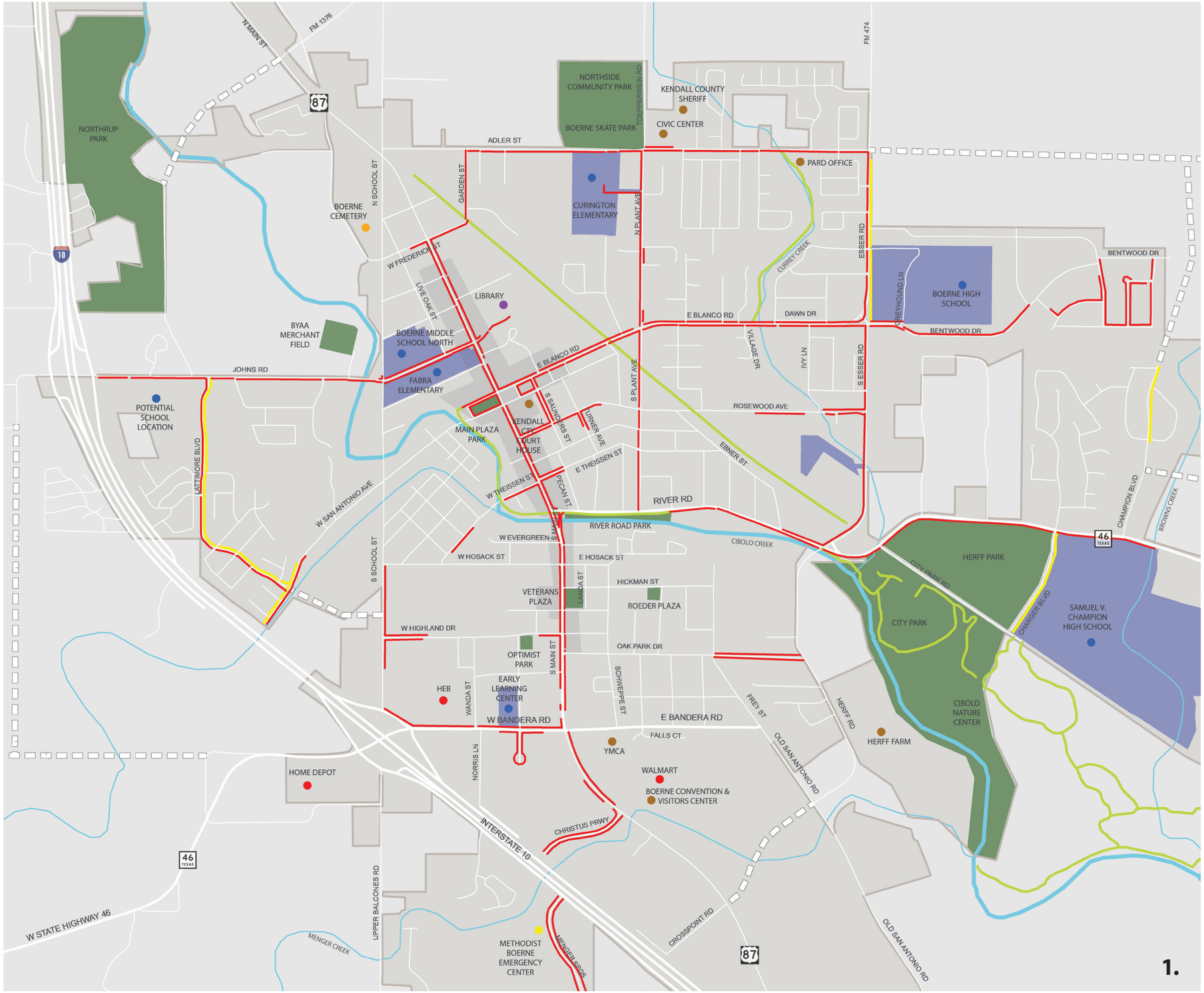
What one word describes walking in Boerne today?



Nearly 11% of the respondents to this question used the word "dangerous" to describe walking in Boerne.

Nearly 60% of survey respondents from Boerne said that the lack of a connected sidewalk network prevents them from walking more than they currently do. This was followed by nearly 50% of respondents saying destinations are too far, 39% say the weather deters them, 32% are concerned about safety, and nearly 32% of the respondents don't walk more because it takes too long.

MAP 4.1A: BOERNE EXISTING ACTIVE TRANSPORTATION FACILITIES

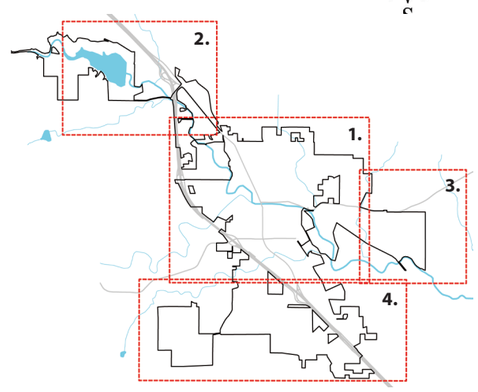


LEGEND

- Sidewalk, Existing
- Trail, Existing
- Sidepath, Existing
- Historic District
- Boerne ISD Properties
- Parks
- Future Roads
- Waterway
- City Boundary
- Cemetery
- Civic Destination
- Hospital
- Library
- School
- Shopping Destination

0 1/8 1/4 1/2 Miles

N W E S



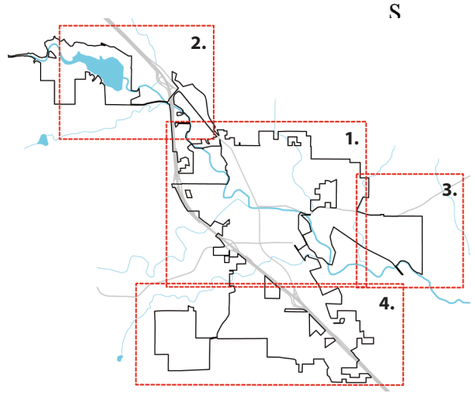
MAP 4.1B: BOERNE EXISTING ACTIVE TRANSPORTATION FACILITIES

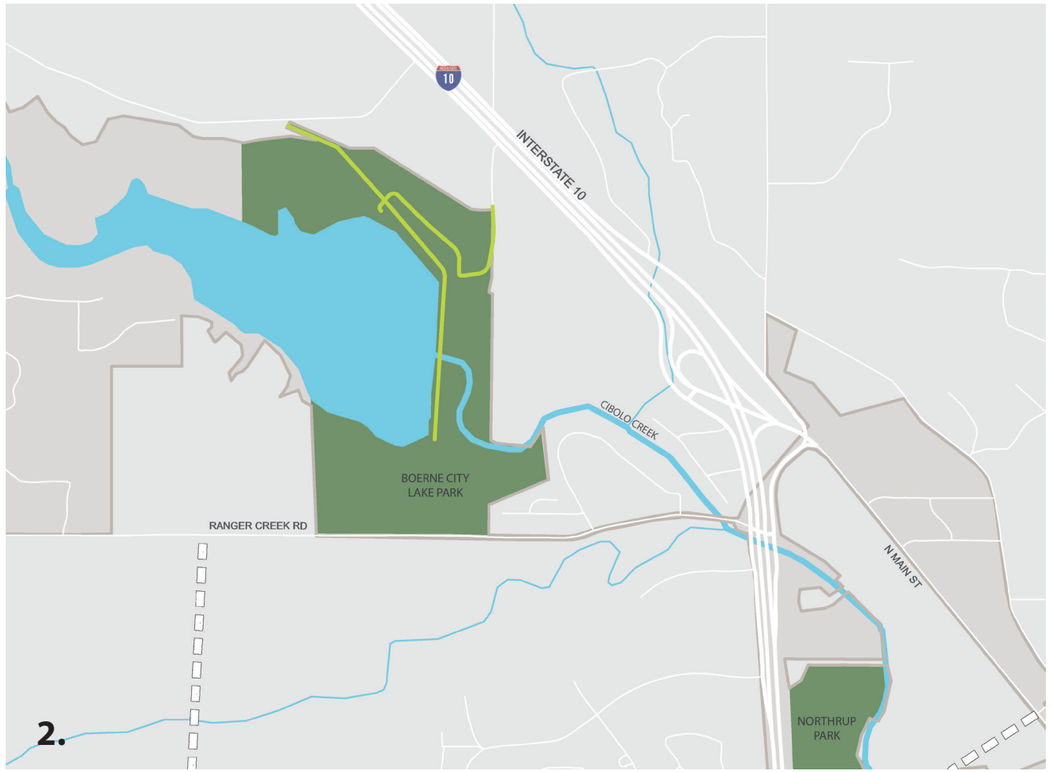
LEGEND

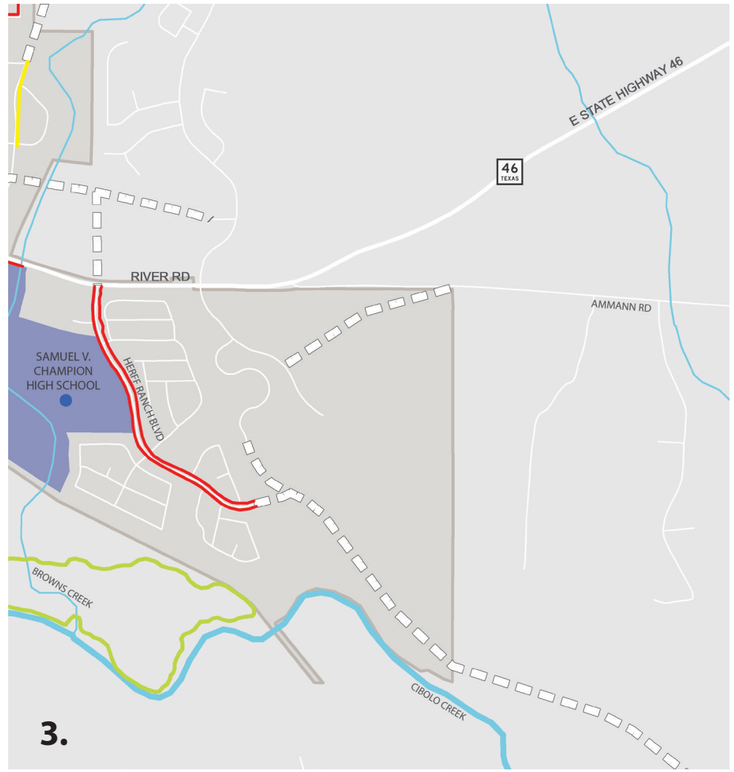
- Sidewalk, Existing
- Trail, Existing
- Sidepath, Existing
- Historic District
- Boerne ISD Properties
- Parks
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- City Boundary
- Cemetery
- Civic Destination
- Hospital
- Library
- School
- Shopping Destination

0 1/8 1/4 1/2
Miles

N
W E
S









Existing Facilities for Bicycling and Walking

An inventory of Boerne's existing active transportation network is provided in **Table 4.1, *Boerne Active Transportation Network (2015)***. The table distinguishes between on-street bicycle facilities, on-street pedestrian facilities, and shared use facilities. These three facility categories are described in more detail in **Appendix A, *Bicycle and Pedestrian Toolkit***, of this study.

Table 4.1 presents the cumulative length of all of Boerne's sidepaths and shared use paths. The cumulative length of sidewalk segments referenced in the table includes only those located on collector and arterial streets, and key local streets that provide important pedestrian interconnectivity.

Table 4.1 illustrates that the City's cumulative active transportation network is defined by three principal facility components: sidepaths, sidewalks, and shared use paths. There are currently no bicycle lanes, buffered bicycle lanes, cycle tracks, or shared lane markings in Boerne. In 2015, there were roughly 20.5 miles of sidewalks (on major thoroughfares) in Boerne, 2.0 miles of sidepaths, and 9.5 miles of shared use paths in the City.

The distribution of Boerne's sidepaths, shared use paths, and key sidewalk segments is illustrated on **Maps 4.1A** and **4.1B, *Boerne Active Transportation Network*** (pages 4-21 and 4-22). Consistent with **Table 4.1**, **Maps 4.1A** and **4.1B** do not represent a comprehensive inventory of Boerne's existing sidewalks. Sidewalks illustrated on the maps are largely limited to those on collector and arterial streets, and those on key local street segments.



Recent active transportation investments in Boerne include the sidepath on Lattimore Boulevard.

TABLE 4.1 BOERNE ACTIVE TRANSPORTATION NETWORK (2015)

Facility Category*	Facility Type*	Length (Miles)
On-Street Bicycle Facilities	Bicycle Lanes	0
	Buffered Bicycle Lanes	0
	Protected Bicycle Lanes	0
	Shared Lane Markings	0
	Bicycle Route	0
	Wide Shoulder	0
	Traffic Calming	0
On-Street Pedestrian Facilities	Sidewalks	20.5**
Shared Use Facilities	Shared Use Trails (Off-street)	9.5
	Sidepaths (On-street)	2.0

*Facility categories and type defined in Appendix A: *Bicycle and Pedestrian Toolkit*.
**Excludes most local street segments within subdivisions.


BOERNE
OLD NUMBER
9
GREENWAY
TEXAS

Chapter 3 Recommendations

Building Towards Creating a Great Network for Boerne

Opportunities for pedestrian and bicycle facilities are abundant in Boerne. They exist along drainage channels, power line corridors, street rights of way, and other linear greenbelts. This chapter summarizes overall recommendations by type and recommends early implementation and priority projects (noted as Tier 1 as opposed to Tier 2).

Meeting Boerne's Goals

All of the recommendations work towards meeting Boerne's goals for alternative modes of transportation (and especially by bicycle) noted in earlier chapters.

These key goals are:

Increasing connectivity for both short trips (less than 3 miles) in every part of the City, as well as across the City to major destinations centers such as the Downtown area, shopping corridors and other key destinations.

Creating facilities with as high degree a comfort as is possible, such as buffered bicycle lanes, cycle tracks (protected bicycle lanes) and off-street shared use paths. This also means creating routes that serve as alternatives to using high traffic volume streets such as West Bandera Road.

Emphasizing facilities that can be developed cost-effectively, such as on-street routes. These may be feasible in some parts of the City, but may be harder to find in other areas of the City with narrow streets and the need by residents for on-street parking.

Thinking both short term and long term, so that facilities which can be put in place today help create a citywide network in the future.

Emphasizing the connection to health benefits, so that Boerne's efforts to get more residents riding is shown to potentially yield great dividends in terms of community health.

Emphasizing the need for parallel encouragement efforts, including end trip, promotional and education efforts that encourage Boerne residents to get out and ride more frequently. These are discussed later in this chapter.

Evaluation Criteria

Corridors were evaluated in each area of the City using compatibility and accessibility criteria. Key evaluation areas included:

Citizen feedback - Neighborhood desires for pedestrian and bicycle facilities or concerns over specific corridors is considered as a key component of the evaluation.

Relationship to area homes - Occasionally a preferred



The street right-of-way allows adequate space for a greater sidewalk width.

corridor is along easements adjacent to residential backyards. Preference is given to corridors that allow greater separation from fences, and where the facility would be level with backyards to maintain the existing degree of privacy.

Connectivity - Potential corridors are evaluated as to their potential to connect to schools, area parks, employers, retail destinations, civic buildings, and other trails or routes.

Availability of the corridor - Preference is given to corridors that are controlled by the City of Boerne or other government entities. This ensures that acquisition or permission to use the corridor is at least possible.

Scenic qualities - Scenic features are considered as one of the evaluating issues, such as along drainage channels, greenbelts, unique views, wildlife, or native vegetation.

Potential use - Actual current use of the corridor, even without any facilities in place, is considered as a factor in determining whether to consider a corridor or not. If a corridor is currently used, or can be used with minimal improvement, then potential development of a facility is easier.

Facility Priorities and Preferences From Citizen Input

Boerne area residents rated their priorities and preferences as a part of the citizen survey and stakeholder and workshop meetings. Those preferences are shown on the following page.

The level of user "comfort" associated with different types of pedestrian and bicycling infrastructure also helped guide the recommendations for Boerne. The more comfortable and secure that a user feels, the more they are likely to consider walking or bicycling as a regular mode of transportation and recreation.

The diagram on page 4-28 illustrates the level of comfort as indicated by survey respondents from Boerne. On-street recommendations such as bicycle lanes and riding on a quiet neighborhood street are acceptable to more than 50% of the respondents. Conversely, 85% or more would be very comfortable on a shared use path or a separated lane (cycle track). Some potential facilities can be implemented relatively easily and at a moderate cost. Others are more extensive and will take longer to implement. Collectively, these recommendations can transform Boerne's active transportation network into one of the best in the region.



Boerne residents expressed their preferences for facility types and route locations.

FIGURE 4.E: AAMPO ONLINE SURVEY: PUBLIC PRIORITIES FOR BOERNE

top improvements

Survey respondents identified how important or unimportant they felt several possible improvements would be to improving walking and bicycling in their city. Here are the top five most improvements that are considered most Boerne*.

1 SAFER INTERSECTIONS

Make crossing intersections safer for pedestrians and bicyclists.

2 SIDE WALKS

Add sidewalks and fill in missing gaps.

3 WIDER TRAILS

Add wider multi-use trails for pedestrians and bicyclists.

4 PROTECTED BIKE LANES

Add more protected bike lanes such as a painted buffer or plastic bollards.

5 BIKE LANES

Add bike lanes and fill in missing gaps.

*In order by the sum of both very important and important responses.

top destinations

Survey respondents were asked to identify destinations that they would be interested in walking or bicycling to. Top answers for both included for leisure or recreation, to parks, and to surrounding neighborhoods. The graphic below shows those destinations that at least 50% of the respondents indicated they were interested or very interested in walking or bicycling to.







Network Recommendations

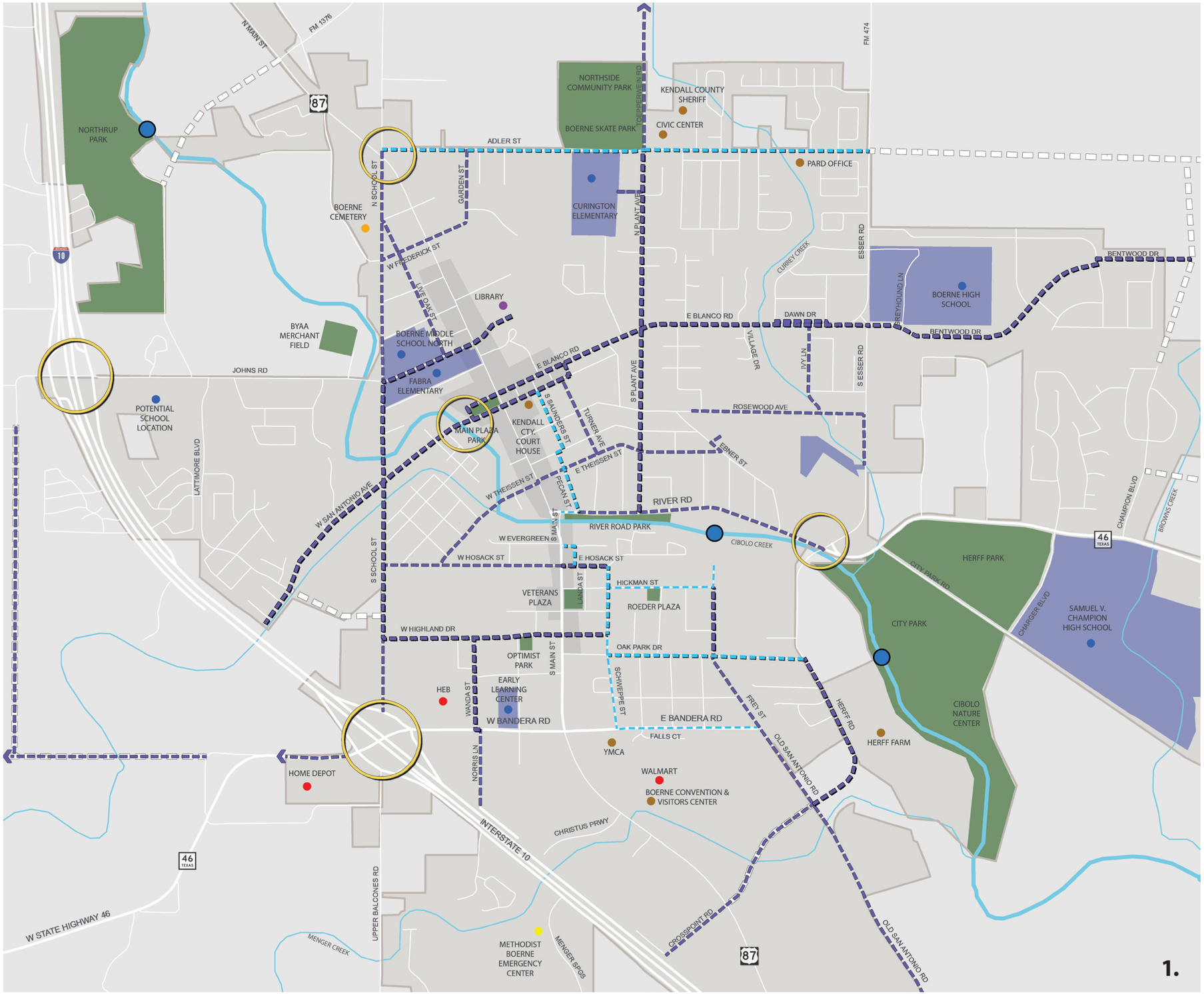
This section summarizes both on-street and off-street recommendations. **Maps 4.2A** through **4.4B** illustrate all network recommendations with first and second priorities depicted differently. Tables associated with each map summarize the approximate total proposed facility length by category. Written descriptions of key corridor are included for each facility type.

This section summarizes recommendations by the following categories:

- On-street bicycle facility recommendations (including bicycle lanes, shared lane markings, bicycle routes, wide shoulders, and separated facilities (cycle -tracks).
- Shared use network which includes sidepaths and shared use paths (trails).
- Key pedestrian corridors
- Key barrier resolution recommendations

Each recommendation should be further engineered, and may require more specific solutions for intersections or other key areas. Area property owners should be involved in the more detailed design process so that specific concerns can be addressed.

MAP 4.2A: BOERNE - RECOMMENDED ON-STREET BICYCLE FACILITIES

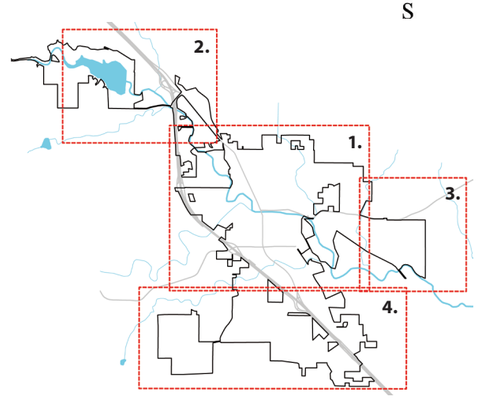


LEGEND

- Proposed Creek Crossing
- Proposed Intersection Enhancement
- Sidewalk, First Priority
- Sidewalk, Existing
- Trail, First Priority
- Trail, Second Priority
- Trail, Existing
- Sidepath, First Priority
- Sidepath, Second Priority
- Sidepath, Existing
- Bike Lane, First Priority
- Bike Lane, Second Priority
- Bike Route, First Priority
- Bike Route, Second Priority
- Historic District
- Boerne ISD Properties
- Parks
- Future Roads
- Waterways
- City Boundary
- Cemetery
- Civic Destination
- Hospital
- Library
- School
- Shopping Destination

0 1/8 1/4 1/2 Miles

N W E S



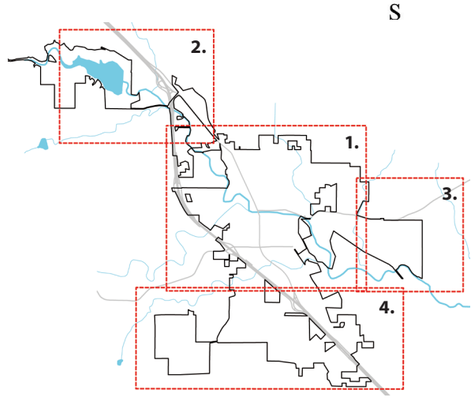
MAP 4.2B: BOERNE ON-STREET BICYCLE FACILITIES

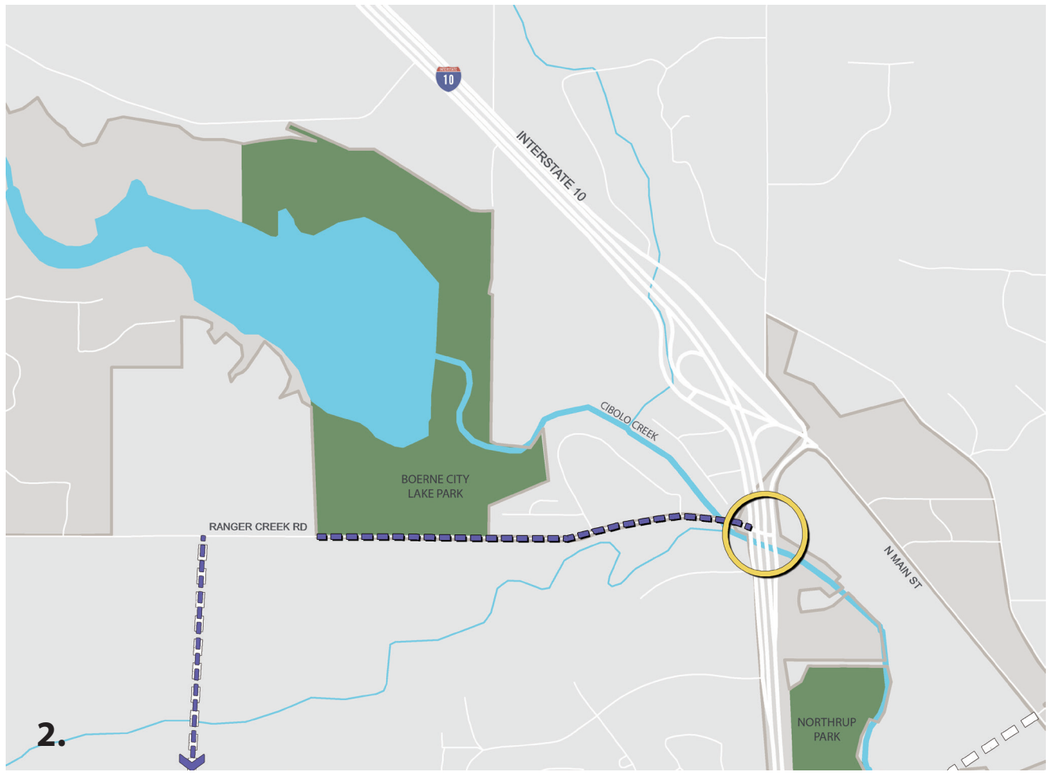
LEGEND

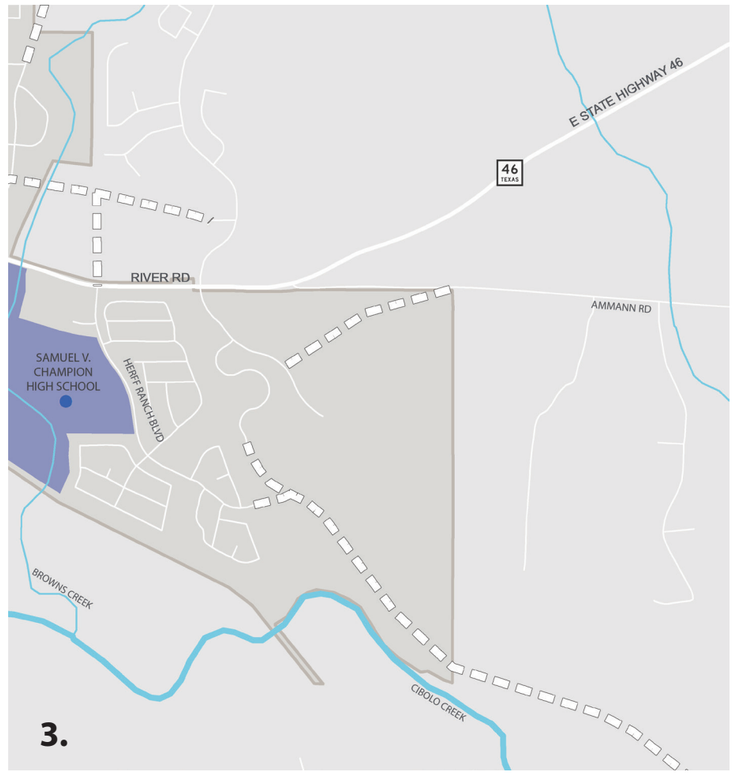
- Proposed Creek Crossing
- Proposed Intersection Enhancement
- Sidewalk, First Priority
- Sidewalk, Existing
- Trail, First Priority
- Trail, Second Priority
- Trail, Existing
- Sidepath, First Priority
- Sidepath, Second Priority
- Sidepath, Existing
- Bike Lane, First Priority
- Bike Lane, Second Priority
- Bike Route, First Priority
- Bike Route, Second Priority
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- Hospital
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- School
- Shopping Destination

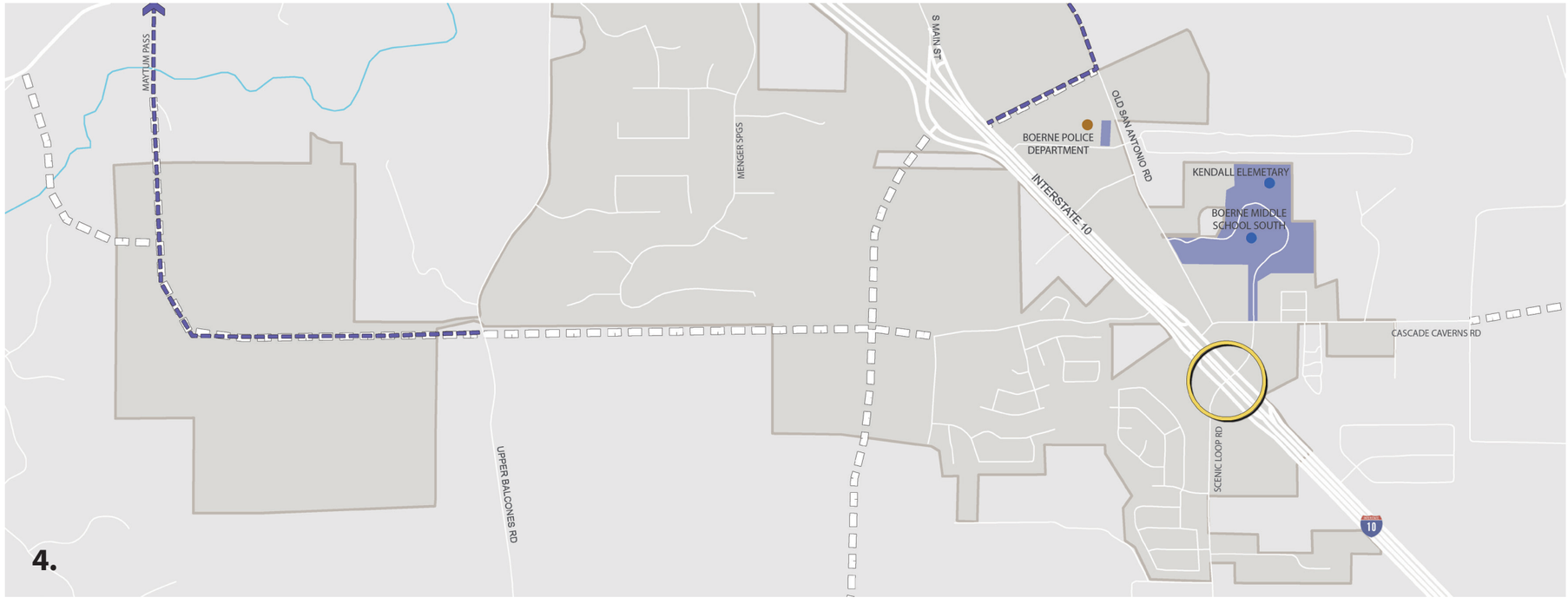
0 1/8 1/4 1/2 Miles

N W E S









On-Street Bicycle Facilities

Boerne has a number of opportunities for on-street bicycle lanes (see **Maps 4.2A** and **4.2B** on the previous two pages), but also has many streets with limited pavement or right-of-way widths that are challenging. In parts of the City, the grid network of streets with lower levels of traffic lends itself to creating routes that connect key destinations. While the relatively narrow pavement widths may preclude completely separated "cycle-track" type solutions, the many less travelled streets provide opportunities for comfortable routes. The on-street segments could be developed cost effectively, and can help jump-start a connected network throughout the City. Most of the routes mentioned below also connect to the Number 9 trail.

Key recommended on-street segments include:

East Blanco Road/West San Antonio Ave. – bicycle lanes/shared lane markings can create an east/west route that covers the northern half of the City. Portions of the roadway may not currently be wide enough for a full bicycle lane. As future maintenance improvements are made to these roads, additional width should be added where feasible to accommodate bicycle lanes.

Herff Road from Oak Park Drive to Old San Antonio Road – Herff Road is a major route connecting to the Nature Center and River Road. New improvements should accommodate a bicycle lane or sidepath.

West Highland Drive – this road helps connect neighborhoods east of South Main Street to areas along School Street. It also serves as a more comfortable parallel route to the higher traffic volumes on Bandera Road.

South Plant Street – South Plant connects the River Road pathway north to uses along Adler Road. It also helps link neighborhoods in the area to the core downtown area.

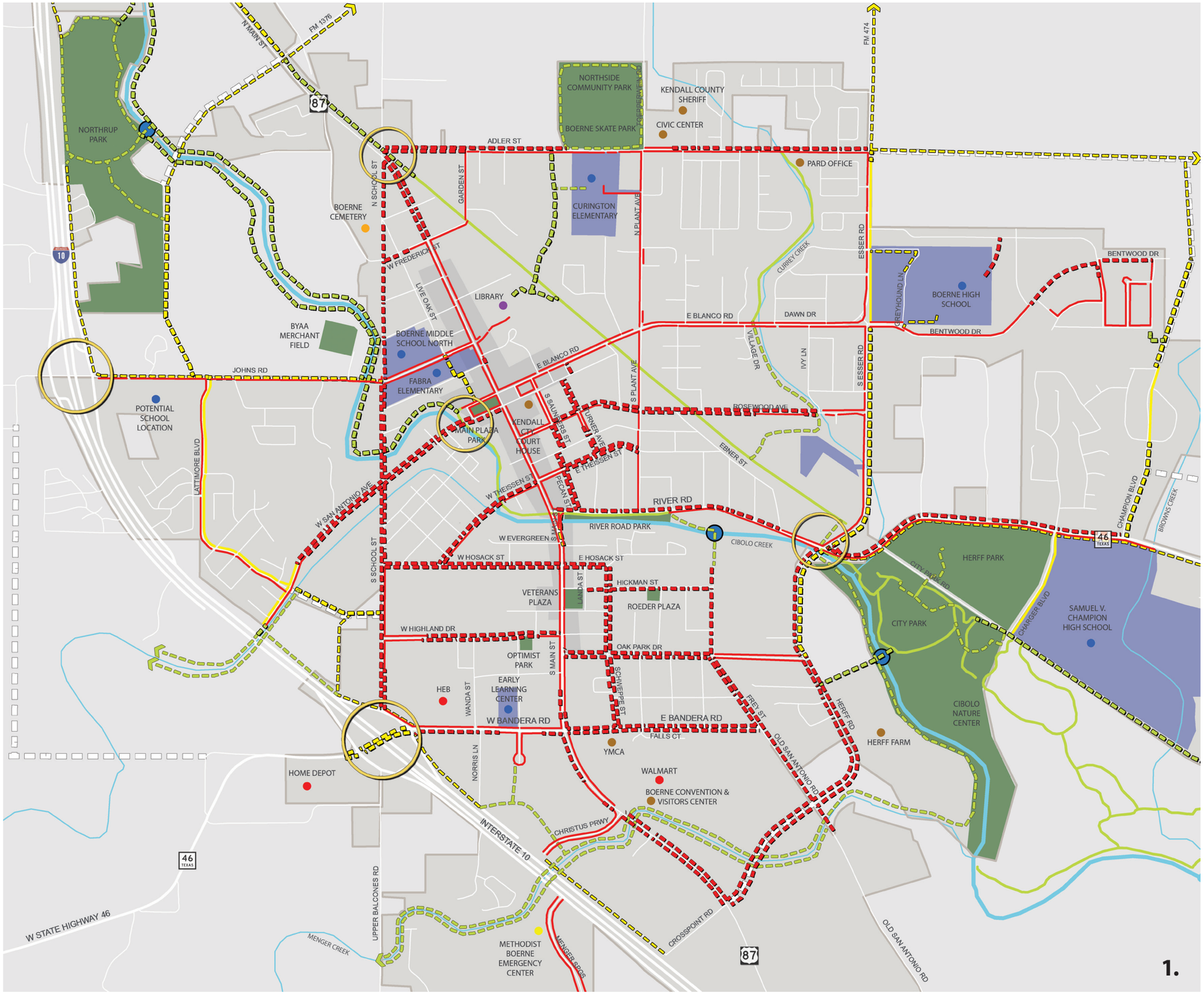
Secondary streets (Turner Ave., West Hosack, Live Oak Street, Rosewood Ave.) – other streets are candidates for bicycle lanes (or initially shared lane markings). These streets provide a "quiet" street network and alternative routes to the core downtown area and nearby schools and other destinations.

TABLE 4.2 PROPOSED ON-STREET BICYCLE NETWORK PRIORITIES

Facility Category*	Facility Type*	Priority	Length (Miles)**
On-Street Facilities	Bicycle Lanes	Tier 1	8.7
		Tier 2	16.5
	Buffered Bicycle Lanes	Tier 1	0
		Tier 2	0
	Protected Bicycle Lanes	Tier 1	0
		Tier 2	0
	Shared Lane Markings	Tier 1	0
		Tier 2	0
	Bicycle Route	Tier 1	2.6
		Tier 2	1.1
	Wide Shoulder	Tier 1	0
		Tier 2	0
	Traffic Calming	Tier 1	0
		Tier 2	0
ON-STREET BICYCLE FACILITIES (Cumulative Length)			**28.9 Miles**

*Facility categories and type defined in Appendix A: *Bicycle and Pedestrian Toolkit*.
** Single segment length - with facility striping and/or signage located on both sides of the street.

MAP 4.3A: BOERNE PEDESTRIAN FACILITIES (ON-STREET & SHARED USE)

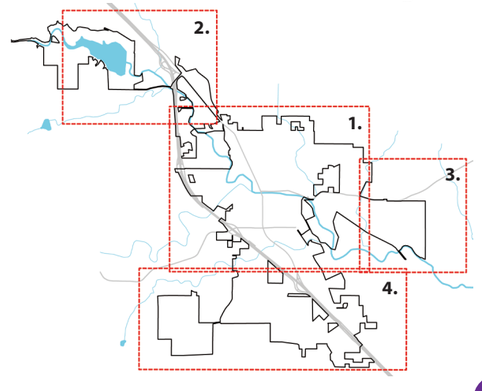


LEGEND

- Proposed Creek Crossing
- Proposed Intersection Enhancement
- Sidewalk, First Priority
- Sidewalk, Existing
- Trail, First Priority
- Trail, Second Priority
- Trail, Existing
- Sidepath, First Priority
- Sidepath, Second Priority
- Sidepath, Existing
- Bike Lane, First Priority
- Bike Lane, Second Priority
- Bike Route, First Priority
- Bike Route, Second Priority
- Historic District
- Boerne ISD Properties
- Parks
- Future Roads
- Waterways
- City Boundary
- Cemetery
- Civic Destination
- Hospital
- Library
- School
- Shopping Destination

0 1/8 1/4 1/2 Miles

N W E S



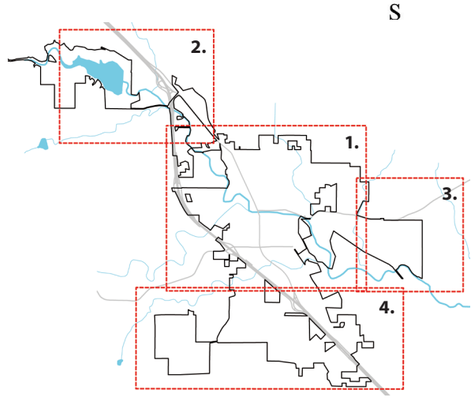
MAP 4.3B: BOERNE PEDESTRIAN FACILITIES (ON-STREET & SHARED USE)

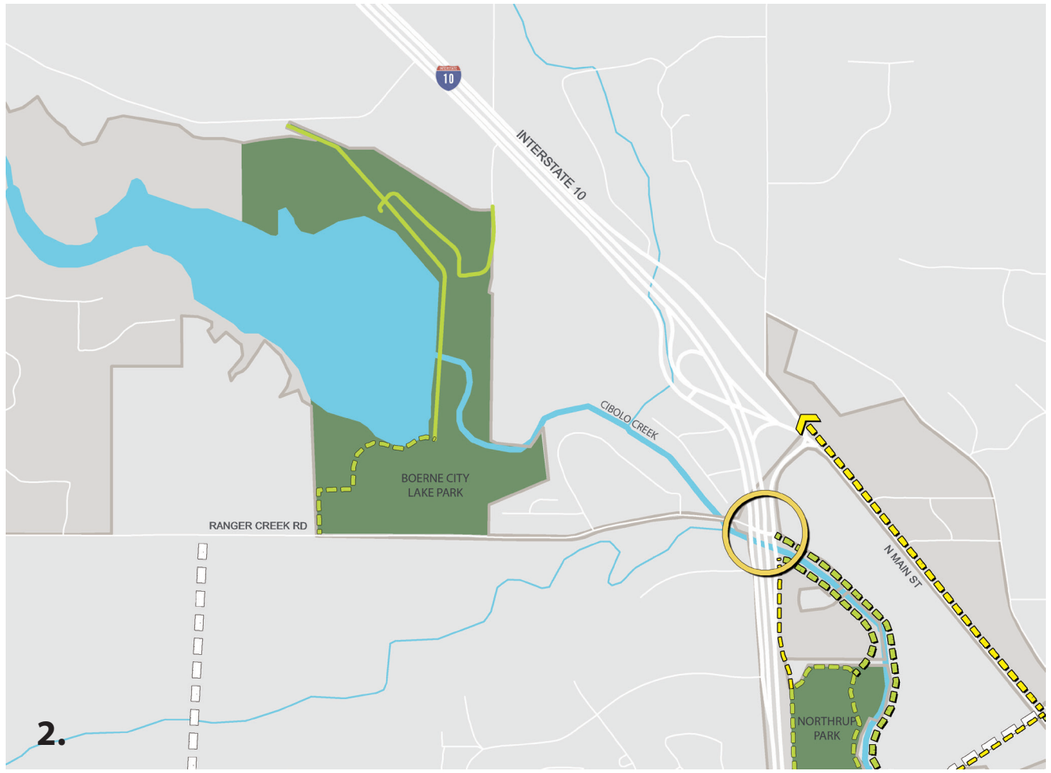
LEGEND

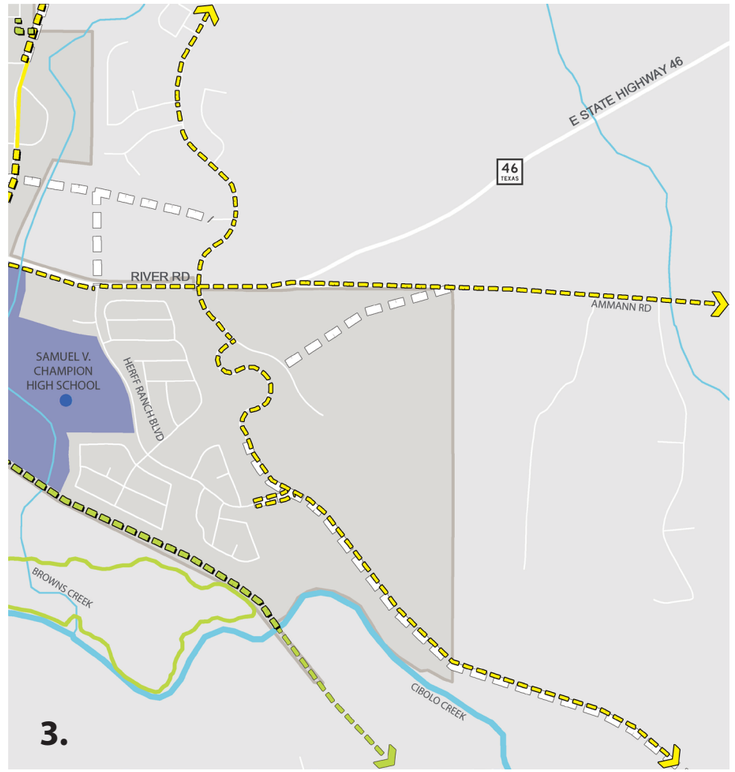
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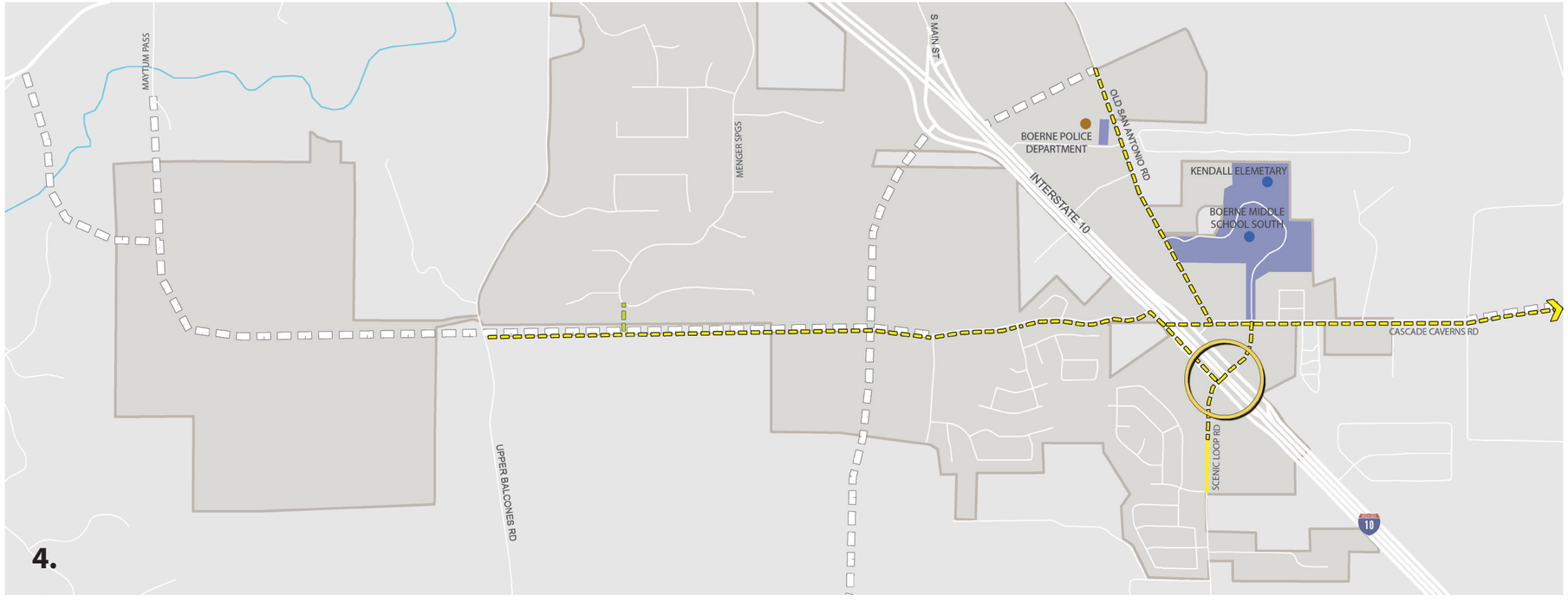
0 1/8 1/4 1/2 Miles

N W E S









Key Pedestrian Facilities

The core area of Boerne lends itself to walking from nearby neighborhoods. Sidewalks are not found on many streets in the City. Therefore this study focuses on recommending sidewalks along major streets in the center area of Boerne. These can help connect more of the City together and greatly encourage walking as an option. These also help to link neighborhoods to the Number 9 trail that bisects the City. Sidewalk recommendations for Boerne on shown on **Maps 4.3A** and **4.3B** on the previous two pages.

Key pedestrian areas of focus include:

West San Antonio Ave. to Lattimore Boulevard – links areas west of the downtown to the historic downtown area.

Rosewood Avenue to downtown Boerne – helps link the Esser Road corridor and neighborhoods in that area to the downtown area.

North right-of-way of River Road – provides additional walking capacity along the scenic roadway, and helps link area neighborhoods to the park and trail along Cibolo Creek.

East Bandera Road – helps link neighborhoods on the east side of the City to the commercial uses along West Bandera Road.

Schweppe Street – provides a parallel pedestrian route to South Main Street.

Herff Road to Old San Antonio Road – creates a strong pedestrian route and connection between the Menger Creek area and the River Road/Cibolo Nature Center area.

West Bandera Road from the I.H. 10 frontage road to past Norris Lane – completes a gap in sidewalk coverage along a major commercial corridor.



The intersection of South Main and Bandera Road illustrates the challenge that large intersections pose to pedestrians.

Downtown Pedestrian Crosswalks - create two to three additional locations with median refuges to cross Main Street. The distance between current crossing locations tempts pedestrians to cross mid-block. The reality is that downtown Boerne benefits more from being recognized as a great place to walk, and additional vehicular routes around the city (such as the new Herff Road to River Road connection) may alleviate the traffic volumes along Main in the downtown area.

Key intersection improvements - enhance the Herff Road/Esser Ave./River Road, the Bandera/ Main Street, and the South Main/Crosspoint intersections with improved pedestrian landings and distinctive crosswalks to facilitate pedestrian crossings.

TABLE 4.3 PROPOSED ON-STREET PEDESTRIAN NETWORK PRIORITIES

Facility Category*	Facility Type*	Priority	Length (Miles)**
On-Street Facilities	Sidewalks	Tier 1	19.6
		Tier 2	0
Shared Use Paths *(See Table 4.?, Proposed Shared Use Network Facilities)*			
Sidepaths *(See Table 4.?, Proposed Shared Use Network Facilities)*			
ON-STREET PEDESTRIAN FACILITIES (Sidewalks Only - Cumulative Length):			**19.6 Miles**

*Facility categories and type defined in Appendix A: *Bicycle and Pedestrian Toolkit*.
** Single segment length - with facility striping and/or signage located on both sides of the street.

Key Shared Use Path (Trail) Facilities

Shared use paths (also commonly referred to as trails) already exist in some areas of Boerne, and are favored as a way to provide a level of separation from motor vehicles. Boerne residents have indicated that pathways are typically their preferred and most comfortable walking or bicycling facility type. The Number 9 trail creates a strong "spine" trail for the City that helps get residents from much of Boerne to routes that are close to the core area of Boerne.

Key shared use and sidepath segments that will help promote active transportation in Boerne are illustrated on **Maps 4.4A** and **4.4B** on the following pages, and include:

Sidepath extensions along Esser Road – a strong sidepath from Oak Park Drive, through S.H. 46 and north along Esser Road to Blanco can help create a major walking (and bicycling) corridor in the east part of the City.

Sidepath along Johns Road – a future sidepath from the IH 10 frontage road to School Street can help link the Lattimore Road sidepath to other areas of the City.

Champion Boulevard Sidepath – new residential development in the area has already built some sections of sidepath and these should be continued. The sidepath creates a direct connection to S.H. 46 and Samuel Champion High School.

Sidepath connection from Johns Road to North Main Street – if properties in the area are reconfigured for future development, a sidepath should be considered that would create a direct connection to Northrup Park and to FM 1376. This connection parallels a future roadway envisioned in the City's thoroughfare plan.



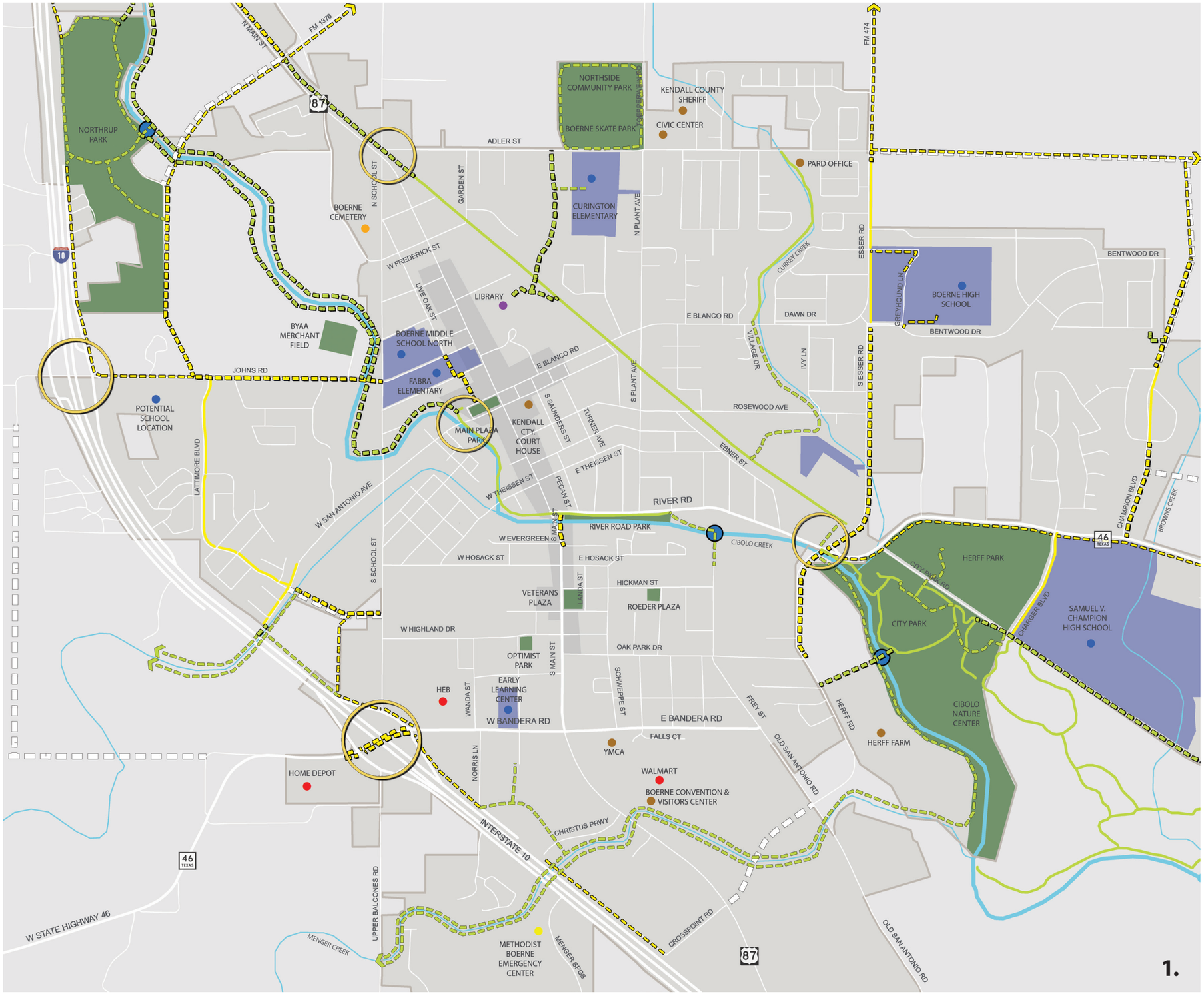
The existing Lattimore Boulevard sidepath extends for almost a half-mile, and serves as an example of a facility that connects users of all ages within a neighborhood.

TABLE 4.4 PROPOSED SHARED-USE NETWORK PRIORITIES

Facility Category*	Facility Type*	Priority	Length (Miles)**
Shared-Use Facilities	Shared Use Trails	Tier 1	6.8
		Tier 2	12.5
	Sidepaths	Tier 1	4.6
		Tier 2	33.0
SHARED-USE FACILITIES (Cumulative Length)			**56.9 Miles**

*Facility categories and type defined in Appendix A: *Bicycle and Pedestrian Toolkit*.
** Single segment length - with facility striping and/or signage located on both sides of the street.

MAP 4.4A: BOERNE SHARED-USE FACILITIES

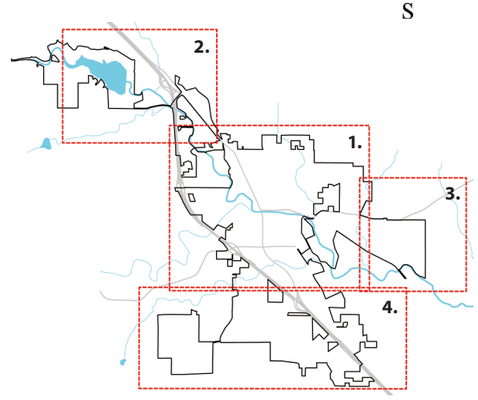


LEGEND

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N W E S



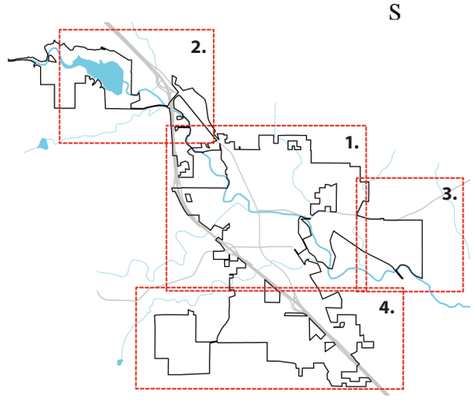
MAP 4.4B: BOERNE SHARED-USE FACILITIES

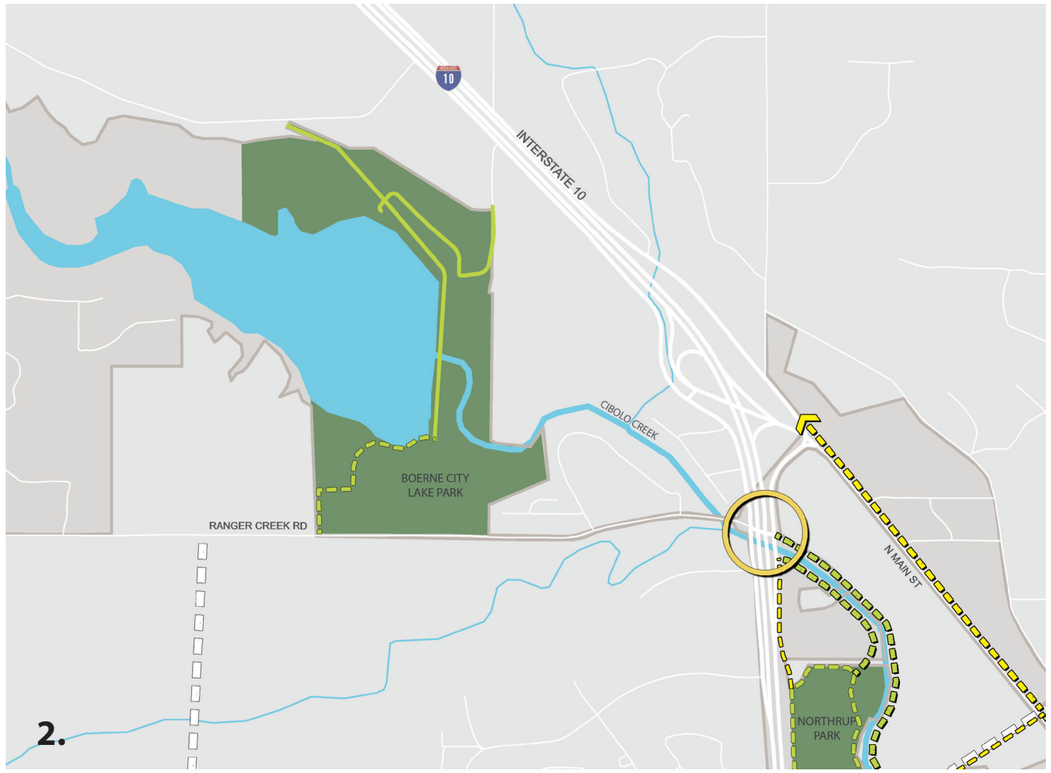
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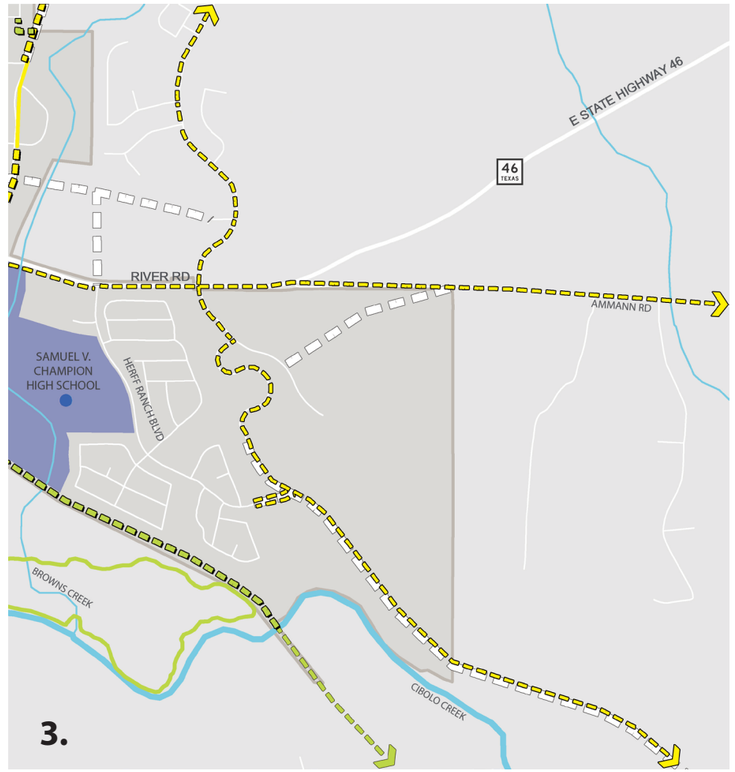
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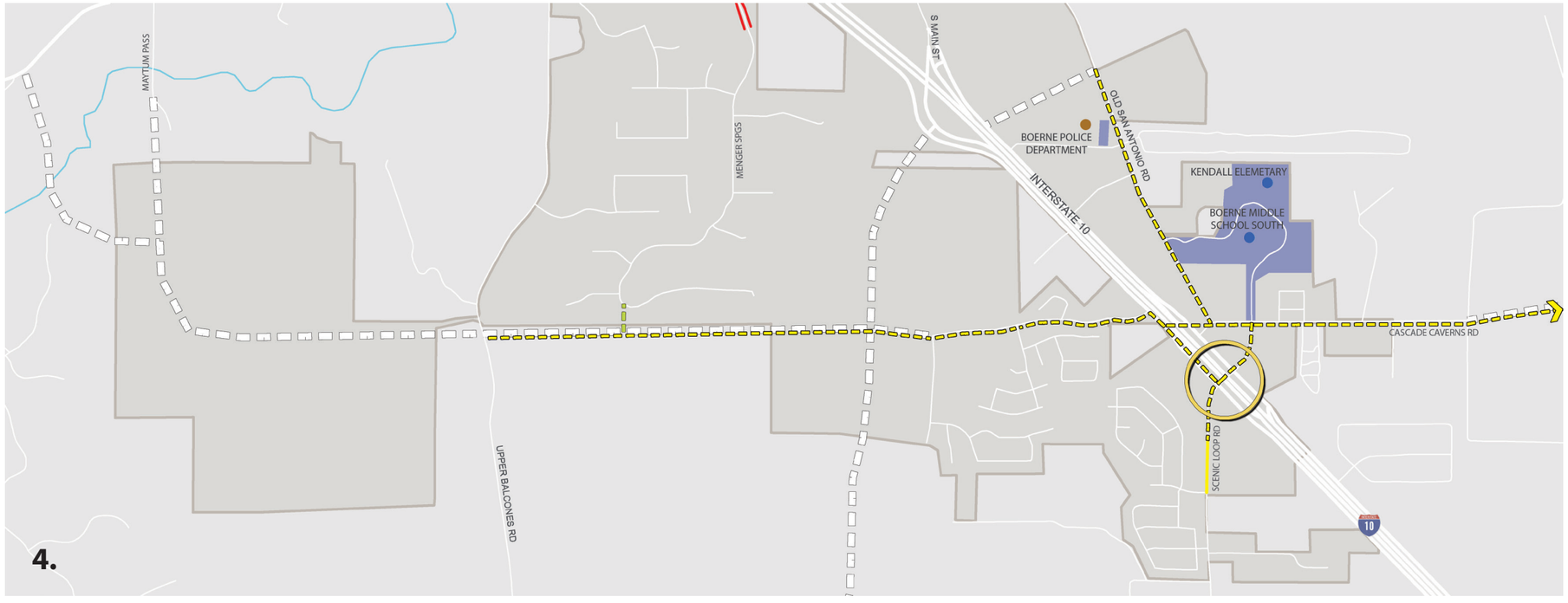
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N W E S









Key Barrier Resolution Recommendations

Interstate Highway 10 - I.H. 10 creates a major barrier to walking and bicycling in Boerne. Only a handful of crossings exist, and none are favorable to pedestrians or bicyclists. Several of the existing bridges or underpasses are narrow and will need to be expanded to allow better traffic flow in the future. Better accommodations for walking and bicycling must be provided at that time.

Menger Creek and Cibolo Creek crossings - these creek crossings under I.H. 10 create opportunities for shared use path connections. These offer a much higher level of comfort and can link to trail corridors on both sides of the highway.

River Road and Herff Road/Esser Road - because of the popular River Road trail and the extension of Herff Road, this intersection is likely to become much more heavily used by walkers and bicycle riders. Users of the Number 9 trail must also cross at the intersection until a grade separated trail can be funded.



The Menger and Cibolo Creek crossings under I.H. 10 provide an opportunity for key future shared use path connections. The above image illustrates the Cibolo Creek crossing at Ranger Road.



Improvements to accommodate bicycle and pedestrian crossings across I.H. 10 are a high priority, but will require significant bridge redevelopment in several areas (existing West Bandera Road at I.H. 10 pictured here).

Education and Encouragement Recommendations for Boerne

The investment in better shared use paths and on-street bicycle lanes can reach its fullest potential in Boerne only if educational and promotional efforts are also implemented. These efforts will be key to the creation of a more accepted "culture" of bicycling in the City. They include increased education of both existing and new riders, stepping up promotional efforts, and incorporating safety efforts to enforce existing laws. Recommendations for Boerne (and for other communities in this study as well as throughout the AAMPO region) are as follows:

1. Implement/expand bicycle education programs

Education is a crucial component of increasing walking and bicycling while maintaining a safe environment for all users. Everyone in Boerne, including motor vehicle operators, should understand their rules, rights, and responsibilities. Educational efforts should be targeted:

- **To educate school-age children.** School-age children in Boerne are an important population to target for teaching and encouraging bicycling and walking. Though half of U.S. school-age children live within two miles of their schools, three-quarters of the households questioned in a 2009 National Household Travel Survey take their children to school in a private vehicle - a huge increase from the 15% that were driven in 1969. In Boerne, many children do not live that far from the schools they attend and could walk or ride to school.
- **To educate adults on bicycle riding.** The City of Boerne should increase the availability of opportunities to improve the road safety education of both bicyclists and drivers in the City.



A student at a Bicycle "Rodeo" practices his maneuvering skills around tennis ball obstacles.

Specific efforts that the City of Boerne can take to improve walking and bicycle safety education include:

a. **Distribute information on the proper use of bicycle facilities.** The City should provide residents with information about the purpose of new bicycle facility treatments (e.g. bicycle lanes, shared lane markings, sidepaths, etc.) and safe behaviors for using these facilities as they are being designed and installed. Provide links to web pages that include information about each facility type. The pages should provide as many graphics and visuals as possible, including videos (where appropriate) to describe safe maneuvers. Entities such as Bike Texas can help provide this information.

b. **Promote Safe Routes to School efforts at all primary schools in Boerne.** Most children start to ride bicycles at a young age. For adolescents, bicycles offer independence and self-reliance. Therefore it is important to teach students safe bicycle skills as early as possible and reinforce that message as they approach driving age. Bicycle "Rodeos" are a fun way to help youth expand their bicycle riding skills.

   Promote the goals of Safe Routes to School (SRTS), which educates children of the proper safety procedures when walking or biking, to encourage children to walk and bike to school where they are not currently doing so, and to improve facilities where students are already walking and biking.

   In conjunction with area schools, help organize "walking school buses" or "bike trains" where groups of parents actively help students walk or ride to nearby schools.

   The City should support the local school district's efforts to provide walking and bicycle education for all students. To reach young students, conduct regular bicycle "rodeos" or half day training sessions given to all students at a certain grade level.

c. Expand youth and adult bicycle education opportunities. Private groups in Boerne could provide bicycle safety skills courses taught by League of American Bicyclists certified instructors. These courses are sometimes offered free of charge (where subsidized) or are offered at a reasonable charge (to compensate the instructors). The City of Boerne should partner with or support area advocacy groups and certified instructors to provide a central information source and marketing for area bicycle education events, and if necessary provide a location on City property to conduct the training sessions.

The City could also provide a way for people to sign up for classes held by various groups around the region and possibly offer discounted rates for City residents, such as for online classes offered by the League of American Bicyclists. Target audiences may include area college students where bicycle safety courses could be offered as part of orientation programs held at the beginning of each school year. Incentives could also be offered to area employers to have employees become certified instructors and regularly offer classes to their employees. The more confident people are in their bicycling abilities and safety knowledge, the more likely they are to substitute some short car trips for ones on bikes.

d. Provide information to promote safe walking. Pamphlets and online information generated by many national and state entities can be distributed to Boerne residents to help promote safe walking habits.

2. Expand encouragement efforts and programs

Encouragement and promotion are extremely important components of an effort to get Boerne residents to walk and bike more frequently. Suggestions to encourage more walking and bicycling include the following. Many others can be used - the intent should be to have a consistent and vocal message that walking and riding more is good for Boerne in many ways.

a. Encourage walking and bicycling commuting by City leaders, local employees, local students and area employers.

Conduct biannual "open streets" events. In addition to being fun and well attended, these events draw significant attention to the benefits of walking and riding more in Boerne.

City staff, elected officials, and City business leaders should spearhead efforts to increase bicycling and walking. Encourage these leaders to attend walking and bicycling events, participate



Open street events (where streets are closed to motor vehicle traffic for a period of time) encourage bicycle riders of all ages and abilities to try out their skills and enjoy the fun of bicycling.

in public campaigns about walking and biking in Boerne.

Create a central location to serve as the "heart" of bicycling and walking efforts in Boerne. Such a facility could be associated with the Parks Department, but should focus exclusively on all aspects of educating and encouraging greater amounts of walking and riding in Boerne. A central and highly visible location is critical.

Encourage and incentivize local businesses that encourage their employees to commute by walking or biking. Offer discounts to City facilities, recognition at City events, promotion on the City's cable access channel or other incentives.

Encourage bicycle commuting by making available information about economic benefits, health benefits, and potential commuting routes to employers and employees.

Promote Bike-to-Work and Bike/Walk-to-School Day. This encourages area employees, as well as children, to walk or bicycle to work or school by demonstrating how it can be done regularly. Many communities choose to build on Bike-to-Work Day and Bike/Walk-to-School Day and use it as the centerpiece of a larger community event focused on the local bicycling community.



Provision of information and commuting routes can help encourage commuters to choose biking as a viable option.

The City of Boerne and other area public agencies should serve as an example by providing showers and lockers for employees so they can ride or walk to work. Another element of this strategy is to require all new and existing public buildings owned and operated by the City to include facilities for bicycle commuters, such as showers and bicycle parking.

Work with local bicycling groups to provide "bicycle mentors" to demonstrate to residents who have always driven to work how it may be possible to bicycle to work.

Educate employers on federal tax benefits for bicycle commuting by hosting workshops on a regular basis. Through the Federal Commuter Tax Benefit (Section 132(f) of the Internal Revenue Code reauthorized in 2013), employees can receive up to $20 per month tax free from their employer for expenses related to commuting to work via bicycle.

Recognize local employers who actively encourage their employees to walk, ride or take transit to work with an annual awards program. Recognizing local employers for their efforts to encourage bicycle commuting promotes the awareness of bicycling and also showcases the efforts of leading examples. Employers get the benefit of the positive press, and the City benefits from the increase in bicycling.

Further support efforts to provide low cost or free bicycles and repairs to Boerne residents. Encourage the donation of used bicycles and parts, and heavily promote the availability of bicycles when residents volunteer their time to repair and build bicycles.

As feasible, acquire and provide helmets, lights and other safety equipment at low cost or no cost to Boerne residents in need. Seek sponsors and grants to continue to provide equipment to promote safe riding habits.

b. Encourage Walking. In concert with bicycle encouragement efforts, the City of Boerne should also target a greater amount of walking in the City. Types of efforts specifically devoted to walking may include:

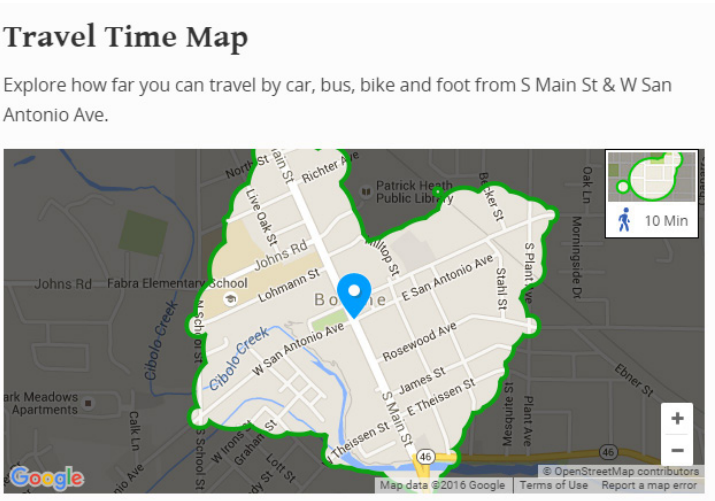
Publicize key events, such as National Trails Day.

Develop inexpensive temporary signs that can alert residents to easy walking opportunities, such as "5 minute walk to a local restaurant."

Develop specific "walk scores" for schools and other key destinations in the City. The application quickly rates a destination in terms of its access via walking, and can help publicize how accessible many destinations in Boerne are. It is available at walkscore.com.

Provide information on how to organize and encourage walking groups or clubs. The City and partners can help encourage neighbors to create groups that walk on a regular basis.

c. Conduct a detailed school by school analysis to improve walking and bicycling routes to that school as part of any future Safe Routes to School Plan. In partnership with area schools, and using each school's attendance zone, continue to develop a detailed list of smaller improvements that can create more attractive walking and riding routes to each school as part of any future citywide Safe Routes to School strategy. Detailed Safe Routes to School plans would focus specifically on connecting the residences of enrolled school children to their school via a safe walking or bicycling route. A Safe Routes to School Plan also develops more detailed education and encouragement strategies for walking and bicycling specifically aimed at school aged children of that school. Individual school Parent/Teacher Associations (PTA) typically promote the development of individual school plans.



A simple walk distance map can be integrated into the City's website to easily illustrate approximate walking times in the community.

d. Develop and distribute a route facility map. To increase the citizens' knowledge of existing walking and bicycling facilities and destinations in Boerne and to encourage the use of those



Example of secure bicycle parking that also doubles as an interesting art component of a city (Fairbanks, Alaska). The availability of secure bicycle parking can encourages more frequent use of bicycles for everyday trips.



Markers and wayfinding signage help to orient visitors and infrequent users.

facilities, the City should develop a brochure type route map that can be printed and distributed and posted on-line. Longer term, investigate the possibility of developing a "map app" in coordination with other regional partners.

e. **Increase citywide availability of bicycle parking.** To quickly expand the relatively small amount of bicycle parking available at key destinations in Boerne, the City can consider purchasing bicycle racks in bulk and selling them at cost for key destinations throughout the City. The City may also partner with local advocacy organizations to support this type of program. The advocacy group/organization could purchase the bike racks and administer the program of which businesses receives them, while the City can store the racks and possibly install them through the Public Works Department.

f. **Pursue "Bicycle Friendly Community" designation.** The League of American Bicyclists' Bicycle Friendly America Program recognizes communities, businesses, and college campuses for their active support in providing safe bicycling facilities and encouraging citizens to bicycle more frequently. Boerne should strive to be named a bicycle friendly community in the future. The award is based on the following criteria:

- Physical infrastructure and hardware to support cycling.
- Programs that ensure the safety, comfort and convenience of cyclists and fellow road users.
- Incentives, promotions and opportunities that inspire and enable people to ride.
- Equitable laws and programs that ensure motorists and cyclists are held accountable.
- Processes that demonstrate a commitment to measuring results and planning for the future.

By implementing the majority of the recommendations in this master plan, the City of Boerne should qualify as a bicycle-friendly community.



The League of American Bicyclists recognizes communities for providing safe bicycling facilities and encouraging citizens to bicycle more frequently.

Enforcement Recommendations

It is important to remind Boerne residents that bicyclists are legally entitled to use the road, but are also required to obey the same rules and regulations that apply to vehicles. Enforcement should reinforce the right of each roadway user in Boerne. The Boerne Police Department should actively enforce traffic laws for both motorists and bicyclists.

To be effective, the enforcement program should be accompanied by awareness and education. The Police Department may elect to start with warnings and utilize citations only if necessary. Enforcement alone does not usually achieve long-term effects; rather, it needs to be partnered with strong education and encouragement efforts as well as physical improvements to facilities.

Another important aspect of a successful enforcement program is to recognize the nature of the problem. Where a significant number of users practice unsafe behavior, the physical design may need to be modified. More detailed changes beyond those recommended in this master plan should be made to the infrastructure.

a. **The City of Boerne should continue to monitor crash data.** If warranted by a high number of incidents, then the Boerne Police Department and the Planning and Public Works Departments should work together to study how best to reduce bicycle and motor vehicle crashes. The approach should focus on improving the behaviors of both bicyclists and motorists.

b. **As needed, and in focused areas of the City where applicable, increase enforcement of bicycling related infractions.**

Targeted motorist behaviors include:

- Turning left and right in front of bicyclists
- Passing too close to bicyclists
- Speeding
- Parking in bicycle lanes where signage prohibits parking
- Rolling through stop signs or disobeying traffic signals
- Harassment or assault of bicyclists
- Targeted bicyclist behaviors include:
- Ignoring traffic control (traffic signals and stop signs)
- Riding the wrong way or against traffic on a street
- Riding with no lights at night

c. **Encourage the use of helmets by young bicyclists in Boerne.** Parallel efforts to provide free or low cost helmets for some youth should be conducted.

d. **Work with local advocacy groups to encourage a volunteer bicycle fleet to offer periodic group rides.** Enforcement efforts do not need to necessarily come from police officers. Safe bicycle behavior can be established with good examples. Local bicycle retail stores and bicycle advocacy groups could organize group rides to help people learn safe bicycling skills and responsibilities. These can be especially helpful for those venturing out on the road for the first time. Having several bicyclists riding together also reminds motorists of the presence of bicyclists and encourages courteous sharing of the road. Group rides can also help people confidently ride in the evening and night hours. Each group ride may begin with a review of safe bicycling laws and tips.

e. **Implement regular training for police officers on road safety for all roadway users.** Bicycle transportation safety laws are a part of every patrol officer's training. However, if on-road bicycle use is not yet part of the mainstream, some officers are not as familiar with laws that pertain to bicycles as compared to vehicles. The City should provide regular training on traffic safety laws as they pertain to bicyclists and motorists.

As bicycling in the City increases, it will be important for all officers to be prepared for potential conflicts and incorrect behavior. The National Highway Traffic Safety Administration (NHTSA) has several resources that can be inserted into regular trainings to keep the message fresh and engaging for officers.

The Police Department should offer educational training to officers about bicyclist rights and responsibilities as well as aggressive motor vehicle behavior toward bicyclists. For example, the Maryland Office of Highway Safety organizes safety training events for officers to raise awareness about rights, rules, and appropriate responses to incidents involving conflicts between motor vehicles, bicycles and pedestrians. The Federal Highway Administration offers a DVD that is an excellent training tool.



Police officers that are familiar with road safety regulations can help promote safe riding throughout the region. (Photo image from City of San Antonio)


CURREY
TRAIL

Chapter 4 Implementation

Implementation Program

This chapter focuses on Implementation, providing some of the parameters by which Boerne may enhance walking and bicycling by implementing the bicycle and pedestrian infrastructure and initiative recommendations. To that end, the chapter identifies methods of facility and initiative prioritization, identification of funding, defining the roles of responsible parties, and program monitoring. This chapter is also written under the assumption that the Boerne City Council will take official action to adopt this study as City policy.

These recommendations are similar to those for other communities in this study and throughout the AAMPO region.

Development of a Complete Network

Chapter 3 presents key facilities and improvements to be developed to create a connected network. These key projects were selected to meet the goals established by the planning effort, and to reflect citizen comments and desires received during the public input process.

The implementation of each specific active transportation network facility will generally follow these steps:

- **Route and Feasibility Confirmation.** Environmental analysis (if needed), detailed property easement or right of way needs analysis (if needed), detailed feasibility/concept design, and identification of funding for each project should be obtained before proceeding.
- **Permits.** By the City of Boerne, possibly Kendall County and all involved corridor owners, e.g. TxDOT, utility companies and railroad companies. Responsibility for the project permitting construction typically lies with the City of Boerne.
- **Partnerships and Supplemental Funding.** Research for necessary grant qualification, Council approval to apply for grant pursuits or other funding sources, and completion of right of way acquisition (if needed) should be settled at this point.
- **Design.** Preparation of engineering and construction documents, specifications and cost estimates, followed by bid documents and bidding procedures after permits and funding are clarified. Even if for bicycle lane striping and internally prepared, schematic engineering of the route and intersections is recommended, since each corridor has its own unique characteristics and needs.
- **Physical project construction or implementation.**

Funding Active Transportation

Funding for pedestrian and bicycle facility development in Boerne can come from a variety of sources such as generated locally, from the State of Texas, and from federal sources. Private development can also aid in the establishment of many of the future facilities throughout the City identified in this study.

Sources of Funding

AAMPO survey results reveal that improved pedestrian and bicycle facilities are deemed to be important by residents of Boerne. Therefore, funding for these facilities should be treated as a key item in both annual

im•ple•ment *(im'plə mənt), v. 4. to fulfill; perform; carry out. 5. to put into effect according to or by means of a definite plan or procedure.*

and longer term budgeting. Regular steady funding is recommended so that the network is added to on a continuous basis. A broad range of funding mechanisms, from both the public and private sectors should be considered. These include:

General obligation bond funds. Bond funds are typically the primary source of significant development efforts. Larger capacity of these funding sources allows for more development to occur. They can also serve as a match for external grant sources.

CIP funds. An annual set-aside in the City's Capital Improvement Program (CIP) could be used to fund the pedestrian and bicycle network. These funds can also be leveraged as a match for state and federal grants if those become available.

Funding as part of other projects. Both on-street and off-street bicycling facilities, as well as sidewalks, can be efficiently funded as part of other larger City or County projects, such as new roads. The Herff Road extension that includes both pedestrian and bicyling facilities is an excellent example of this.

Parkland dedication funds. Funds generated by new development can be used to help develop nearby trails. These funds are accrued in lieu of parkland, and if deemed appropriate by the City, may be applied to building key shared use or sidepath facilities.

Special district funding. Funding from special districts, other new public improvement areas, or tax increment financing areas can be used to help develop pedestrian and bicycle facilities.

Grants from a variety of sources. Grants that can be used for pedestrian and bicycle facility development are available from a variety of sources. Given the compelling local issues of traffic congestion and air quality, as well as a large local population that supports alternative transportation methods, local pursuit of grants could be successful and should be aggressively pursued. Major grant types include:

- **Texas Parks and Wildlife Department grants.** Through its outdoor recreation and community trail development grants, these matching grants can provide funding for shared use paths (trails) that can benefit Boerne's active transportation network.
- **Federal funds.** Federal dollars allocated to pay for non-motorized transportation improvements can be used to fund pedestrian and bicycling improvements in the City. These funds are administered by the Texas Department of Transportation and local metropolitan planning organizations such as the AAMPO, and as such must conform to federal guidelines for safety and construction procurement.
- **Congestion Mitigation and Air Quality (CMAQ) grant funds.** Federal dollars that assist in relieving traffic mitigation may also be used to develop trails corridors that can carry commuters to work or serve as an alternative transportation route to recreation or commercial areas.
- **Foundation and Company Grants.** Some assist in direct funding for projects, and some support efforts of non-profit or citizen organizations.

Implementation Roles

The City of Boerne is the primary implementing agency of this study. Should the City choose to adopt the study, it would be acknowledging its role and responsibility to take the lead in pursuing the plan's goals and objectives. Implementation actions by the City include actual construction of bicycle and pedestrian facilities and supporting programs to educate and encourage new users.

Multiple City departments may have a role in implementing and operating the facilities envisioned in this master plan. These include the following:

- **The Planning & Community Development Department** will have a major role in implementing study recommendations. Responsibilities will include developing and overseeing efforts to improve walking and bicycling, proposing pedestrian and bicycle



An annual set-aside in the City's Capital Improvement Program (CIP) could be used to fund the pedestrian and bicycle network.

facilities, scoping of education, encouragement and enforcement events, and coordinating among the various departments and agencies that have a role in implementing this study.

The department also enforces the City's development ordinances. This department is responsible for ensuring that infrastructure built through private development conforms to the City's codes. The department may also update the City's codes to establish new standards for projects identified in this study.

Finally, the department can assist in applying for grants to help construct pedestrian and bicycle facilities, as described in this study.

- **The Parks and Recreation Department** will have a role in education and promotion programs, as well as overall implementation of the study.
- **The Public Works Department** may assist with facility development and day-to-day operations and maintenance of the City's roads and sidepaths, including signage and striping, where much of the on-street infrastructure may be built. The department will also participate in the design and construction of bicycle and pedestrian infrastructure.
- **The Police Department** will have a significant role in supporting and implementing safety education and enforcement components of the study.
- **The AAMPO** can assist in future transportation planning and support implementation of the recommendations of this study.

Monitoring Program Implementation

The *Boerne Bicycle and Pedestrian Study* is a living document and should be updated periodically to assess progress, identify new opportunities, and re-evaluate goals and priorities. An action plan should continually be updated for the following year and included in the annual Capital Improvements Program (CIP).

Should the City move forward in implementing this study, it is important to involve area stakeholders, residents and businesses located along any proposed network routes. Public engagement and input is a critical component of

any design process involving new pedestrian and bicycle facilities, and is also vital when updating, changing or re-prioritizing any recommendations.

The City should initiate and maintain an annually updated Capital Improvement Project (CIP) list of short- and long-term bicycle and pedestrian facility improvements based on this study. This CIP should be annually updated to reflect the highest priority projects for each fiscal year into the future.

To measure the successful implementation of the recommendations of this study, a series of benchmarks and periodic measures should be used to monitor implementation.

Monitoring measures can include:

- User bicycle and pedestrian counts along key segments both before implementation and after to track changes.
- Identify key locations for benchmark counts and conduct on a periodic basis.
- Monitoring bicycle parking usage at regular intervals.
- Documenting levels of walking and bicycling to area schools (both primary and secondary).
- Review periodic American Community Survey data provided by the US Census on commuting mode share.
- Quantifying the percentage of the system that is developed.
- Quantifying education and encouragement efforts by counting the distribution of route maps, the number of classes and participants enrolled in safety programs, etc.
- Quantifying end trip facilities provided at businesses and destinations within the City.

As the City's network grows and additional facilities are installed, other measures may be added that further gauge the success of Boerne's bicycling and pedestrian efforts. If the City so desires, this information could be provided on the City's website so that citizens can track the progress of study implementation.



Successful implementation of a citywide connectivity plan requires cooperation between various City departments but can make Boerne a better place to live in and to visit.

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BOERNE 2018 MASTER PLAN

Technical Plan

Adopted August 28, 2018



HALFF

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BOERNE 2018 MASTER PLAN

Technical Plan

Adopted August 28, 2018

Prepared for

City of Boerne

by

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HALFF

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1. Introduction

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

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

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



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

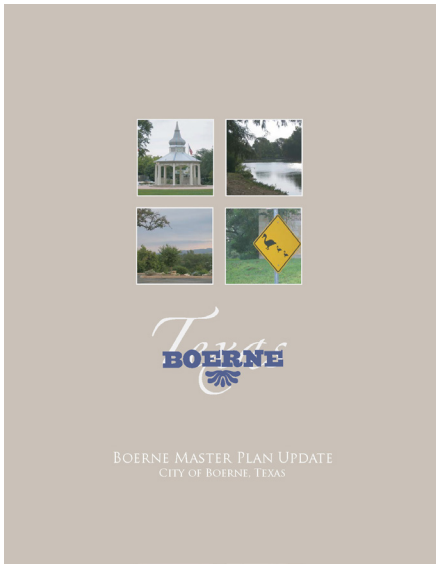
Master Planning Purpose

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

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

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

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



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

Previous Planning Efforts

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

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

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

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

Successes of Previous Plan

NATURAL ENVIRONMENT

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

SCENIC CORRIDORS

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

BUILT ENVIRONMENT

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

CENTERS

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

SPECIAL AREAS

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

TRANSPORTATION

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

UTILITIES

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

GOVERNMENT COOPERATION

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

POLICY

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

NEIGHBORHOODS

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

CULTURAL/COMMUNITY

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

PUBLIC SAFETY

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

Planning Authority

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

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

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

Planning Process

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

PHASE 1: PUBLIC RE-ENGAGEMENT

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

PHASE 2: EXISTING CONDITIONS AND ASSESSMENT

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

PHASE 3: VISION AND GOALS

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

PHASE 4: FUTURE BOERNE

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

PHASE 5: PLAN ADOPTION

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

Elements of the Plan

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

CHAPTER 1: INTRODUCTION

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

CHAPTER 2: EXISTING CONDITIONS

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

CHAPTER 3: COMMUNITY INPUT

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

CHAPTER 4: COMMUNITY VISION

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

CHAPTER 5: FUTURE DIRECTIONS

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

CHAPTER 6: PLAN IMPLEMENTATION

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



How to Use This Plan

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

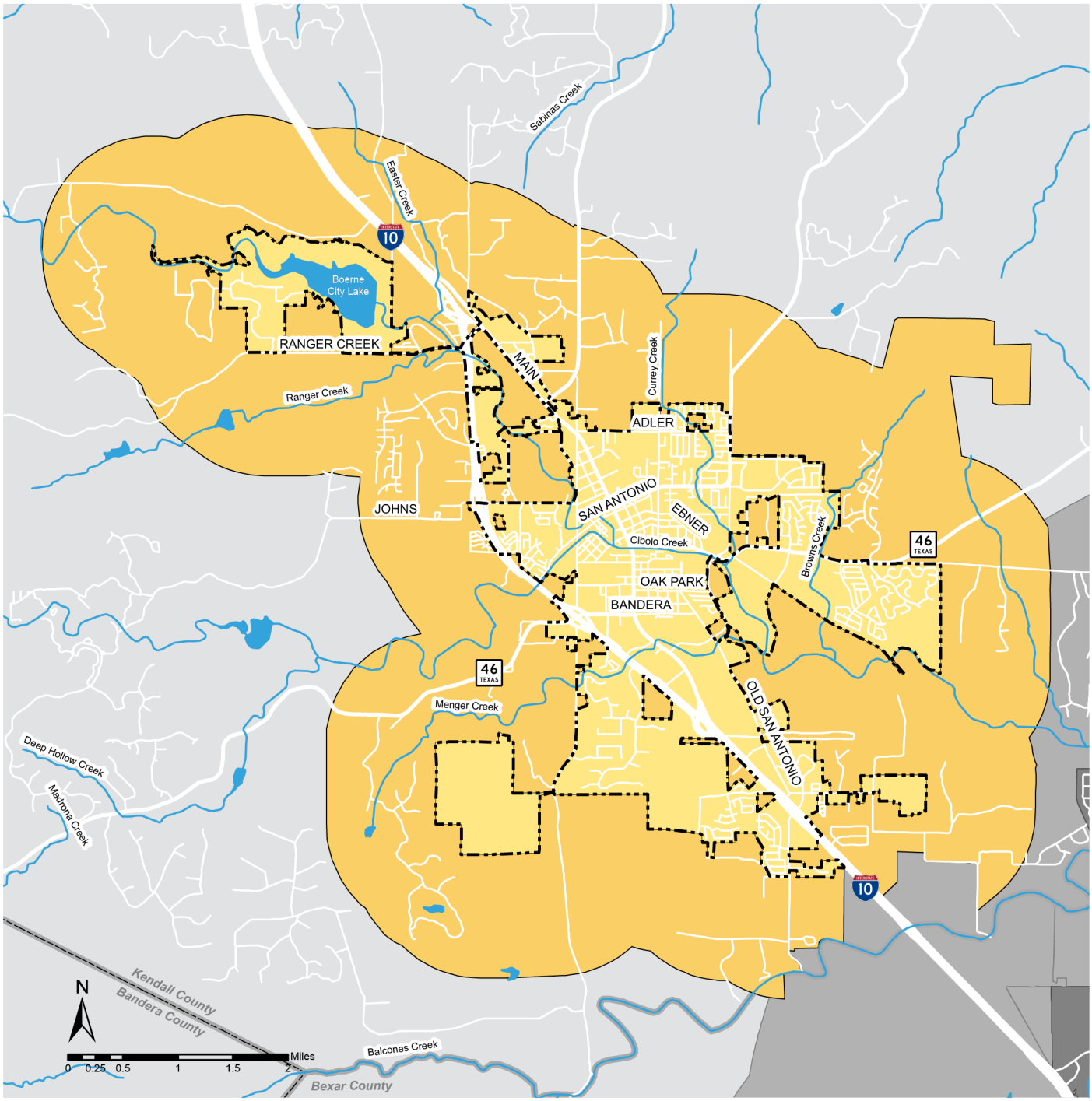
- Changes to regulatory tools used by cities to control development (i.e., zoning and subdivision ordinances);
- General budget or capital improvement program investments;
- Additional planning studies or efforts;
- Procedures or policies used to guide city decisions;
- New or changed programs, staffing,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

Planning Area and Time Frame

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

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

Map 1.1, Planning Area



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

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2. Existing Conditions

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

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



Photo courtesy: Castle Arts Entertainment

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

Regional Context

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

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

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

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

Historical Context

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

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

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

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

Demographics

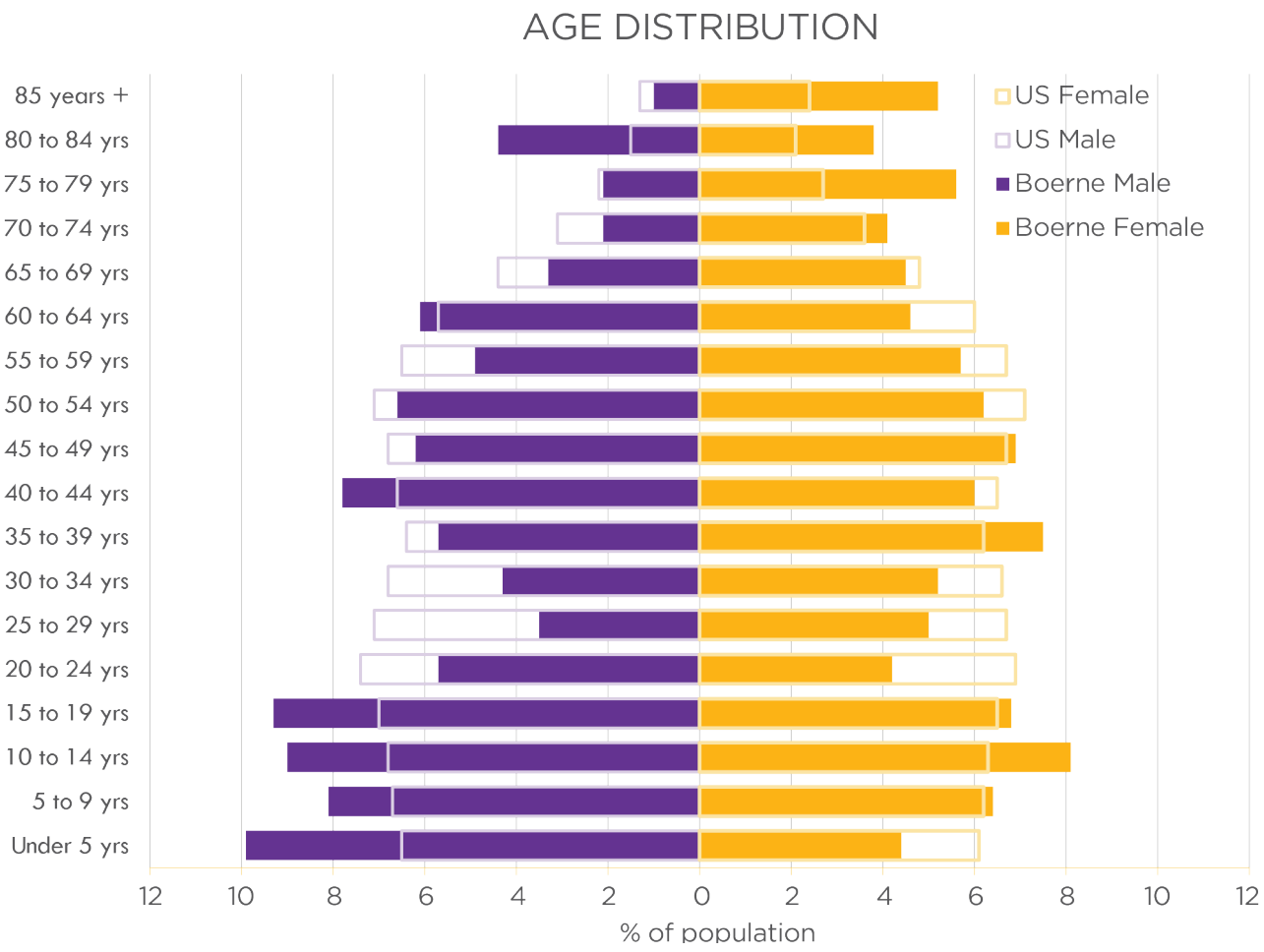
Assessing the population composition of a community is a critical step in the community master planning process. Analyzing past and projected growth trends forms the basis of the plan recommendations and population characteristics such as age, race, poverty, and income can indicate the type of community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

Figure 2.1, Historical Population Growth

Year	Boerne (persons)	Percent Change	City Percent of County Population	Kendall County (persons)	Percent Change
1980	3,254		31%	10,635	
1990	4,274	31%	29%	14,589	37%
2000	6,178	45%	26%	23,743	63%
2010	10,471	69%	31%	33,410	41%
2016	14,725	41%	35%	42,540	27%

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

Figure 2.2, Age Distribution



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

Figure 2.3, Age Comparisons

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

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

Figure 2.4, Race and Ethnicity

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

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

Figure 2.5, Educational Attainment

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

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

Figure 2.6, Median Household Income

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

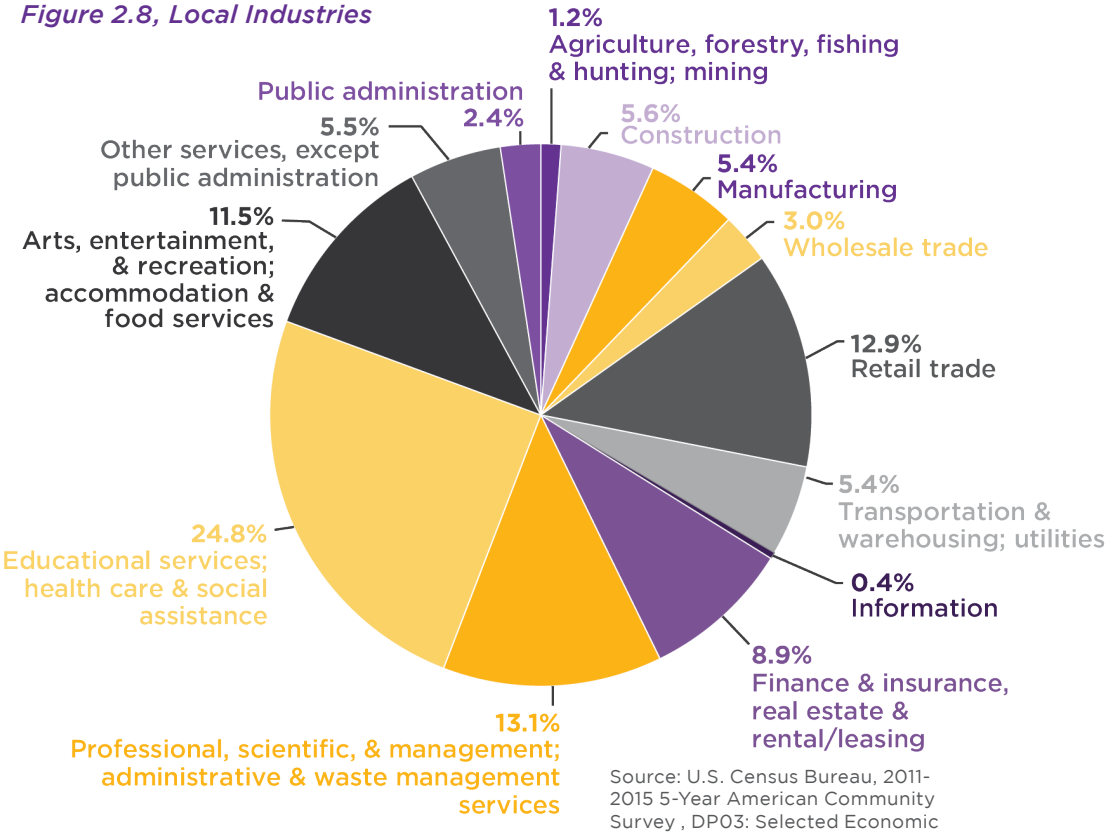
Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimate, Table DP03: Selected Economic Characteristics.

Figure 2.7, Poverty Level

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

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

Figure 2.8, Local Industries



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

DEMOGRAPHIC SUMMARY

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

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

Fishing at Boerne City Lake



Patrick Heath Public Library



Bingo at Kronkosky Place



Dickens on Main



Photo courtesy: Mark Farquhar + ArtGives.org

Boerne Berges Fest



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

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

Utility Systems/Growth and Capacity

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

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

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

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

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

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

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



Cibolo Creek

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

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

OVERVIEW OF EXISTING FLOODPLAIN AND STORM DRAINAGE SYSTEM

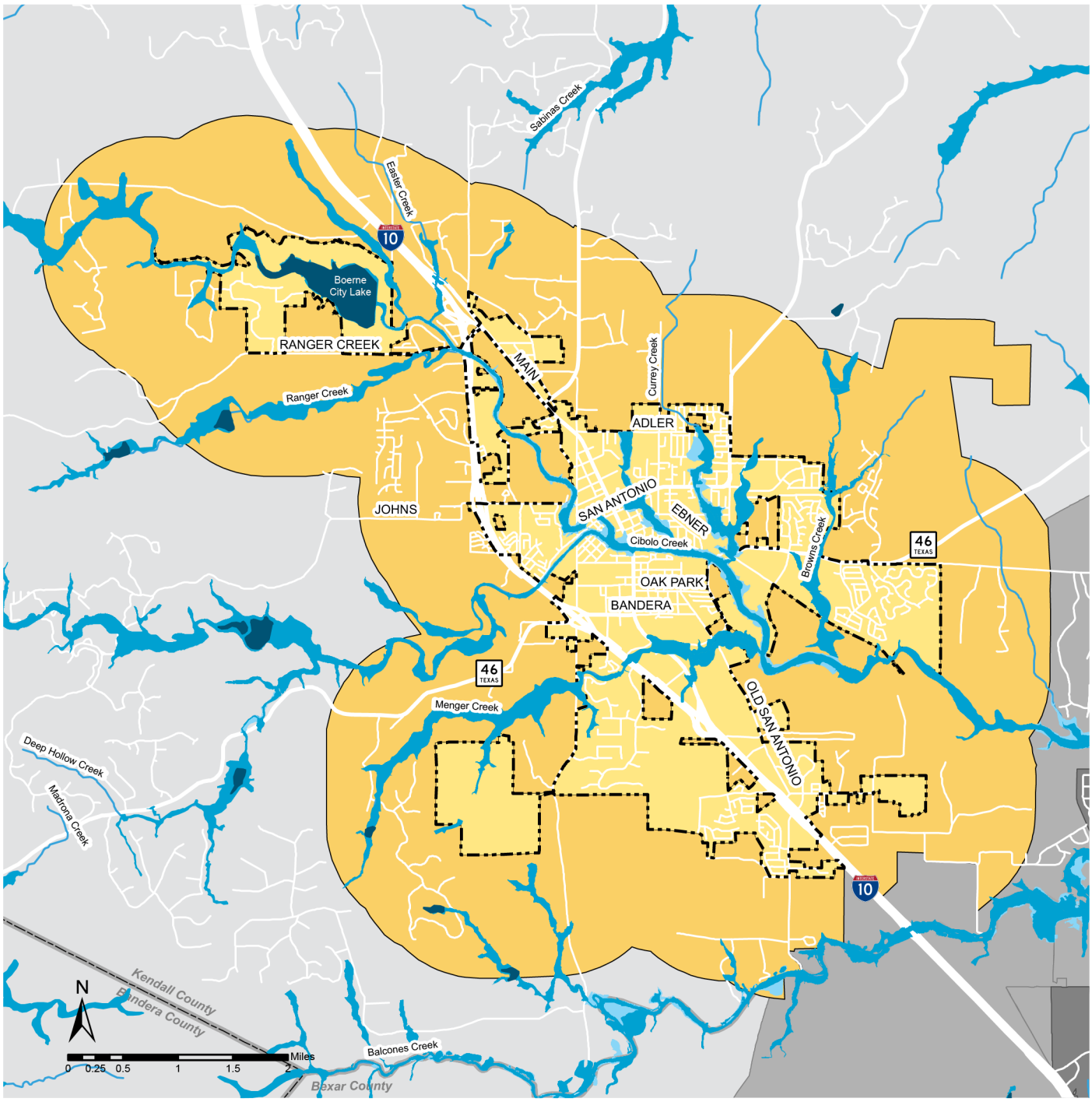
The rolling terrain in the Texas Hill Country can lead to rapid drainage and flash flooding during storm events. Stormwater falling on the terrain surrounding Boerne travels downhill until it drains into the creek system throughout Boerne. All creeks in the City eventually converge into the Cibolo Creek,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

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

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

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

Map 2.1, Floodplain and Storm Drainage



- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Major Roads
- Minor Roads
- Counties
- Creeks
- Water Bodies
- 100-Year Floodplain
- 500-Year Floodplain

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

OVERVIEW OF EXISTING WATER SERVICE AREA

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

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

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

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

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

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

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

Figure 2.9, Existing Water Storage Facilities

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

Source: City of Boerne.

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

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

RECLAIMED WATER AVAILABILITY

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

OVERVIEW OF EXISTING WASTEWATER SERVICE AREA

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

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

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

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

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

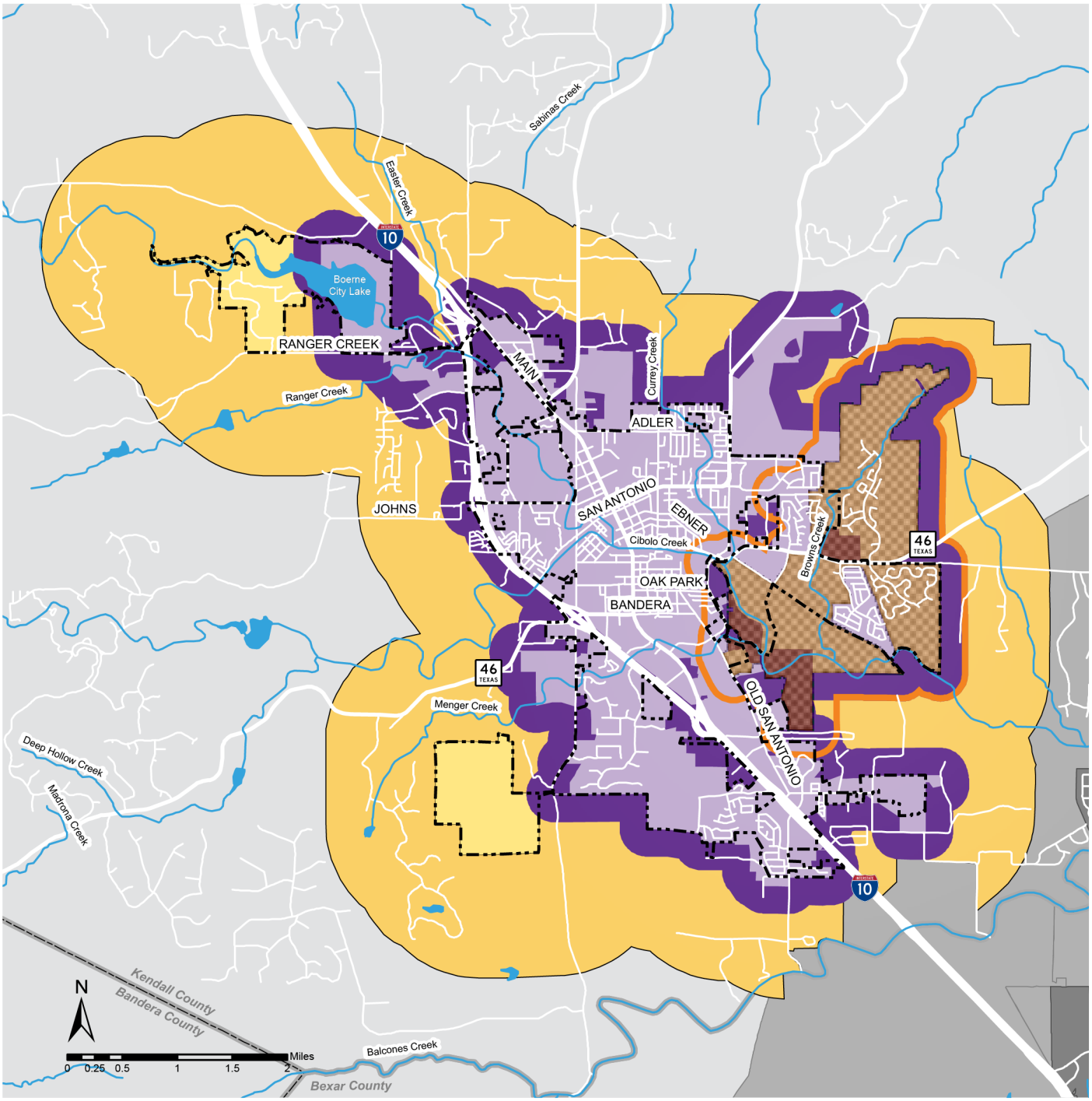
The City utilizes treated wastewater on municipal property at the WWTRC for irrigation and process water, and is supplied by around 75,000 gallons per day of reclaimed water from the plant. On Esser Road, small amounts of treated effluent are served for construction purposes from a truck fill-station.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

Figure 2.10, Existing Lift Stations

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

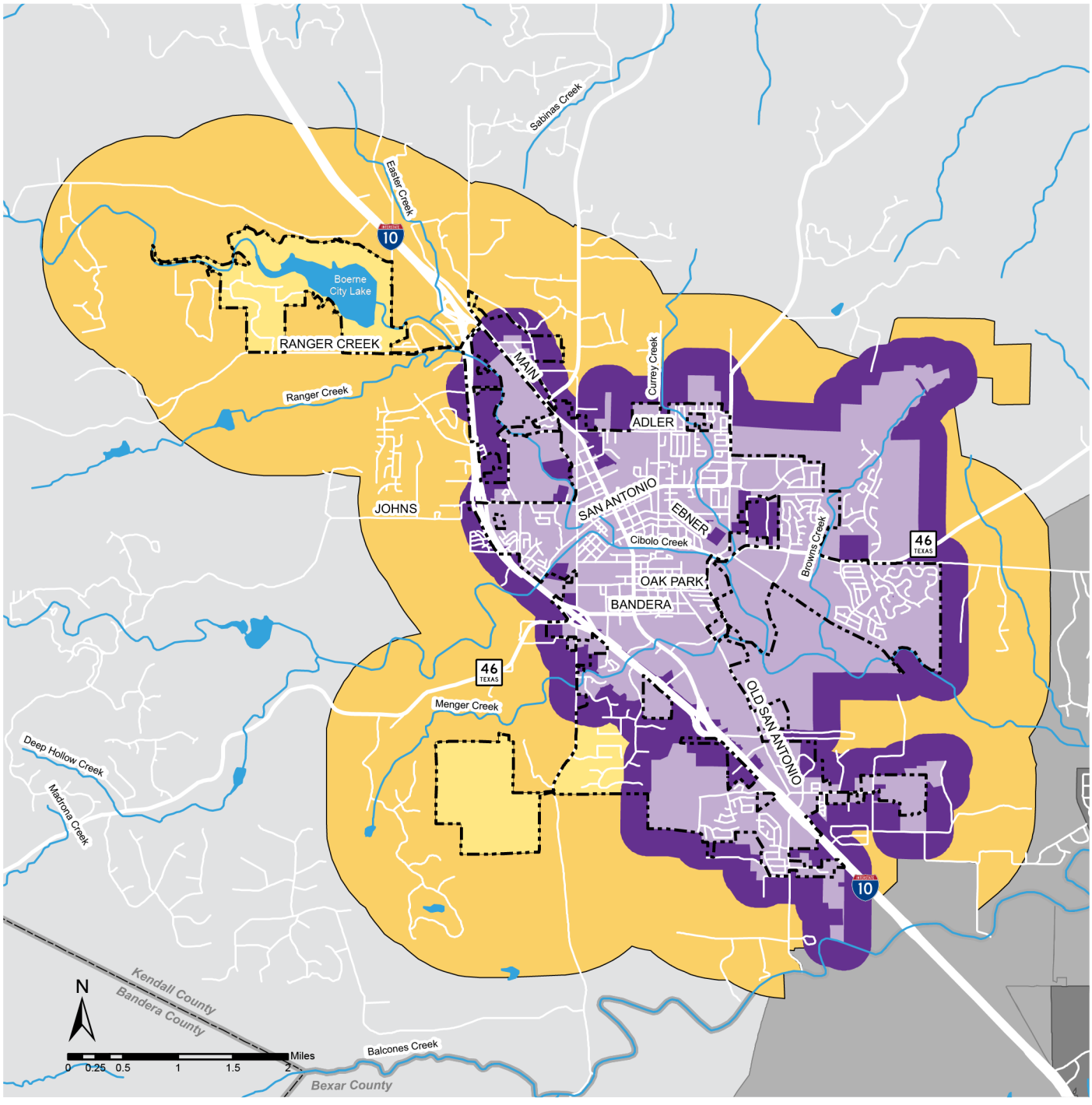
Source: City of Boerne.

Map 2.2, Water Service Area



- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Major Roads
- Minor Roads
- Counties
- Creeks
- Water Bodies
- Water Service Area
- Water Service Area Expansion Buffer (1/4 mile)
- Reclaimed Water Service Area
- Reclaimed Water Service Area Expansion Buffer (1/4 mile)

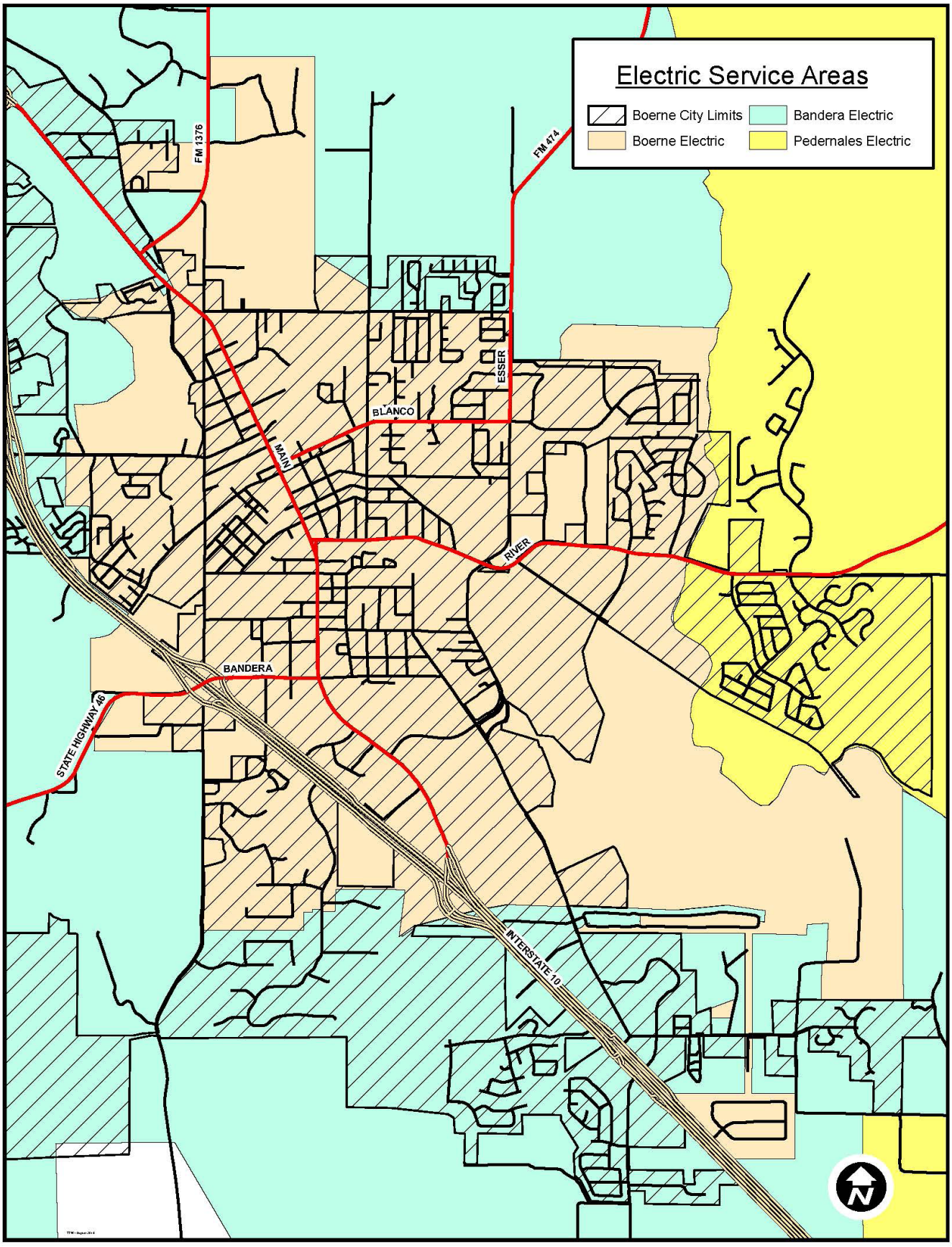
Map 2.3, Wastewater Service Area



- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Major Roads
- Minor Roads
- Counties
- Creeks
- Water Bodies
- Wastewater Service Area
- Wastewater Service Area Expansion Buffer (1/4 mile)

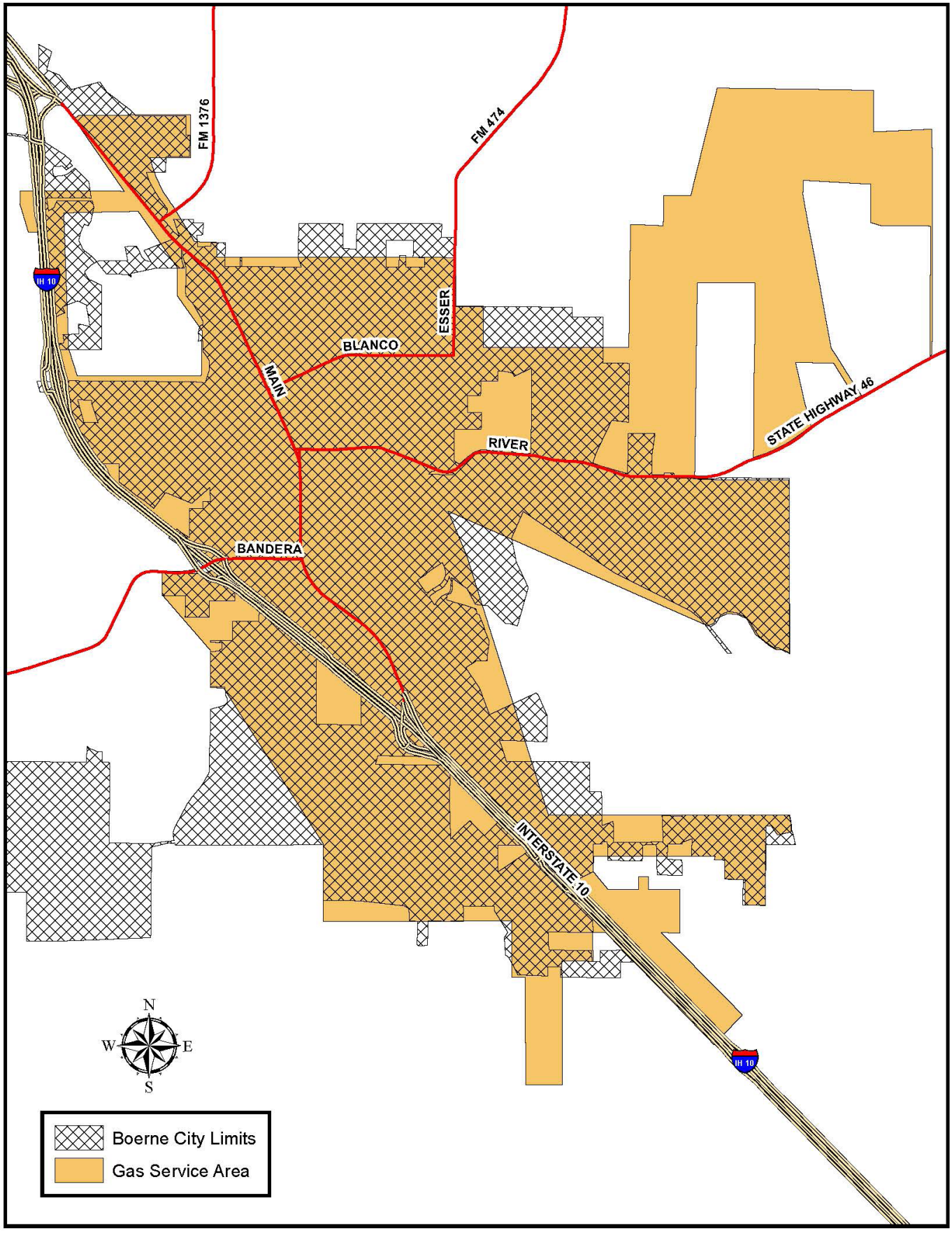
EXISTING ELECTRIC SERVICE AREA

Map 2.4, Electric Service Area



EXISTING GAS SERVICE AREA

Map 2.5, Gas Service Area



Existing Land Use and Development

OVERVIEW OF EXISTING LAND USE SYSTEM

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

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

Figure 2.11, Existing Land Use

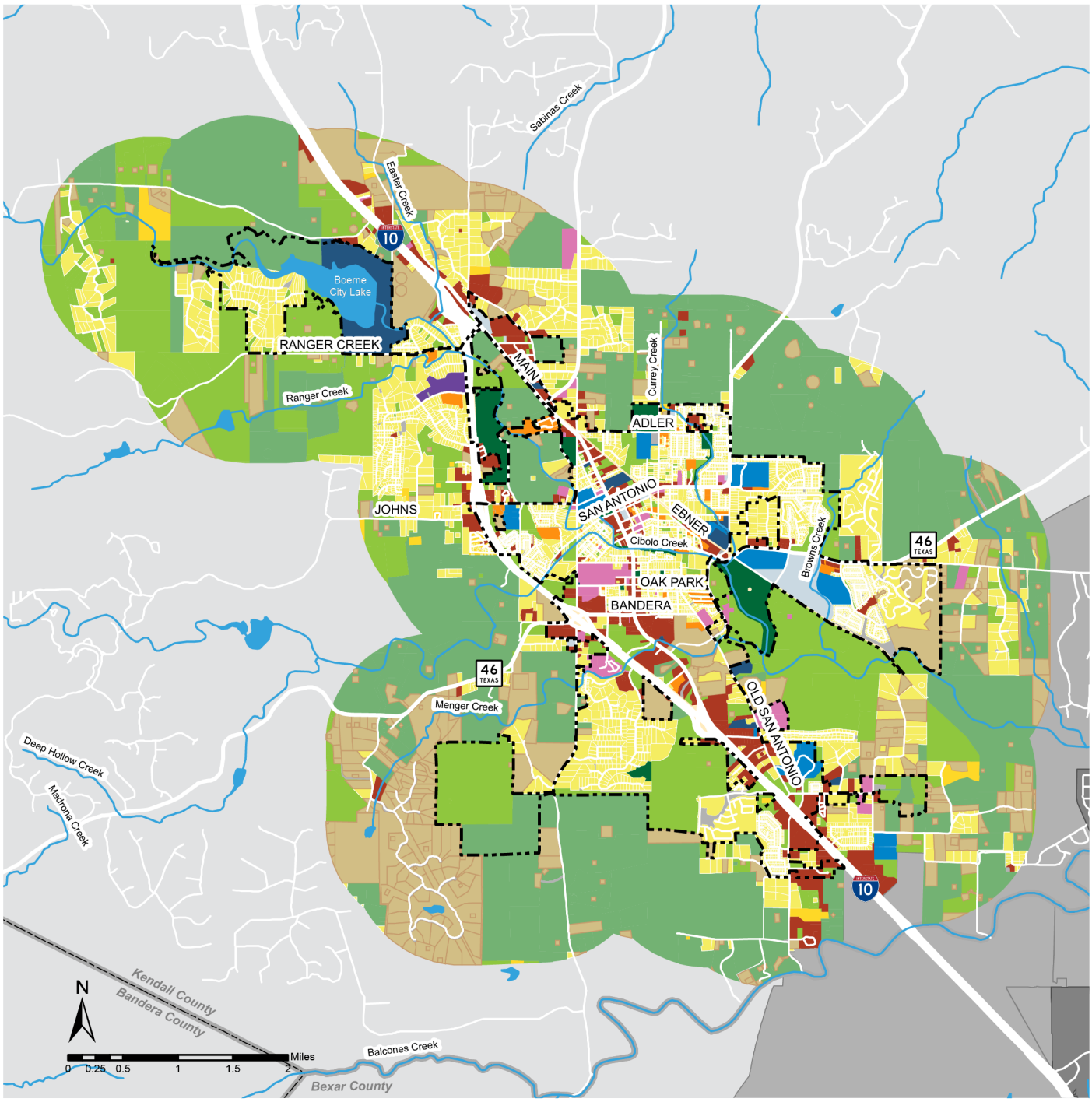
Existing Land Use	Total Acreage	% of Total Land Use
Agriculture	9,184	34.2%
Undeveloped/Open Space	4,958	18.5%
Rural Residential	4,038	15.1%
Single Family Residential	5,288	19.7%
Multi-Family Residential	136	0.5%
Mobile/Manufactured Homes	181	0.7%
Commercial	1,202	4.5%
Schools	287	1.1%
Church/Charitable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

Source: Kendall County Appraisal District, 2017.

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

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

Map 2.6, Existing Land Use Map



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

Existing Land Use

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

OVERVIEW OF EXISTING HOUSING AND NEIGHBORHOODS

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

Household Characteristics

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

Housing Stock Characteristics

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

Cost of Housing

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

Figure 2.12, Household Characteristics

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

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

Figure 2.13, Age of Housing Stock

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

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

Figure 2.14, Occupancy Characteristics

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

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

Figure 2.15, Housing Type and Unit Breakdown

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

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

Figure 2.16, Cost of Housing

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

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

Mobility

OVERVIEW OF EXISTING THOROUGHFARE SYSTEM

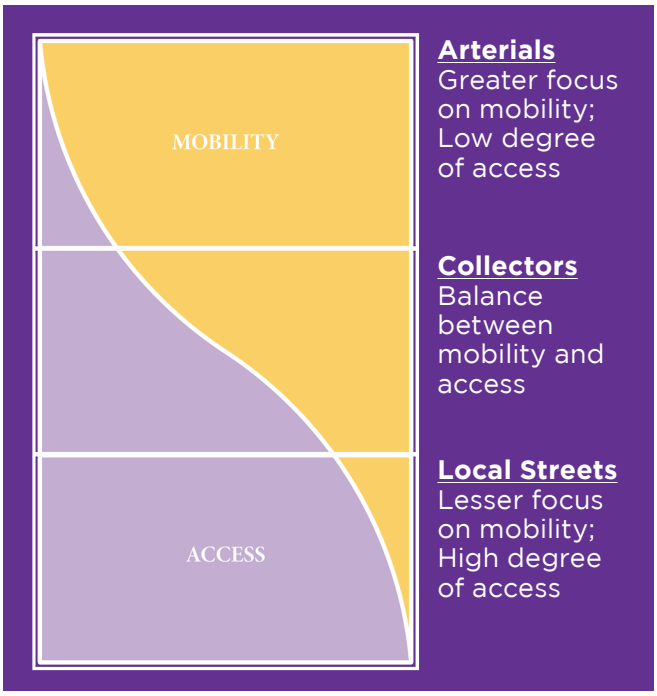
The City of Boerne last updated their Thoroughfare Plan in 2015. In any community, the overall quality of life is partly determined by the efficiency of the City's transportation system. The overall quality of life decreases when residents are not able to easily get around the City. Currently, the majority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

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

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

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

Figure 2.17, Functional Classification



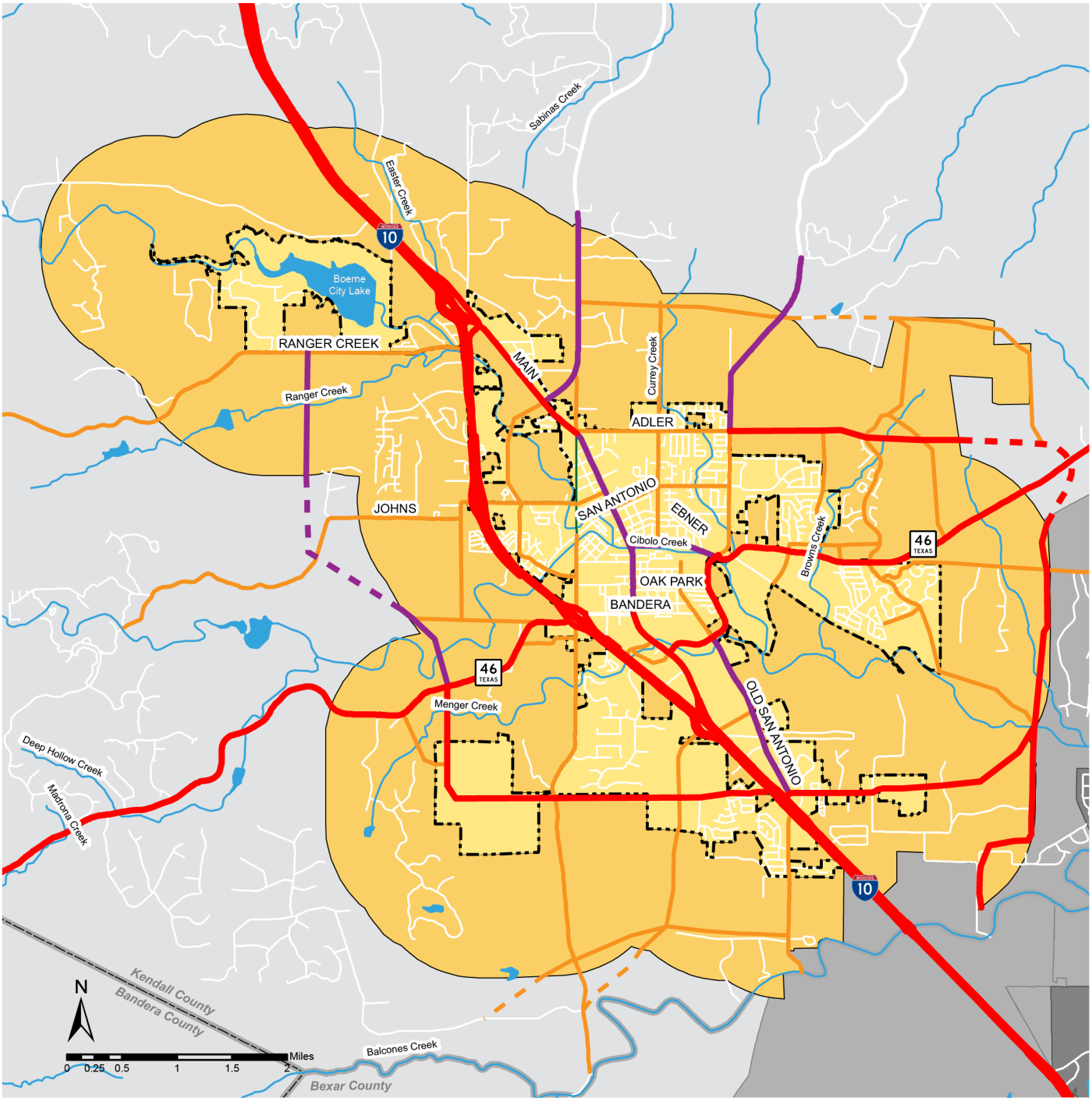


Interstate 10



Main Street

Map 2.7, Thoroughfare Plan



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

TRAFFIC COUNTS

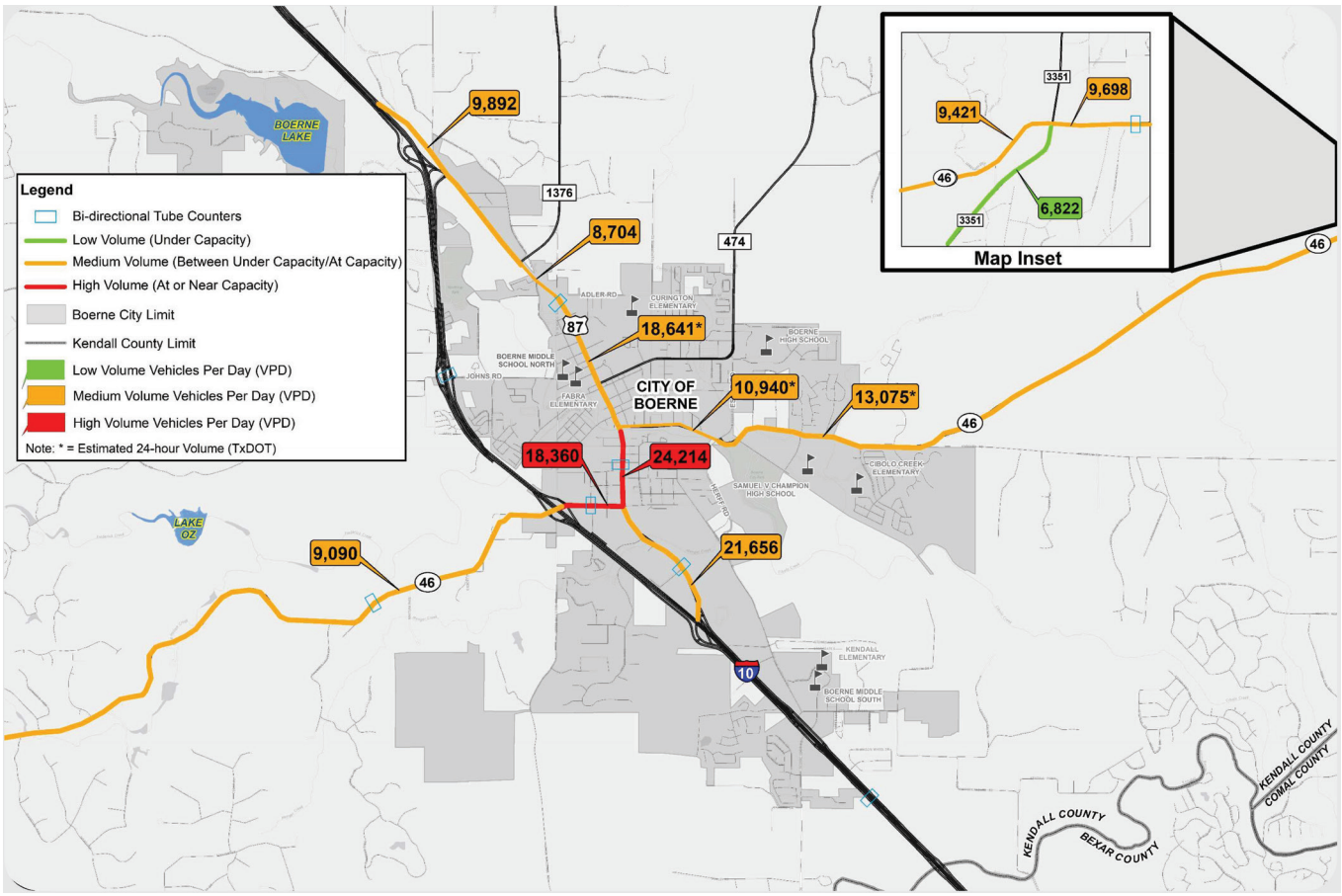
As part of a regional transportation study, existing and proposed daily traffic volumes were analyzed in 2016 (see Figure 2.18, *Existing Daily Traffic Volume (2016)*, below) and for 2040 (see Figure 2.19, *Projected Daily Traffic Volume (2040)*, on the next page).

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

CRASH POINTS

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

Figure 2.18, Existing Daily Traffic Volume (2016)



Map source: Texas Department of Transportation

LOCAL AND REGIONAL INITIATIVES

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

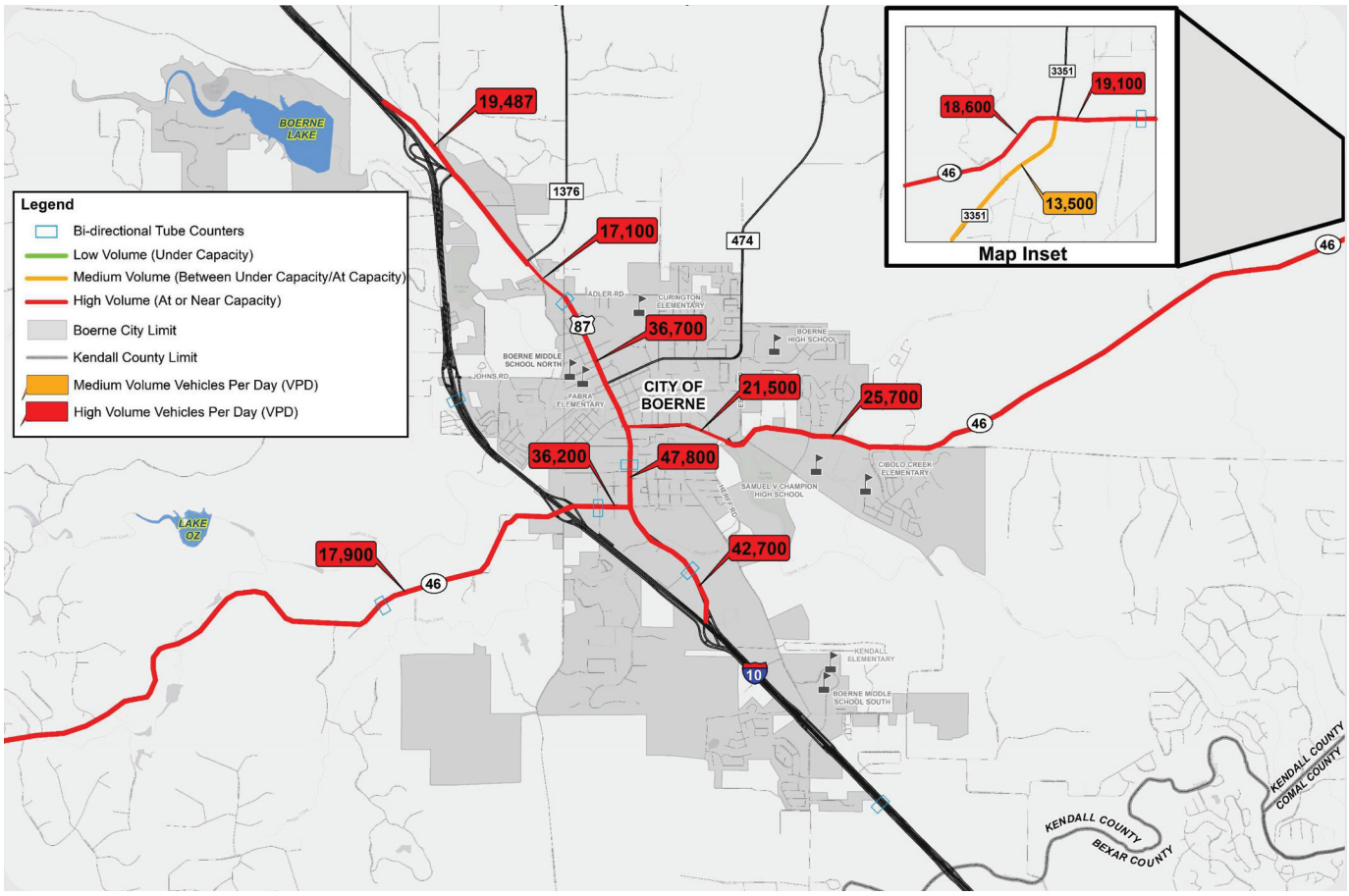
- Past, present, and future growth and travel demand;
- Lack of east-west corridors in the study area; and
- Traffic through Boerne on SH 46 poses traffic circulation problems and conflicts with downtown walkability and pedestrian use.

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

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

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

Figure 2.19, Projected Daily Traffic Volume (2040)



OVERVIEW OF EXISTING BICYCLE AND PEDESTRIAN INFRASTRUCTURE

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

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

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

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

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

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

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

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

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

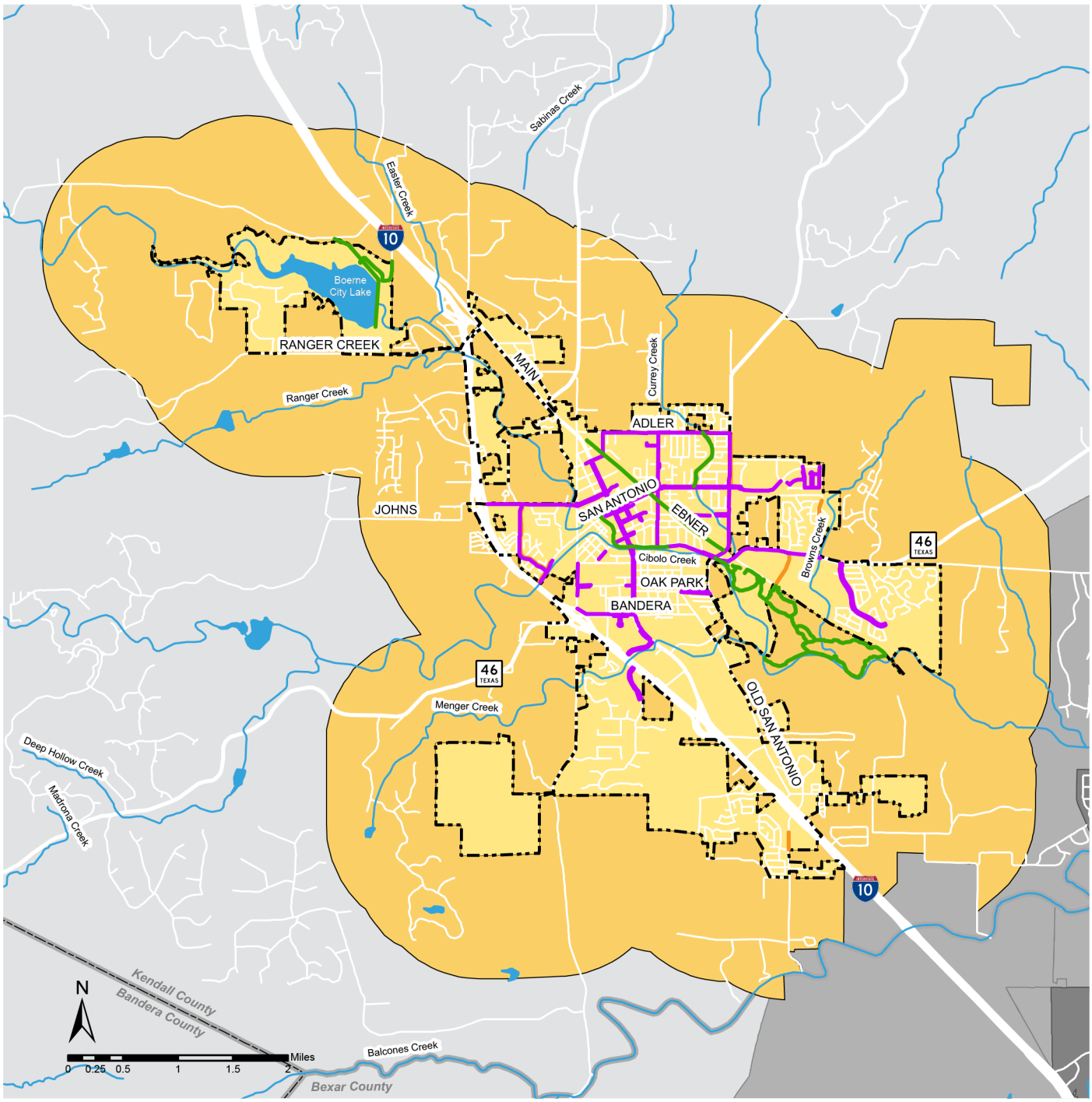


Old No. 9 Trail



Cibolo Trail

Map 2.8, Existing Bicycle and Pedestrian Facilities



Community Facilities and Services

PARKS AND RECREATION

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

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

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



Kinder Park



Northrup Park



Boerne City Lake Park

PATRICK HEATH PUBLIC LIBRARY

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

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

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

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



Patrick Heath Public Library

POLICE DEPARTMENT

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

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

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

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

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



Boerne Police Department and Municipal Court

FIRE DEPARTMENT

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

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

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

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

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

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



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

Boerne Central Fire Station

SCHOOL SYSTEM

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

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

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

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



Fabra Elementary School

CITY HALL

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

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



Existing City Hall



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

Economic Development

As previously mentioned, the City of Boerne is the county seat of Kendall County. Between 2015 and 2016, Kendall County was the second-fastest growing county (with a population of 10,000 or more) in the country.[1] This growth, combined with the Texas Hill Country beauty, the high quality of life, and the City's high percentage of educational attainment and per-capita income, favors Boerne for high-quality development potential. With the growth of retail development over the past five years, the City's sales tax revenue has grown by 39 percent. With additional business recruitment and City revenue enhancement and diversification, the economic development outlook in the community is strong. Economic Development efforts will need to continue to be successful in attracting quality retail development, light manufacturing, small corporate headquarters, and infill utility customers. These efforts will be needed to fund quality of life initiatives and to provide adequate growth for sales tax, AV tax, and utility revenues to support the community's vision and desires as described in this Master Plan.

PREVIOUS PLANNING EFFORTS

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

Boerne Central Business District Master Plan (2007)

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

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

R/UDAT Boerne, Texas (2008)

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

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

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

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

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

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

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

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

Downtown Boerne Strategic Initiative (2016)

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

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

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

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

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

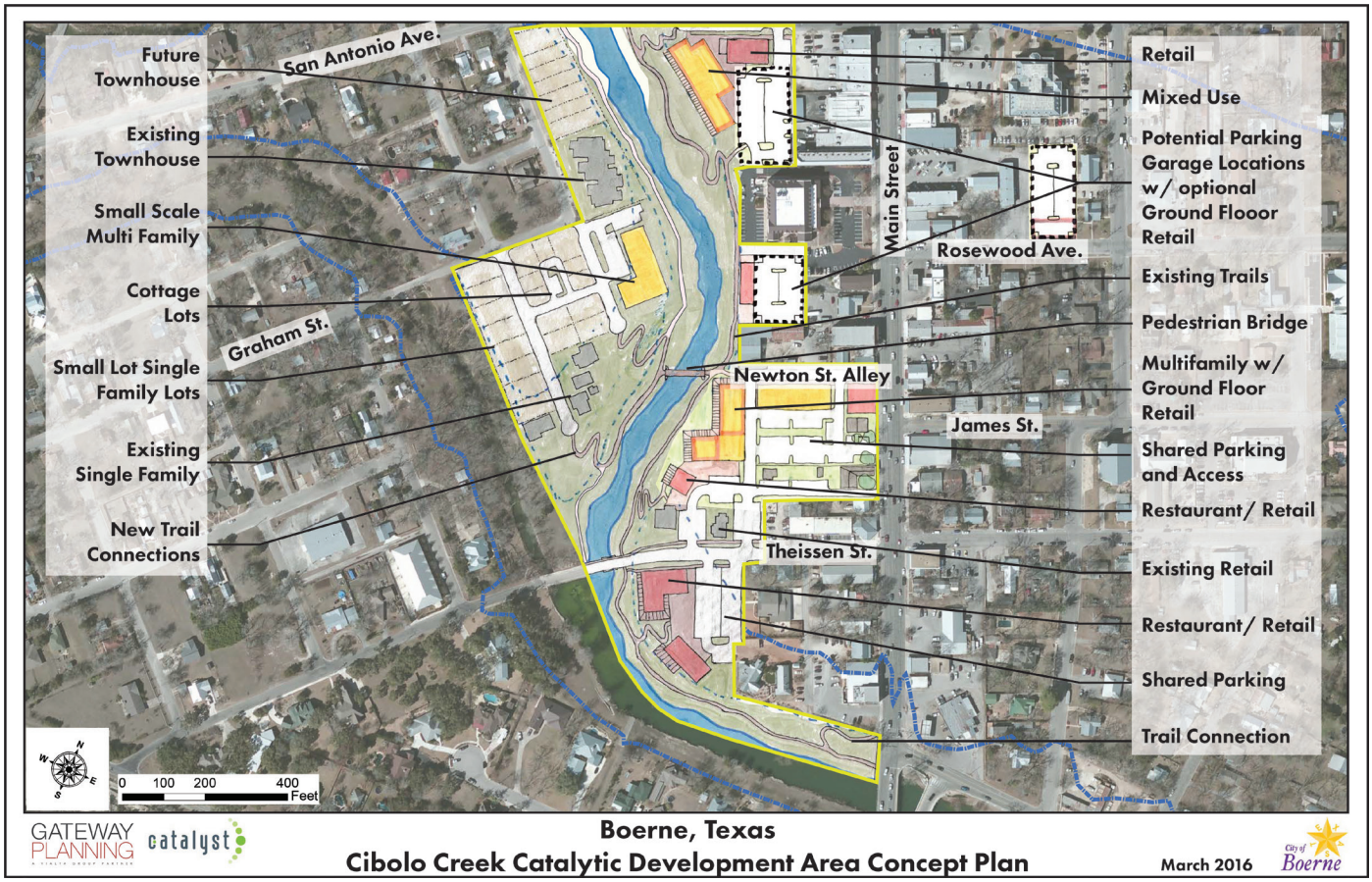
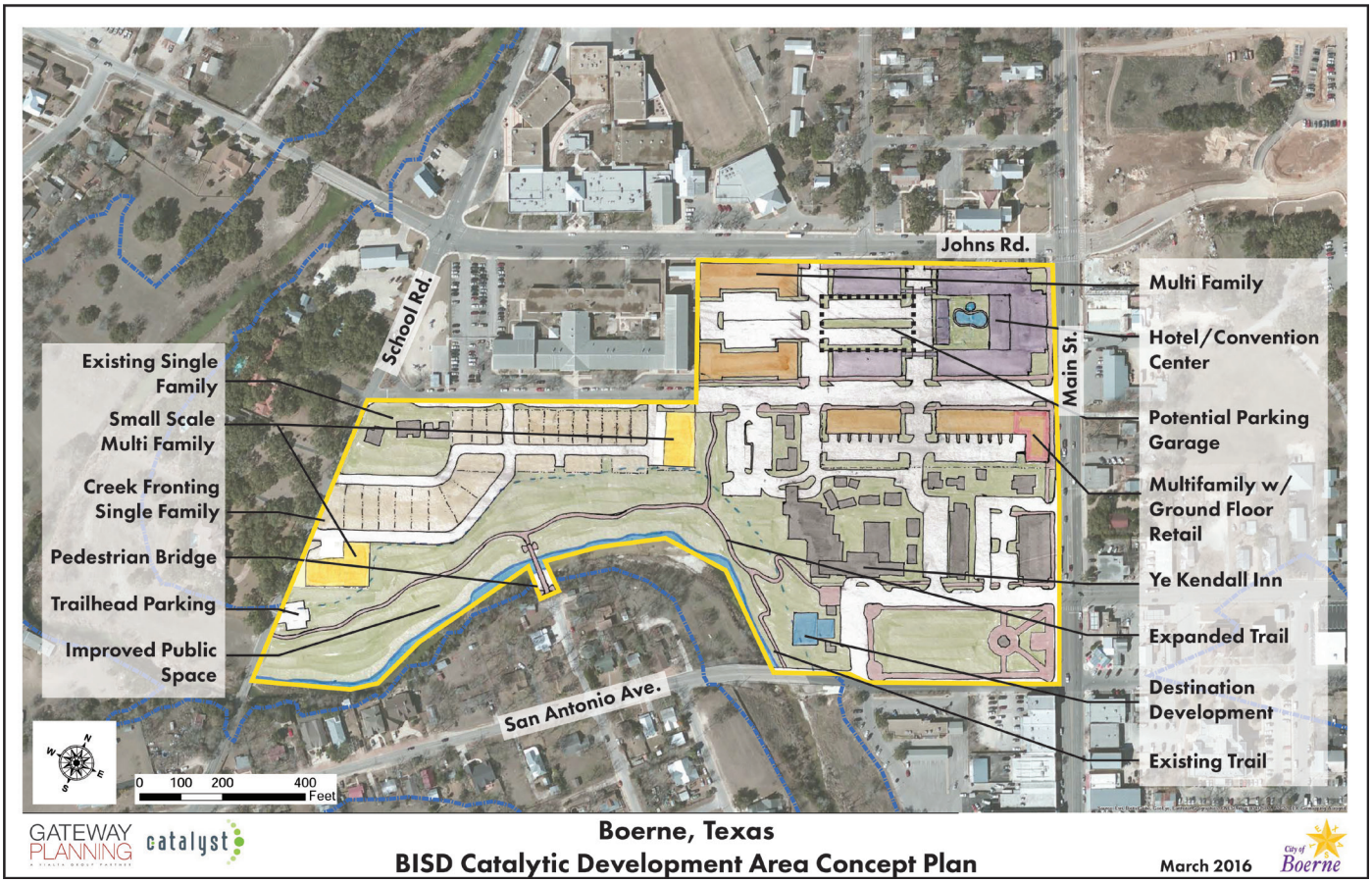


Figure 2.21, BISD Catalytic Development Area Concept Plan by Gateway Planning



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

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

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

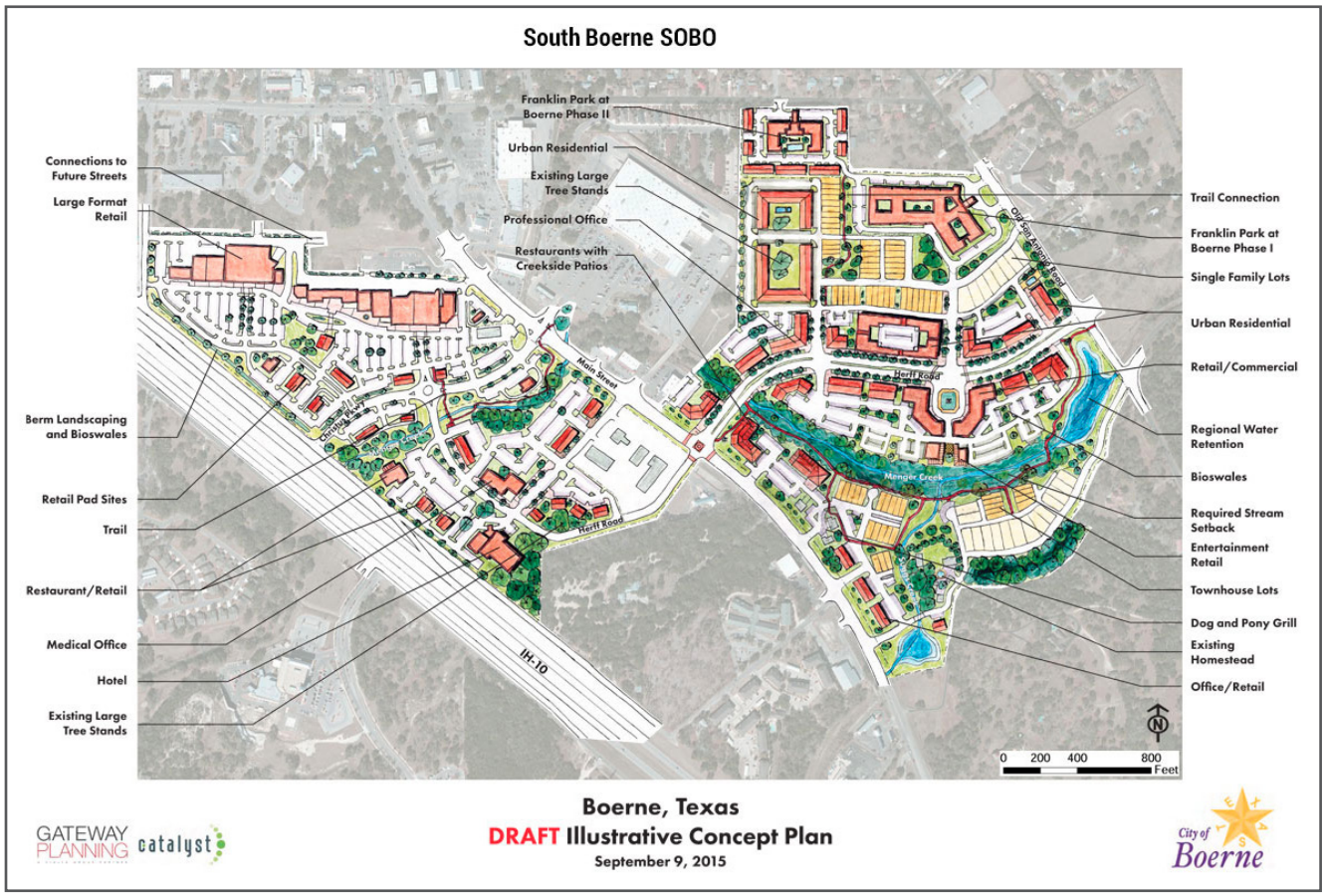
2017 Economic Development Work Plan

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

Status of select 2016 work plan initiatives:

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

Figure 2.22, SoBo Draft Illustrative Concept Plan by Gateway Planning



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

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

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

Community Livability

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

CHARACTER AND PLACEMAKING

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

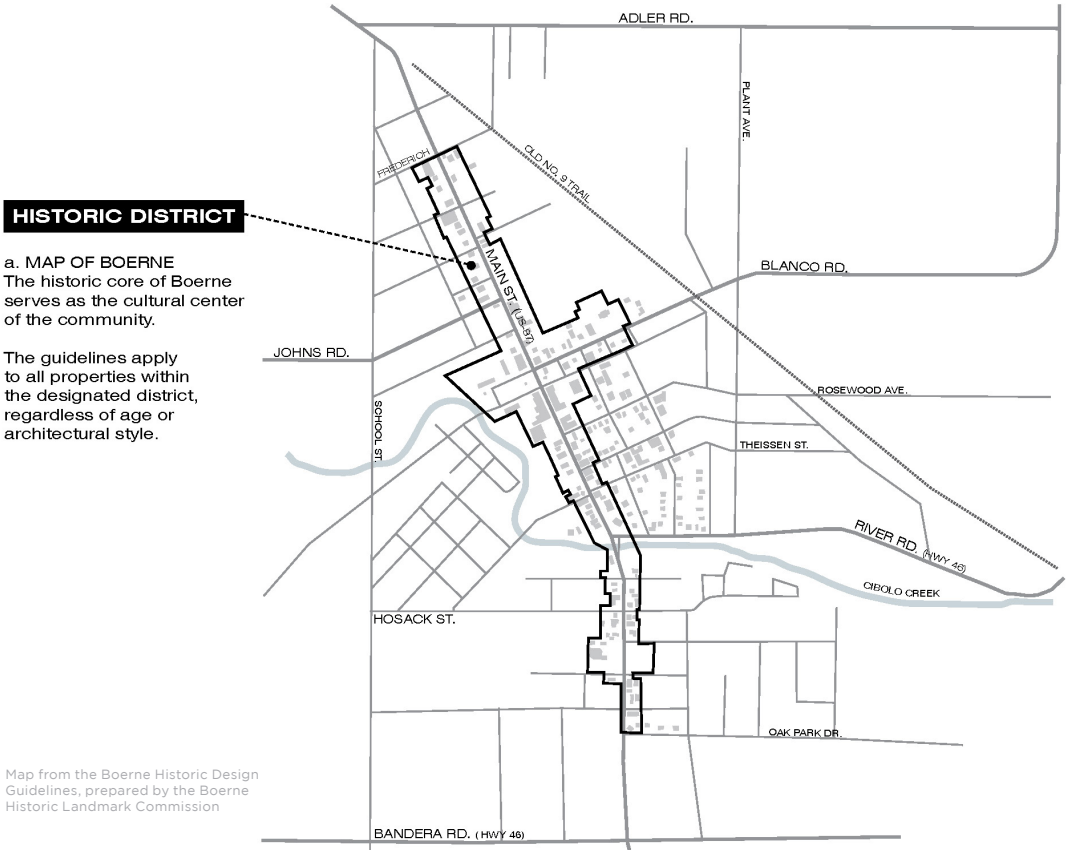
Boerne's historic district largely follows Main Street in the downtown area (see Figure 2.23, Boerne Historic District). The Boerne Historic Design Guidelines, prepared by the Boerne Historic Landmark Commission, are a guide for property improvements within the historic district. While not an ordinance,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

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

SPECIAL EVENTS

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

Figure 2.23, Boerne Historic District



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

Some of the events held in Boerne include:

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

QUALITY OF LIFE

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

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

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



Photo courtesy: DoM TalboysPhotography for ArtGives

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

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3. Community Input

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

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



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

Stakeholder Meetings

A series of stakeholder meetings, key person interviews, and a technical advisory committee meeting were held at the onset of the project. Meeting participants included representatives from the Greater Boerne Chamber of Commerce; Boerne Kendall County Economic Development Corporation (BKCEDC); Boerne Independent School District (BISD); Cibolo Nature Center and Farm; the Historic Landmark Commission; Kendall County Commissioners Court; local churches and business owners; builders and developers; concerned residents; and City administration and staff.

Key trends voiced during the early public engagement include:

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

Master Plan Advisory Committee and Technical Advisory Committee

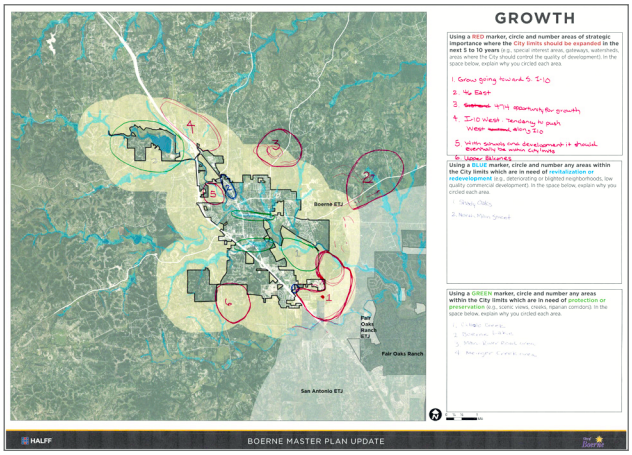
The Master Plan Advisory Committee (MPAC) met at key intervals throughout the planning process to provide input and guidance to the Plan. Through a series of 11 meetings, the 24-person MPAC helped to identify and evaluate areas of growth, mobility issues, and future land use scenarios, as well as provide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

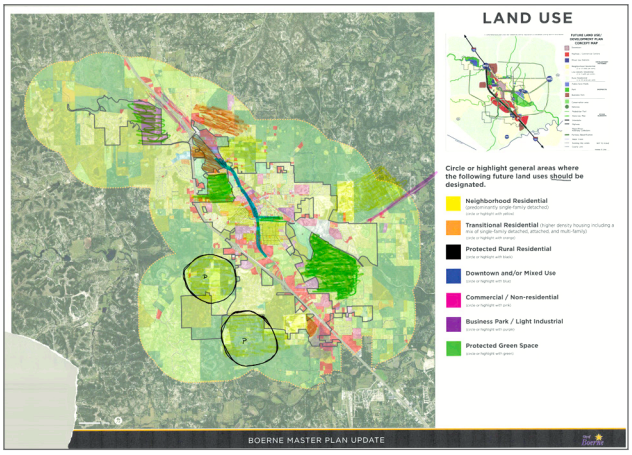


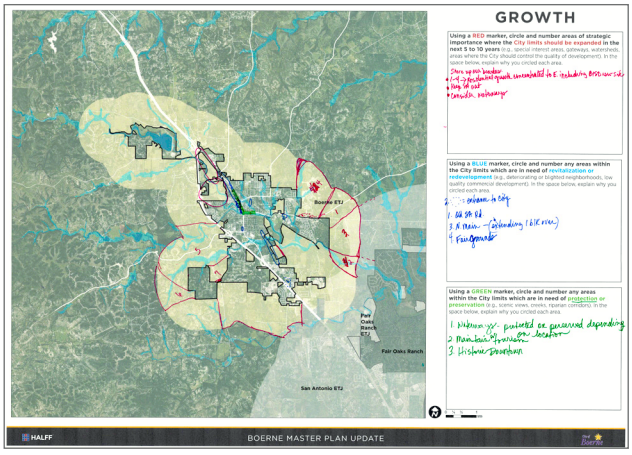


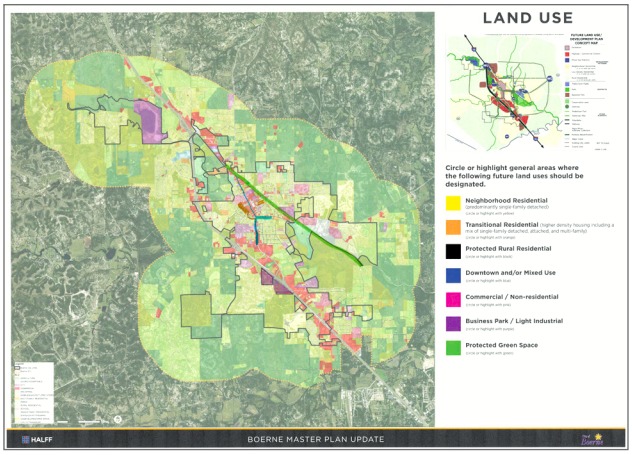
MPAC meetings included both interactive exercises and informative presentations.

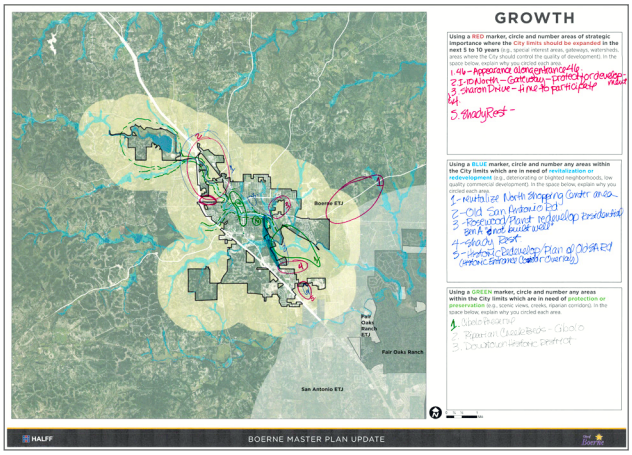
Figure 3.1, Select MPAC Exercise Results

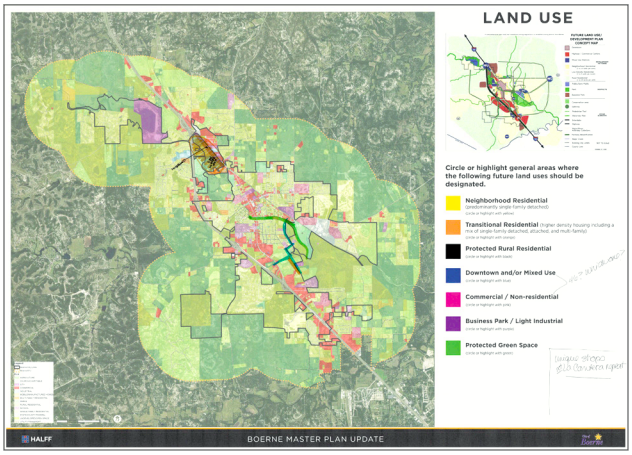


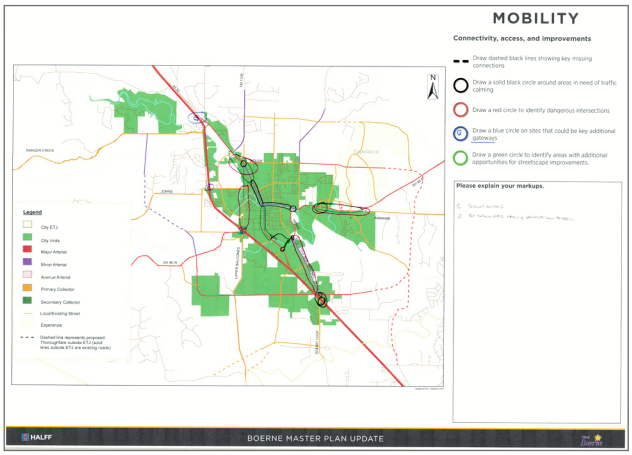


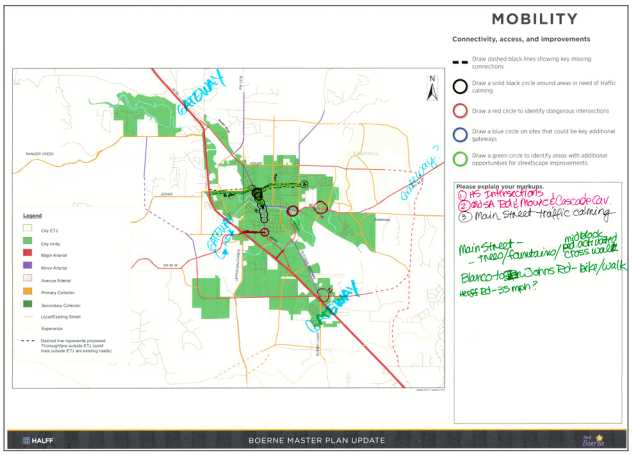












Public Survey Highlights

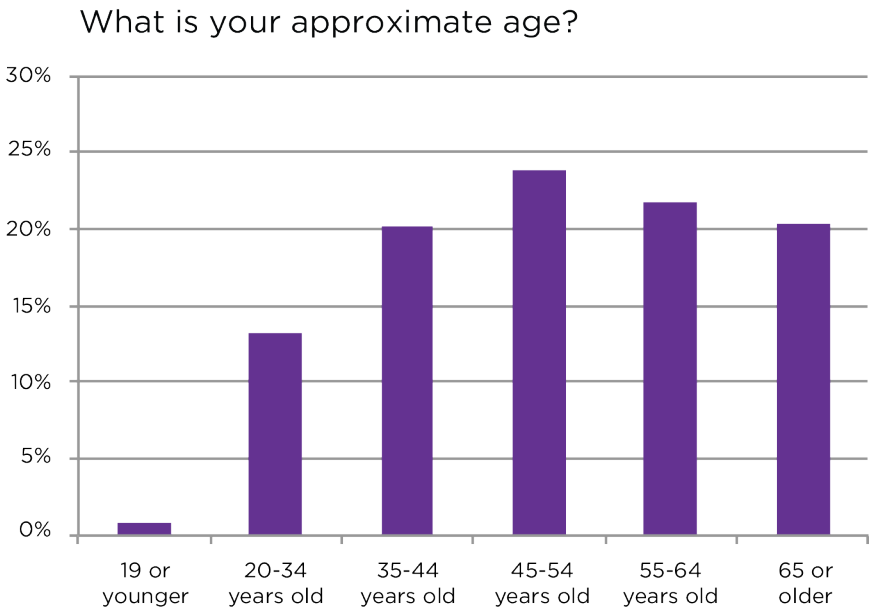
A public survey was conducted in September and October 2017. The survey was offered in both online and print formats. The survey was publicized on the City of Boerne and Boerne Kendall County EDC websites; on the Boerne City Hall and Mayor's Facebook pages; on the Boerne area "Next Door" page; in the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

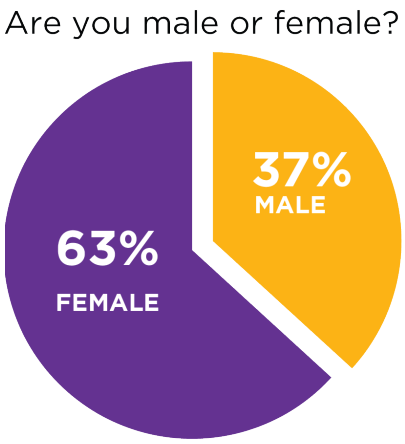
The 38-question survey included a variety of topics such as demographics; overall quality of life, satisfaction with City services (generally), transportation, housing and neighborhoods, economic development, community development, and priority issues.

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

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

Figure 3.2, Survey Respondent Demographics





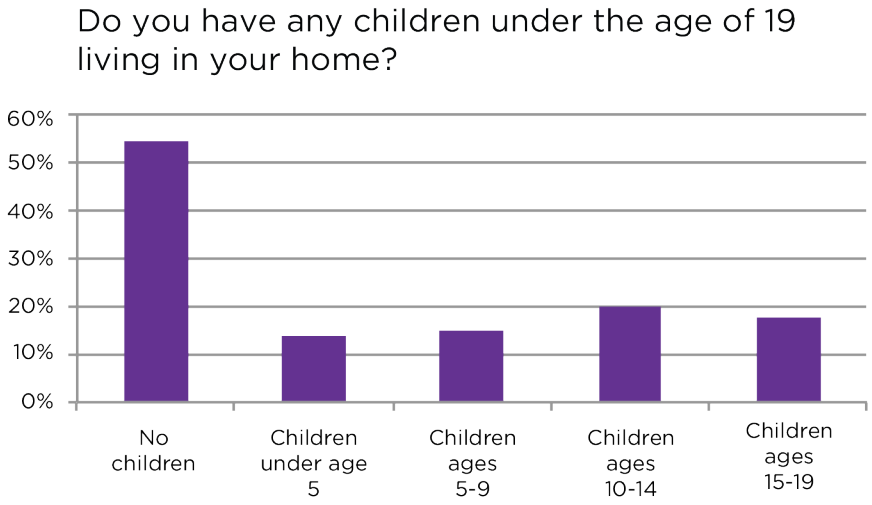


Figure 3.3, Survey Respondent Length of Residence

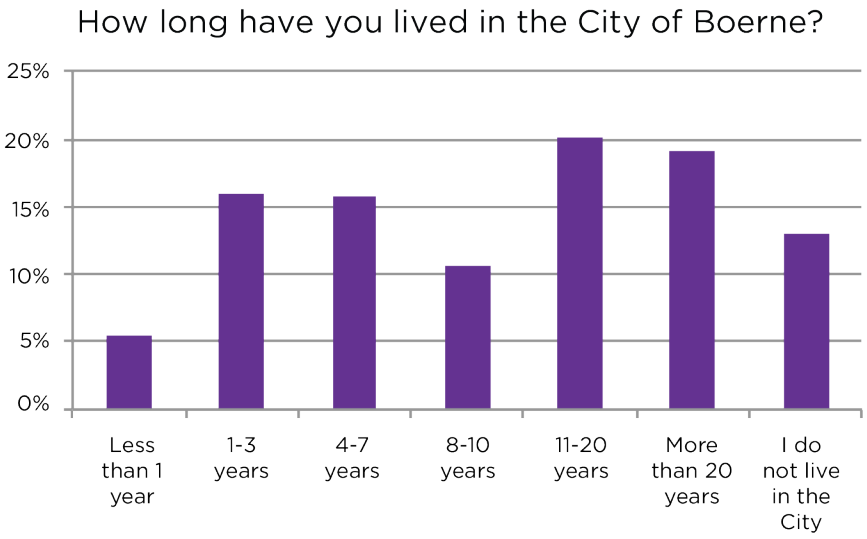


Figure 3.4, Survey Respondent Area of Residence

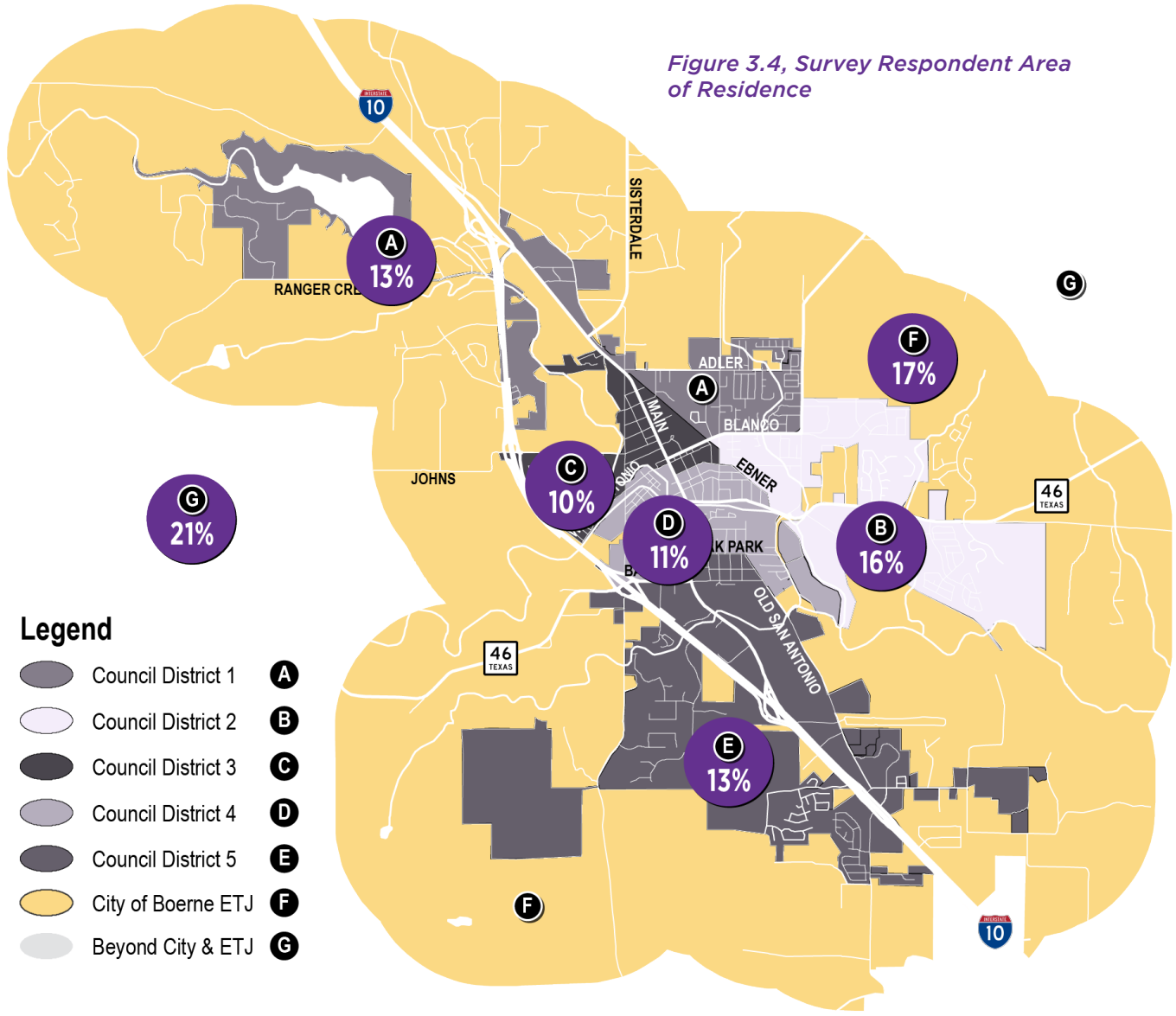


Figure 3.5, Overall Satisfaction with Boerne

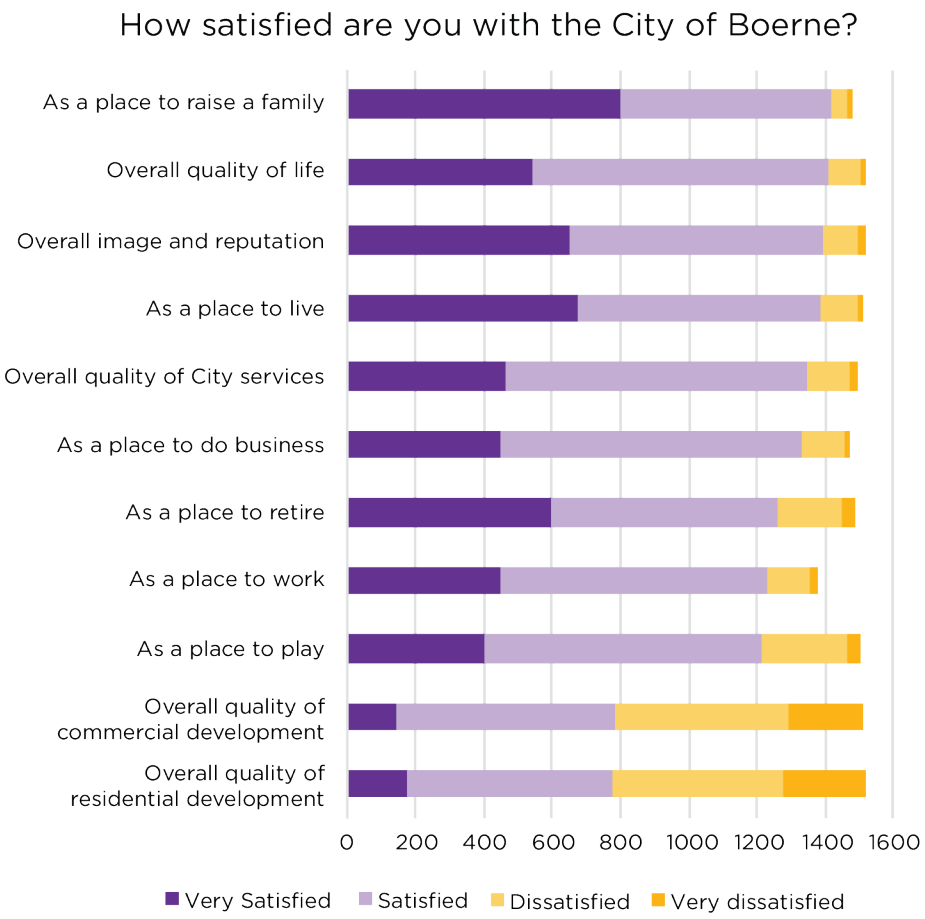


Figure 3.6, Satisfaction with City Services

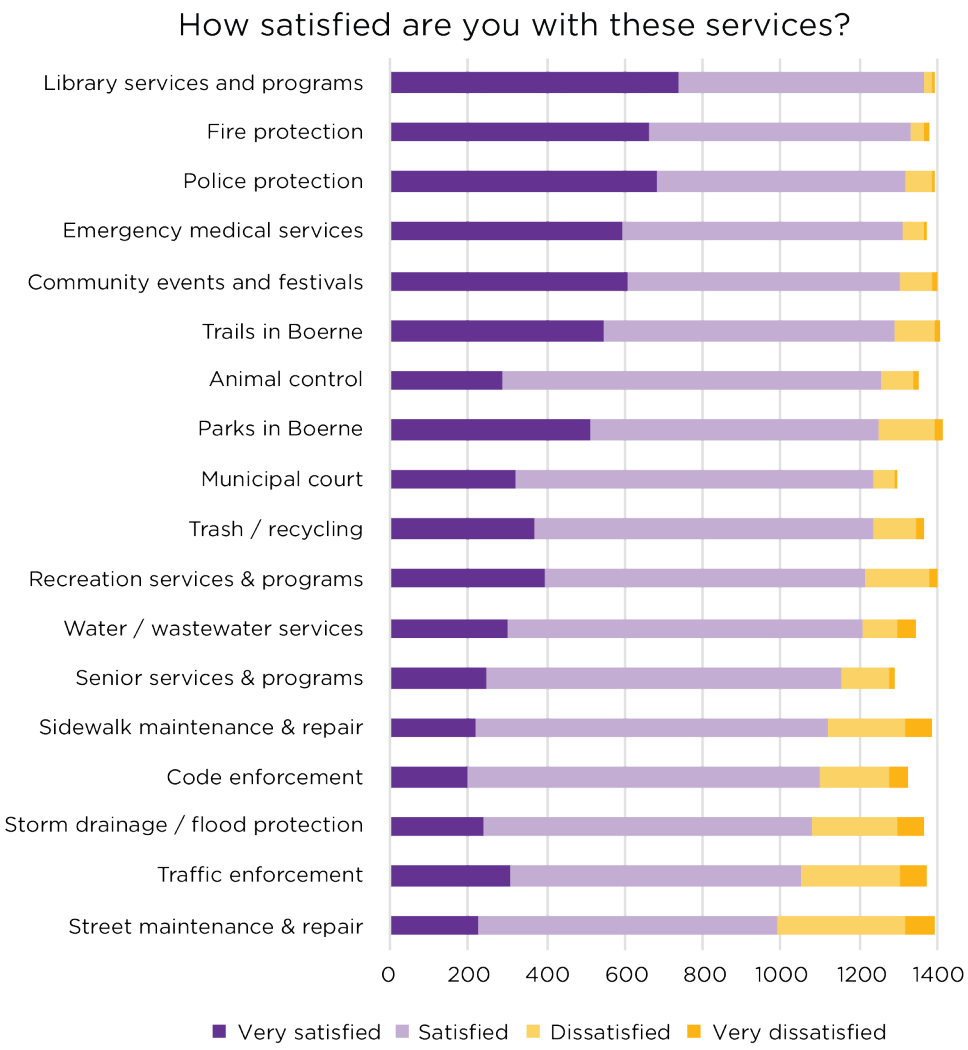


Figure 3.7, Transportation Priority Issues

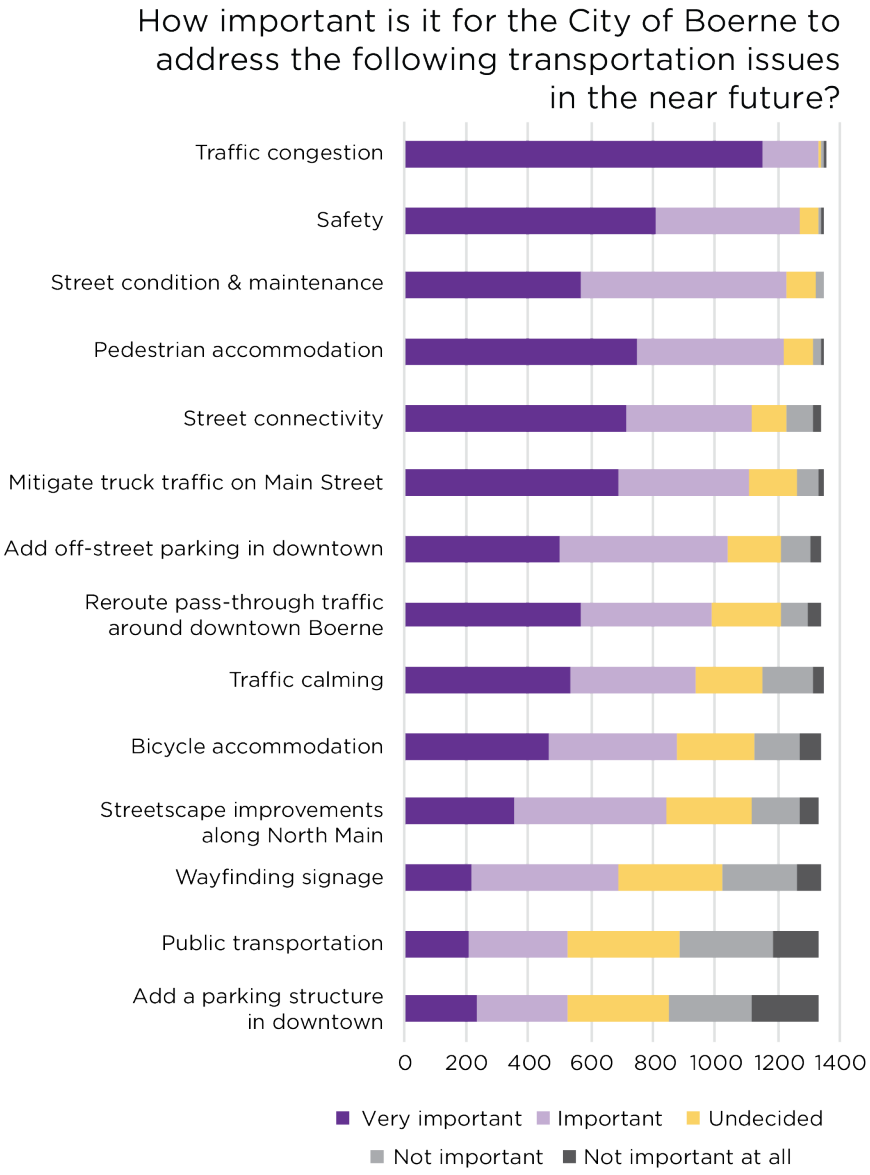


Figure 3.8, Neighborhood Priority Issues

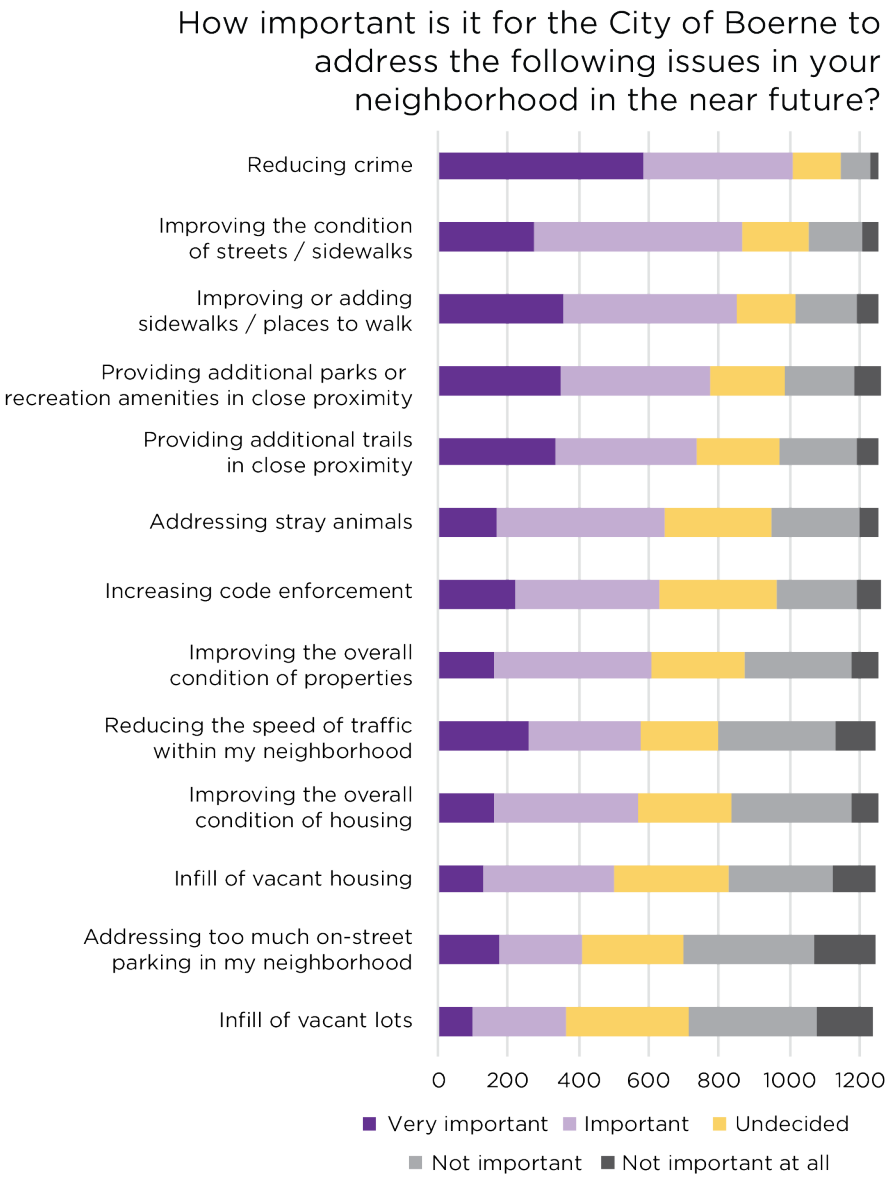


Figure 3.9, Importance of Economic Factors

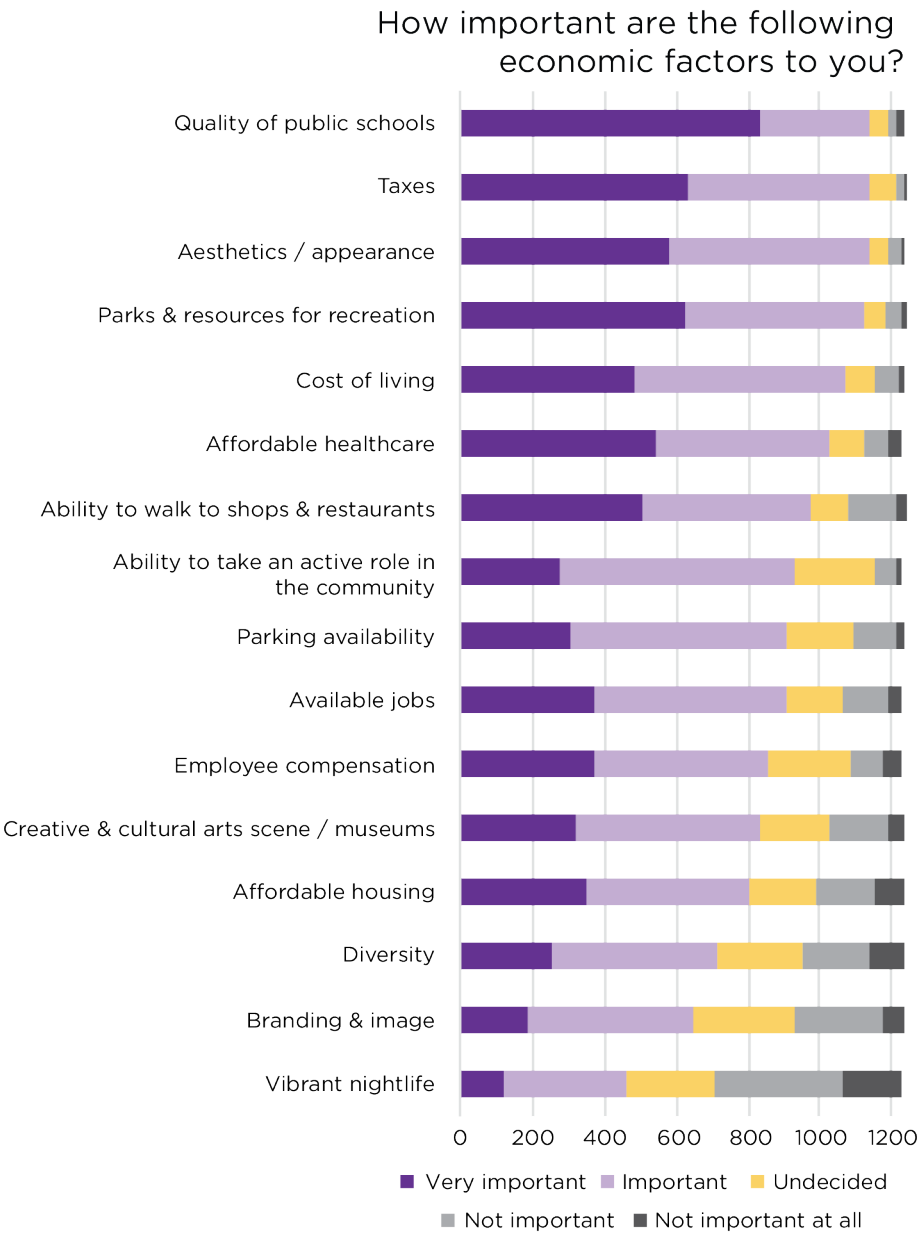


Figure 3.10, City's Performance on Economic Factors

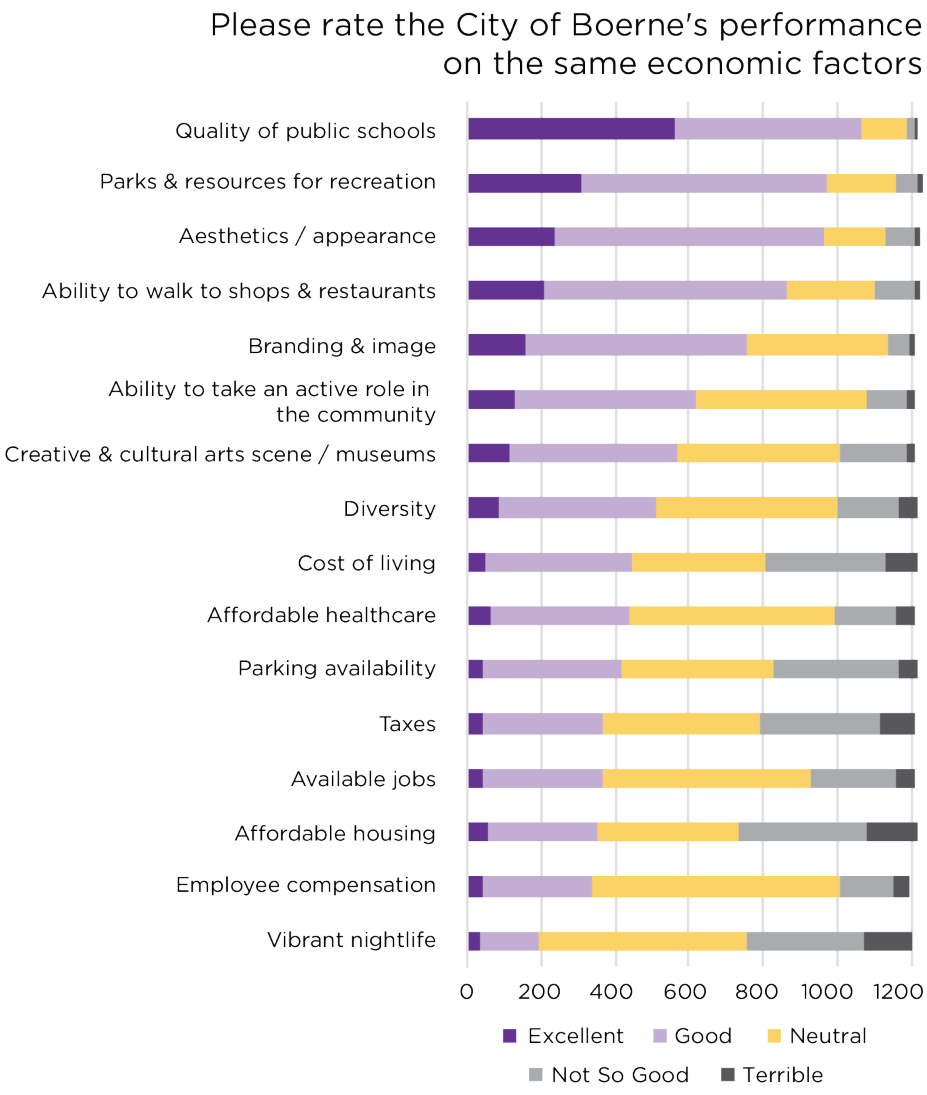
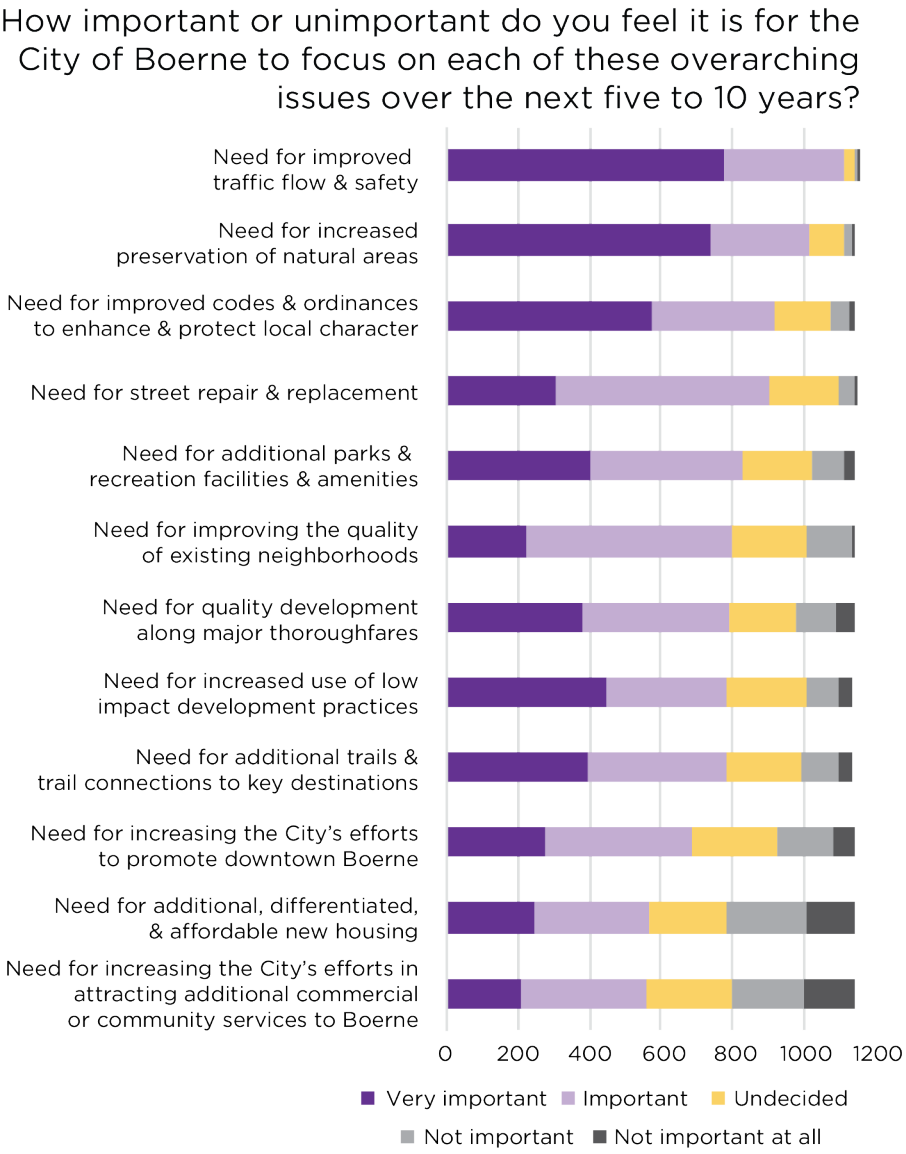


Figure 3.11, Overall Priority Issues



Open House

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

Figure 3.12, Open House Attendees' Area of Residence

WHERE DO YOU LIVE AND WORK?

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











Figure 3.13, Impacts of Growth

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

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

Figure 3.14, Congestion Relief Strategies

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

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

Figure 3.15, Transportation Safety Strategies

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

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

Figure 3.16, Traffic Calming Strategies

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

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

Figure 3.17, Neighborhood Safety Strategies

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

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

Figure 3.18, Housing Needs

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

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

Figure 3.19, Economic Development Strategies

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

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

Figure 3.20, Downtown Enhancement Strategies

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

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

Figure 3.21, Potential Regulatory Provisions

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

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

Figure 3.22, Non-Residential Building Form & Architecture









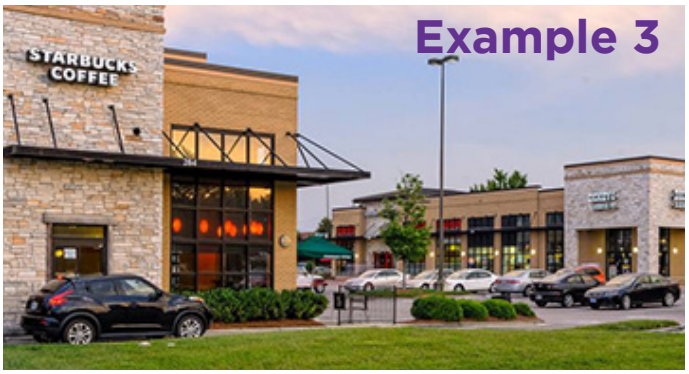
WHAT SHOULD THE ARCHITECTURE & FORM OF NON-RESIDENTIAL BUILDINGS LOOK LIKE IN BOERNE?

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

Figure 3.23, Non-Residential Site Quality









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

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

Figure 3.24, City Spending Priorities

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

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

Figure 3.25, Open House Final Thoughts

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

Elected & Appointed Officials Meetings

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

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4. Community Vision

Photo courtesy: Hannah Evans

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

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

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



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

Community Character & Growth

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

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

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

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

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

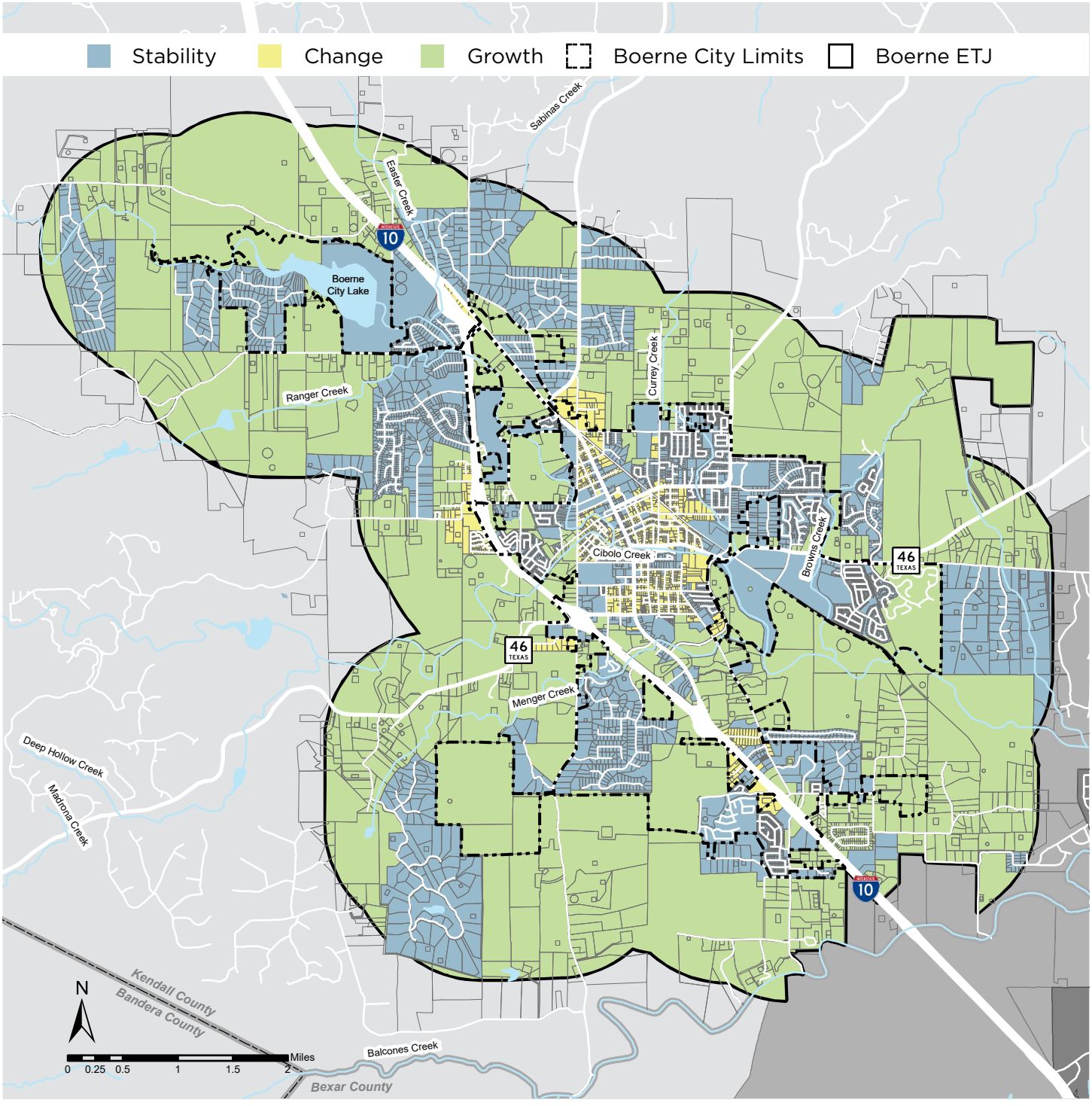
Similarly, the Hill Country areas are another aspect of Boerne that sets it apart from many other parts of the state. Growth in these areas should exhibit a rural character of development. Much of the remaining areas of Boerne will probably develop using an auto-oriented character of development. To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



Photo courtesy: Hannah Evans

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

Map 4.1, Growth, Stability, and Change Map



Growth, Stability, and Change

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

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

Determining Growth

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

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

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

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

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

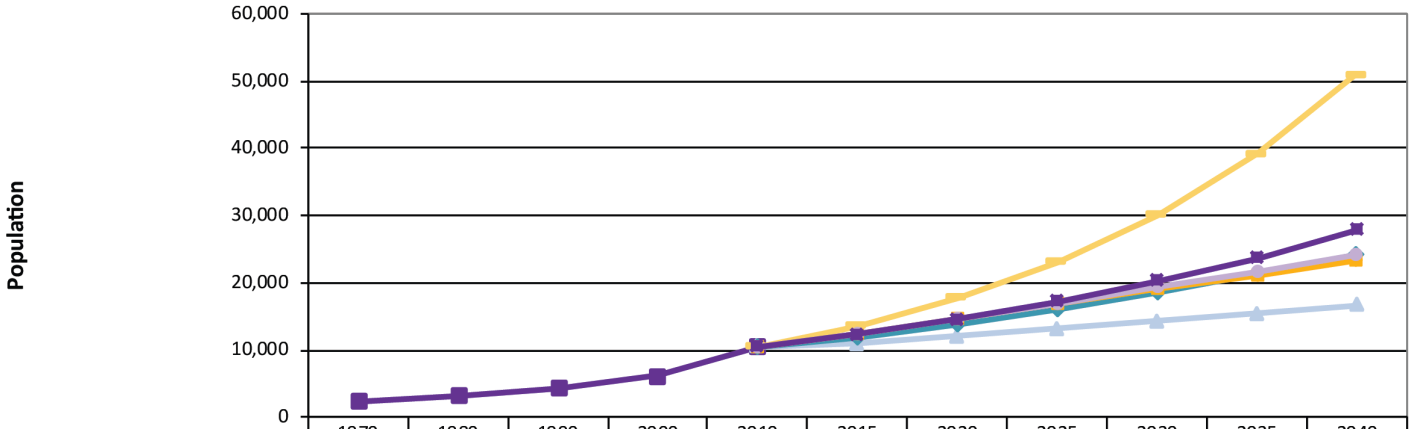
2040 Projected Population

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

Future Land Use Scenarios

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

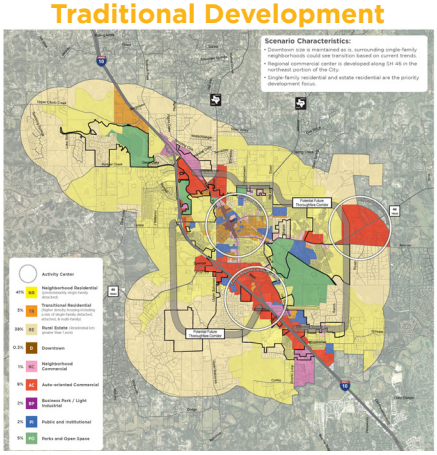
Figure 4.1, Boerne Historical and Projected Population



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

Figure 4.2, Alternate Scenarios

Alternate 1
Traditional Development



KEY PARAMETERS:

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

PROS

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

CONS

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

Leads to urban sprawl and over reliance on linear commercial.

Not enough business / office park area.

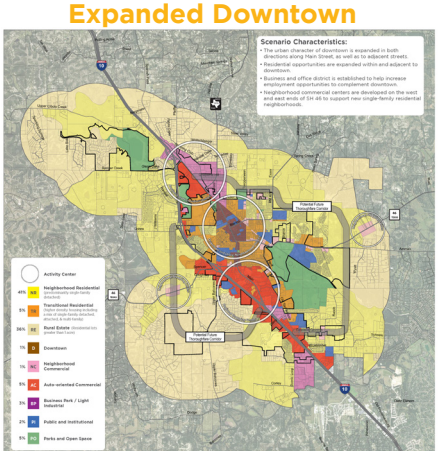
Too large of activity center east of town.

Too much auto-oriented commercial.

Limits ability to grow economically.

Lack of housing diversity.

Alternate 2
Expanded Downtown



KEY PARAMETERS:

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

PROS

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

Requires improved architectural controls.

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

Provides opportunity for more young professionals.

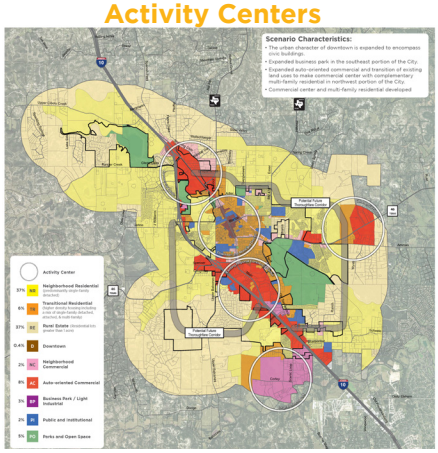
Protects downtown character.

CONS

Too much business / office park.

Lacks neighborhood shopping opportunity at the edges of town.

Alternate 3
Activity Centers



KEY PARAMETERS:

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

PROS

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

Better architectural controls needed.

CONS

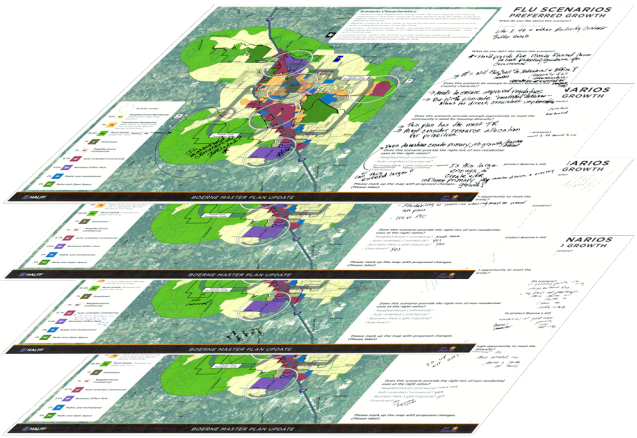
Too much auto-oriented commercial and business / office park; not enough of neighborhood commercial.

Does not feel like Boerne.



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

Figure 4.3, Preferred Scenario Analysis and Feedback



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

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

PROS

Provides for needed expanded downtown center.

Future Land Use categories are appropriate.

Provides necessary buffering of nonresidential to residential areas.

Creates good opportunity for business/employment areas.

Creates needed SH 46 E Activity Center.

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

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

CONS

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

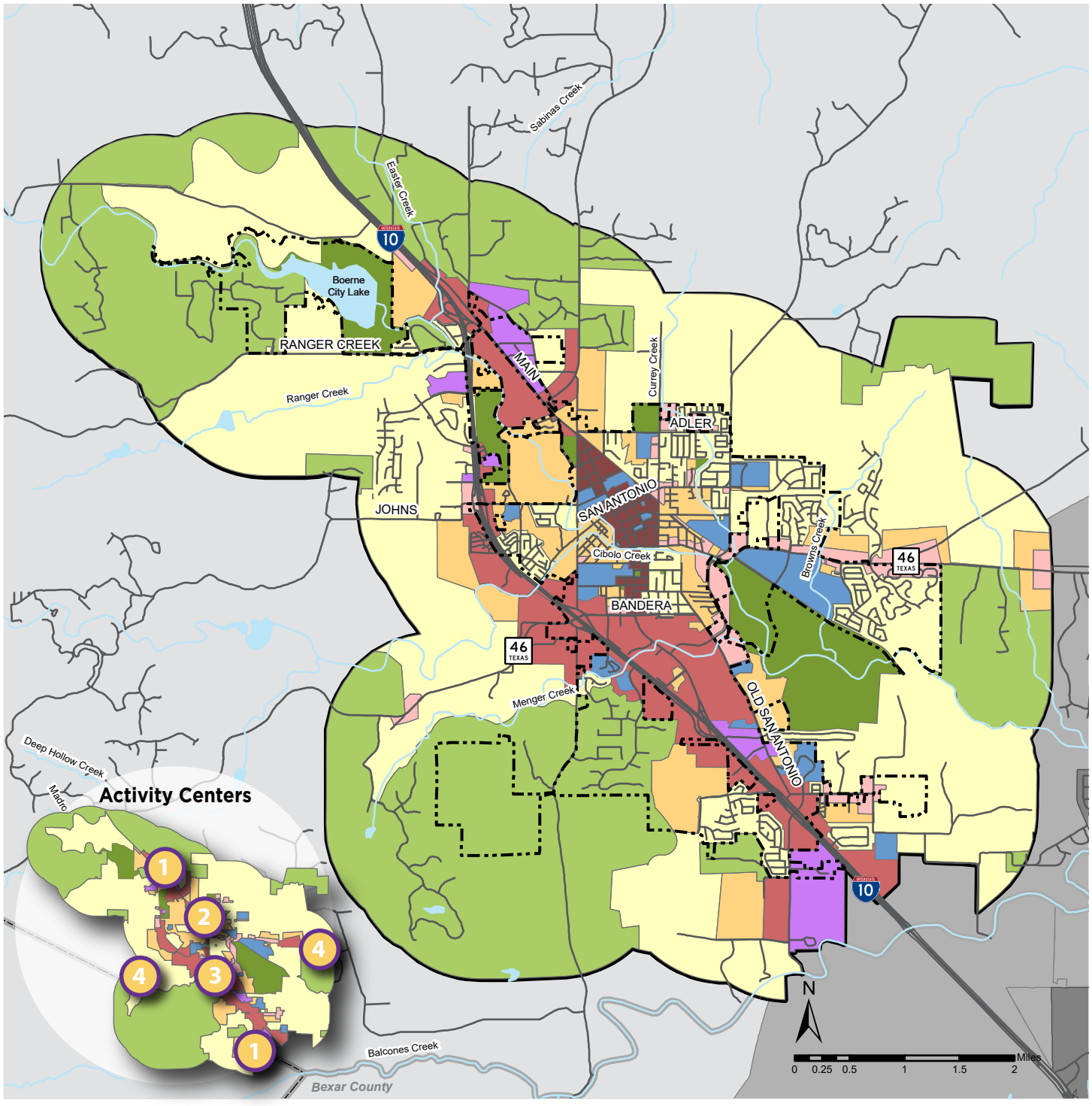
Too much rural estate uses on edges versus neighborhood residential.

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

Need more neighborhood commercial near east and west gateway points.

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

Map 4.2, Boerne Future Land Use Plan



Activity Centers

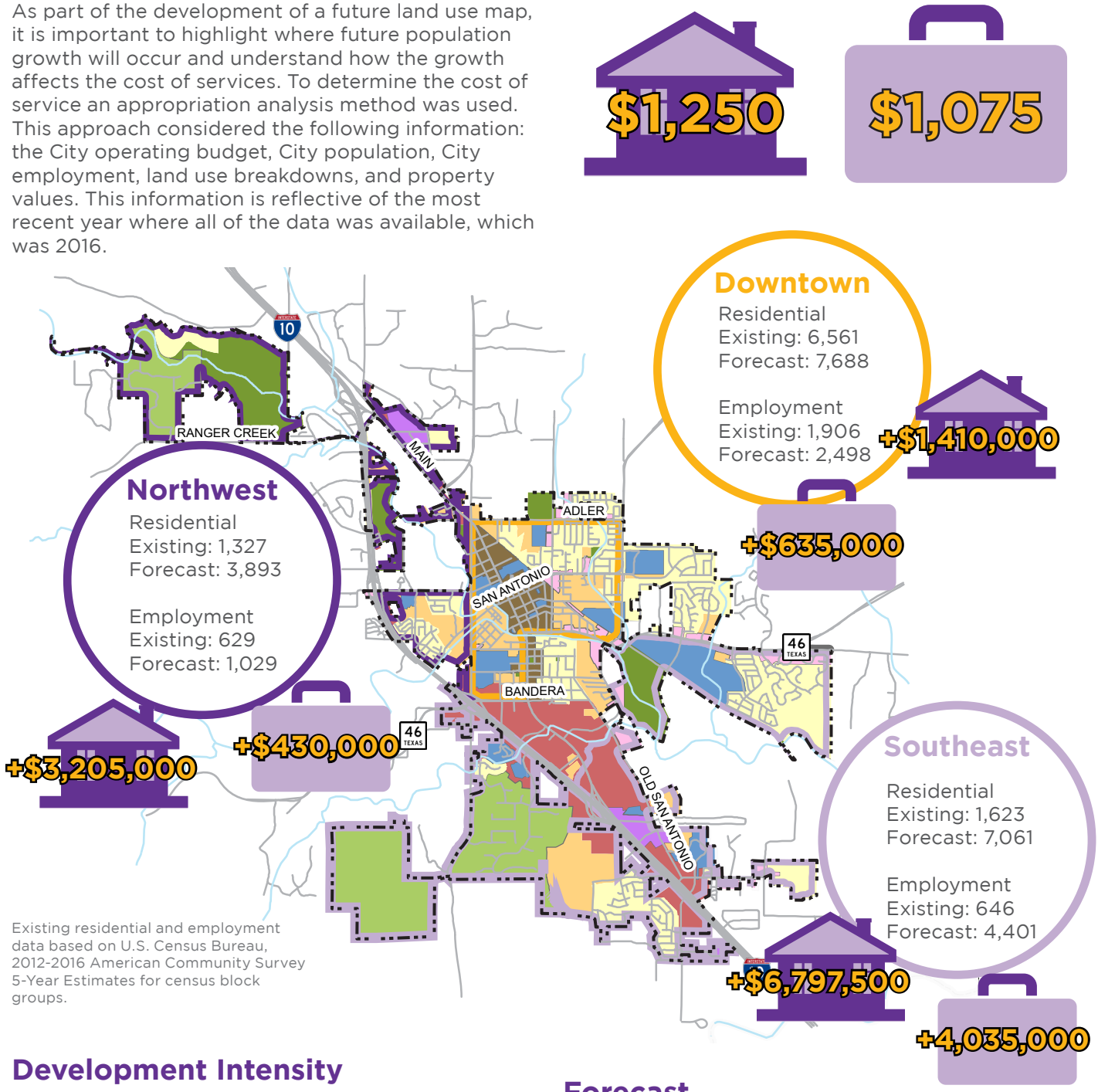
1. Employment/Commercial
2. Downtown and Urban Neighborhood
3. Regional Commercial
4. Neighborhood Commercial

- Parks & Open Space
- Rural Estate
- Neighborhood Residential
- Transitional Residential
- Neighborhood Commercial
- Auto-Oriented Commercial
- Business/Office Park
- Downtown
- Public & Institutional

- Boerne City Limits
- Boerne ETJ
- Nearby Cities
- Nearby ETJs
- Counties

Growth and Cost of Services

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



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

Development Intensity Assumptions

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

Forecast

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

Vision

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

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

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

Vision

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

Boerne – As Unique As Our Name!

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

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

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

Goals and Guiding Principles

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



GOAL 1 – GROWTH & CAPACITY

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

Guiding Principles

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



GOAL 2 – LAND USE & DEVELOPMENT

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

Guiding Principles

- Guide the types, patterns, and designs of different land uses using the Future Land Use Plan, zoning map, and associated development regulations.
- Promote changes in the built environment which embody real placemaking reflective of Boerne and the Hill Country character.
- Evaluate modifications to development regulations to create environmentally-friendly and high-quality spaces that reflect Boerne's community pride, history, and Hill Country character.
- Promote public and/or private investment in downtown Boerne that maintains or creates an urban, walkable, mixed-use environment in a manner that enhances and grows this unique sense of place.
- Encourage new development and redevelopment where adequate public services and utilities are already in place and have adequate capacity (infill properties).
- Foster the development of new neighborhoods comprised of diverse and quality housing options (i.e., a range of price, size, and design preferences) to meet the needs of a growing workforce and multigenerational life-cycle community.



GOAL 3 – MOBILITY

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

Guiding Principles

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



GOAL 4 – COMMUNITY FACILITIES & SERVICES

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

Guiding Principles

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

GOAL 5 – ECONOMIC DEVELOPMENT

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

Guiding Principles

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



GOAL 6 – COMMUNITY LIVABILITY

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

Guiding Principles

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

Future Land Use

The Future Land Use Plan and associated descriptions captures the community's values and envisioned future regarding how, when, and where Boerne should grow over the next 10 years and beyond. It covers all areas within the City limits and the City's extraterritorial jurisdiction (ETJ). It was derived using feedback from the public engagement process, including feedback received from the online community survey, open house public workshop, the Master Plan Advisory Committee (MPAC), Planning and Zoning Commission, and City Council.

The Future Land Use Plan is not only a map of preferred patterns of future development, but also a tool that guides staff, elected and appointed officials, and the development community in how and what types of development will be located within the community. At the core of the Future Land Use Plan is the protection of public health, safety, and general welfare, as well as the preservation of important community features and values. In this regard, the Future Land Use Plan is perhaps the most important component of a comprehensive plan.

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

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

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

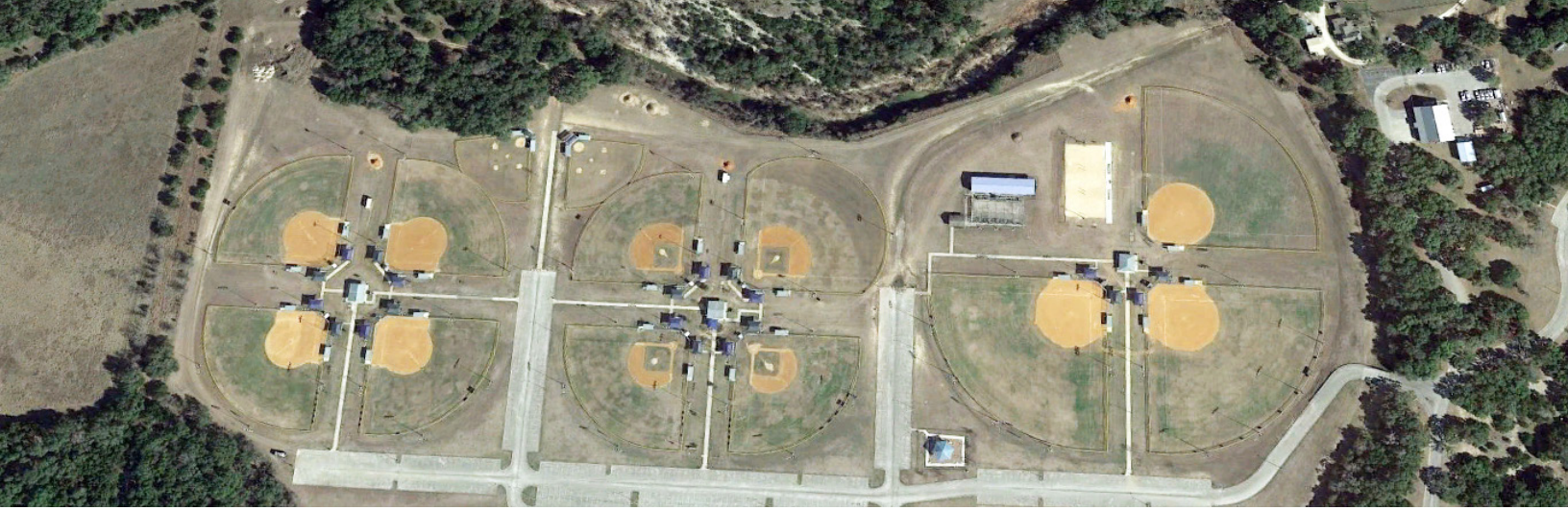
Set out in Figure 4.3, *Future Land Use Category Analysis*, found after the future land use descriptions contains acreage and percentage breakdowns by category.

Future Land Use Categories

The Future Land Use Plan contains the following nine categories:

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

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



PARKS & OPEN SPACE

Intent & Character

The Parks & Open Space future land use category includes active and passive parkland, trails, and open spaces that have been designated for public purposes and recreational enjoyment. In some cases, it could include privately owned areas that are set aside for similar purposes.

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

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

Compatible Zoning Districts

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

Moving Forward

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

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



PUBLIC PARKLAND

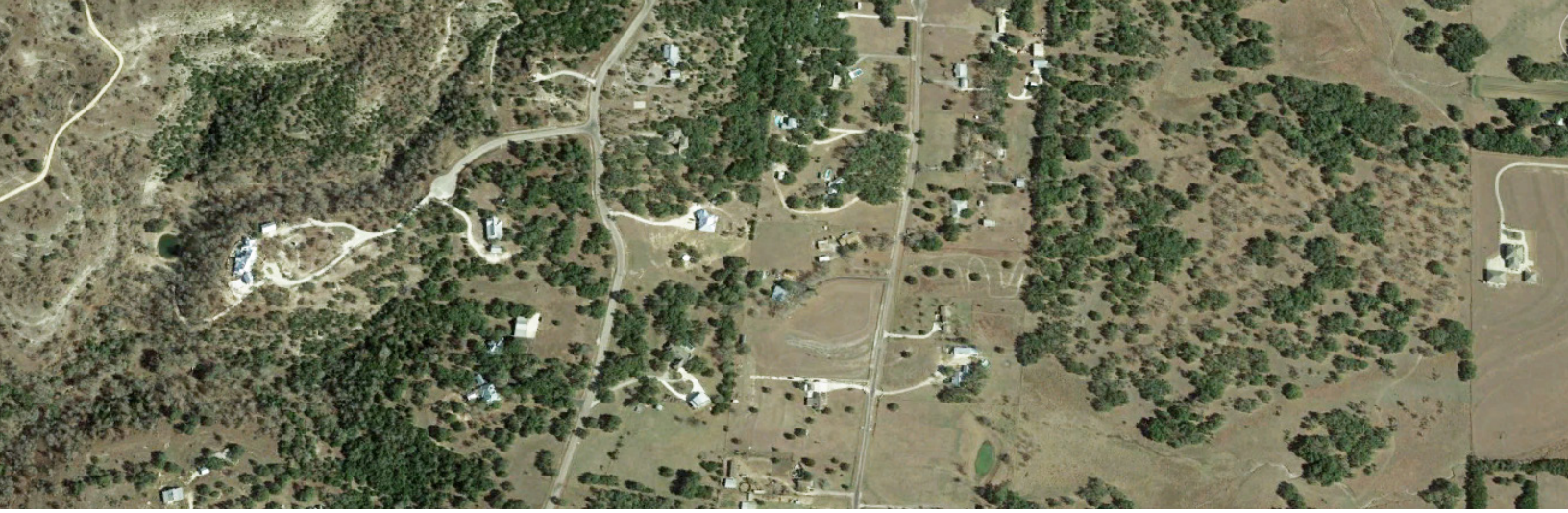


PLAZAS AND OPEN SPACES



Photo by Hannah Evans

CREEKS, NATURAL DRAINAGE, AND OTHER OPEN SPACE AREAS





SINGLE-FAMILY DETACHED HOUSE, LARGE LOT



SINGLE-FAMILY DETACHED HOUSE, LARGE LOT



SINGLE-FAMILY DETACHED HOUSE, LARGE LOT

RURAL ESTATE

Intent & Character

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

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

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

Compatible Zoning Districts

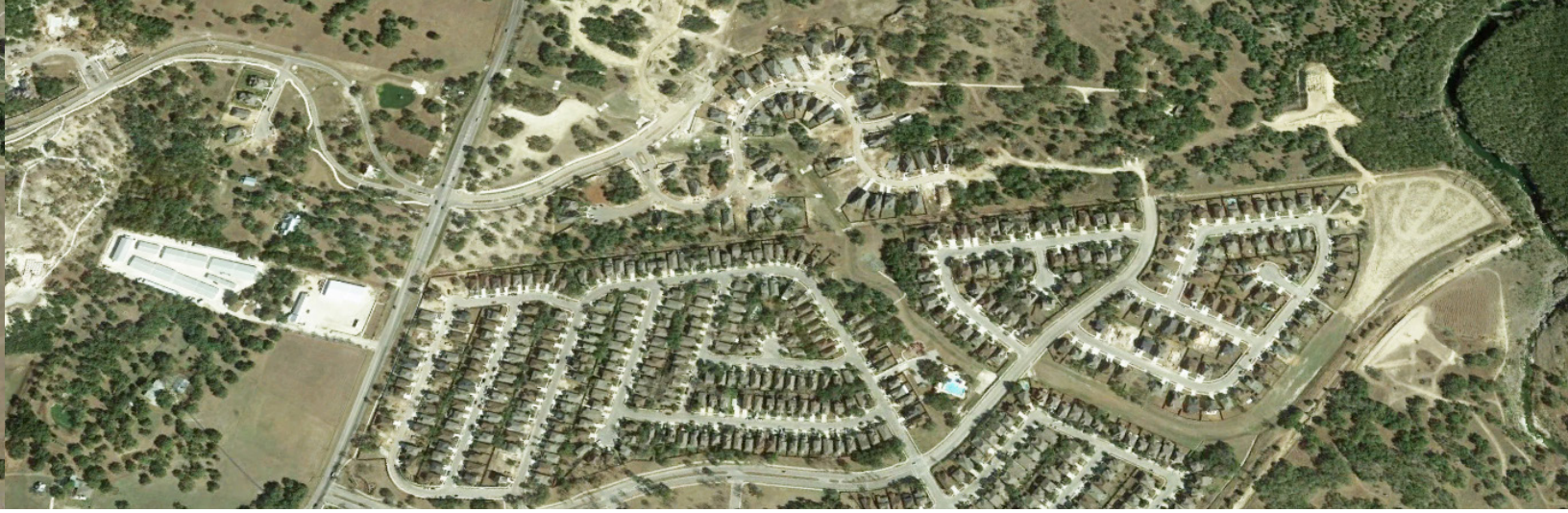
The following existing districts may be compatible with the rural estate future land use category (zoning district modifications may be needed to achieve the envisioned rural character):

- R-A

Moving Forward

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

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



NEIGHBORHOOD RESIDENTIAL

Intent & Character

The Neighborhood Residential future land use category is intended for areas that will be primarily developed with new single-family detached residential subdivisions. Development reflects a suburban to auto-oriented character; meaning that these areas are predominantly dominated by streets, driveways, and garages. Lot sizes and architectural styles are fairly uniform; but generally, new development density is between two and six units per acre (depending on required open space ratios).

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

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

Compatible Zoning Districts

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

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

Moving Forward

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

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



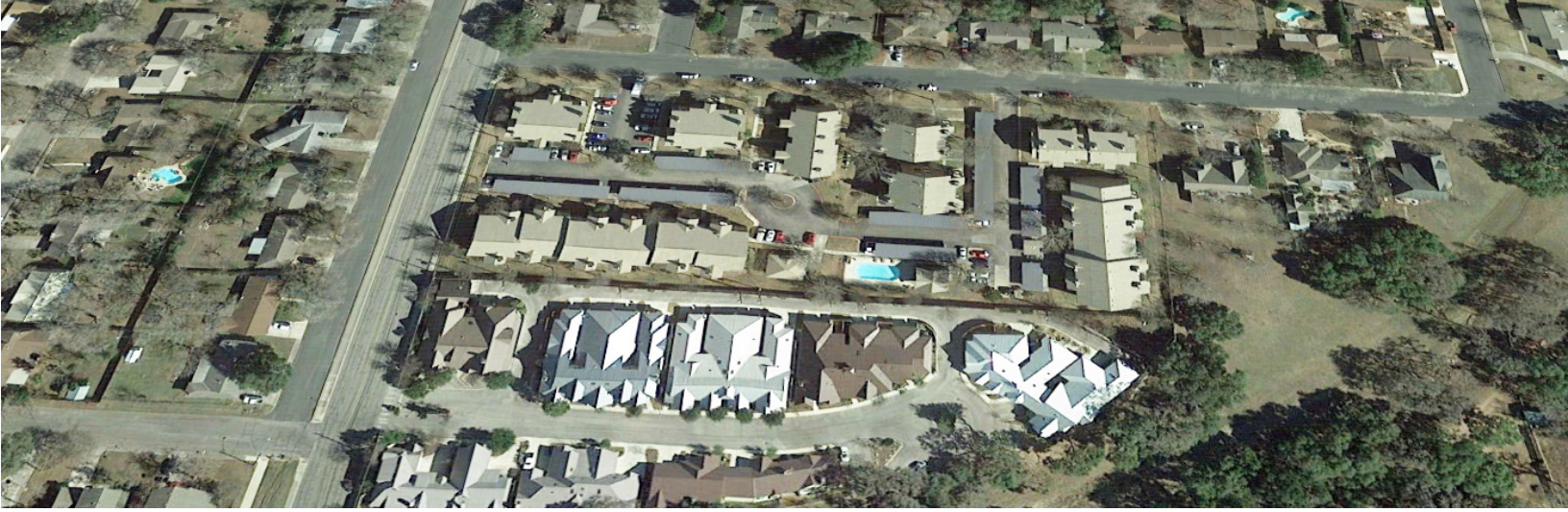
SINGLE-FAMILY DETACHED HOUSE



SINGLE-FAMILY DETACHED HOUSE



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





EXISTING MATURE HOUSING STOCK



DUPLEX / TOWNHOUSE



APARTMENT

TRANSITIONAL RESIDENTIAL

Intent & Character

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

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

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

Compatible Zoning Districts

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

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

Moving Forward

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



NEIGHBORHOOD COMMERCIAL

Intent & Character

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

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

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

Compatible Zoning Districts

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

- B-1

Moving Forward

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



Photo Not From Boerne.

NEIGHBORHOOD SCALE ADMINISTRATIVE OFFICE



NEIGHBORHOOD SCALE PROFESSIONAL OFFICE



TRANSITIONED NEIGHBORHOOD RETAIL





RETAIL, STRIP SHOPPING CENTER



OFFICE, STAND ALONE



BIG BOX RETAIL

AUTO-ORIENTED COMMERCIAL

Intent & Character

The Auto-Oriented Commercial future land use category is intended for areas that will be developed to support local and regional nonresidential businesses that rely on higher traffic volumes (e.g., I-10 and portions of SH 46). These areas are typically comprised of nonresidential uses of varying lot sizes and intensities and configured in a manner that predominantly serves the automobile. While these areas will always be auto-oriented, there is room for improved pedestrian and bicycle accommodation and higher quality development.

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

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

Compatible Zoning Districts

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

- B-2 and B-2R

Moving Forward

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



BUSINESS / OFFICE PARK

Intent & Character

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

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

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

Compatible Zoning Districts

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

- O and I

Moving Forward

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



LIGHT INDUSTRIAL



WAREHOUSING



MANUFACTURING



LOCAL BUSINESSES ALONG MAIN STREET



PEDESTRIAN SIDEWALK FRONTING MAIN STREET



TRANSITIONED COMMERCIAL USES

DOWNTOWN

Intent & Character

The Downtown future land use category is intended for areas that include a mix of uses developed with an urban character situated in a higher density/intensity, pedestrian-friendly environment. The urban character of downtown is characterized by buildings being located close to the street (i.e., build-to lines), parking is either on-street or in public parking lots, and the pedestrian environment has equal consideration, if not priority, over the vehicle. It is envisioned that new mixed use development (or redevelopment) will extend further along north and south Main Street and to some of the abutting streets.

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

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

Compatible Zoning Districts

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

- B-3

Moving Forward

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



PUBLIC / INSTITUTIONAL

Intent & Character

The Public / Institutional future land use category is intended for areas that are for public and semi-public uses such as schools, government facilities and services, etc.

Appropriate Land Use Types

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

Compatible Zoning Districts

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

Moving Forward

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



CITY HALL (FUTURE) & LIBRARY CAMPUS



SCHOOLS



SAFETY SERVICES

FUTURE LAND USE ANALYSIS

As set out in Map 4.2, *Boerne Future Land Use Plan*, on page 79, the City is separated into differing areas of land use and character. It is intended to guide growth in a manner that results in a balanced land use pattern, which is important for the health and long-term well-being of the community.

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

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

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

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

Figure 4.4, Future Land Use Category Analysis

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



5. Future Directions

Photo courtesy: David Talboys

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

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

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

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



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

Goals, Objectives, & Action Recommendations

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

ACTION FRAMEWORK

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

Goals

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

Guiding Principles

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

Objectives

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

Actions

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

Benchmarks

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

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

Figure 5.1, Vision to Implementation Framework





Photo courtesy: Elizabeth Castle for Art Gives

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

Growth & Capacity

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

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

Action 1.1.1, Proactively evaluate and implement Boerne's growth program in the context of smart growth principles.

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

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

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





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


Smart Growth Principles
Create a range of employment opportunities
Make development decisions sustainable, predictable, fair, and cost effective
Mix land uses
Strengthen and direct development towards existing communities
Take advantage of compact building design
Preserve open space, farmland, natural beauty, and critical environmental areas
Foster distinctive, attractive communities with a strong sense of place
Encourage community and stakeholder collaboration in development decisions
Create walkable neighborhoods and a range of housing opportunities and choices
Provide in advance a variety of transportation choices, urban and social infrastructure based on population projections
Source: Smart Growth O

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

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

Action 1.1.4, Re-evaluate the City's Capital Improvement Program (CIP) and update it to incorporate consistent findings related to the Master Plan and changing priorities.

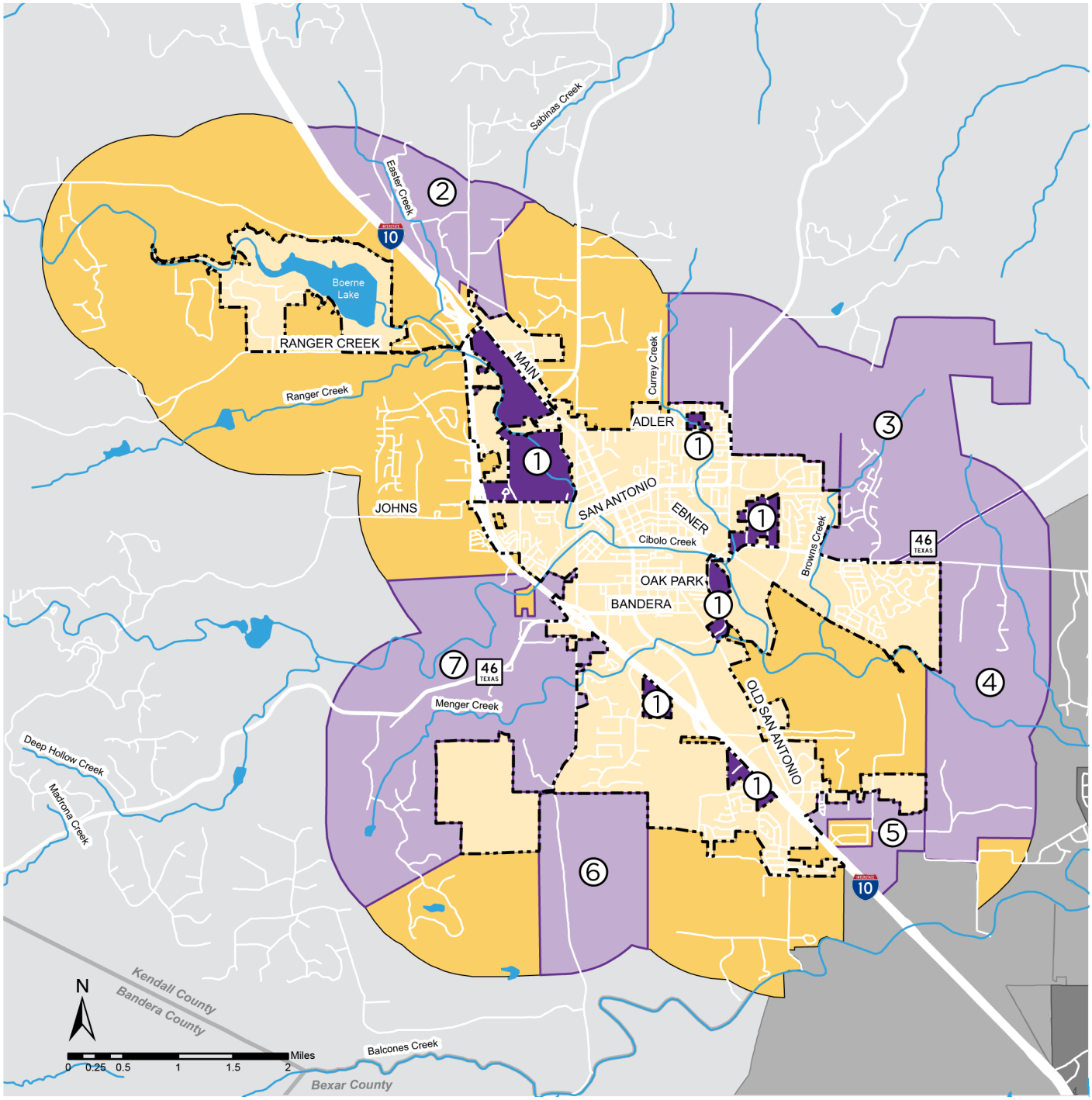
A CIP is a multi- year plan that identifies and prioritizes projects related to public facilities and services. Developed in accordance with documented community goals and objectives, the CIP is focused on physical enhancements that upgrade, extend, or replace infrastructure, and provide a governing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

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

Figure 5.2, Growth Considerations

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

Map 5.1, Boerne Growth Plan



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

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

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

Action 1.1.6, Refine the fiscal impact analysis process to potentially include a tool used in the assessment of property annexation and planned unit development proposals.

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

Figure 5.3, Example Fiscal Impact Analysis Tool

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

Source: Halff Associates

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

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

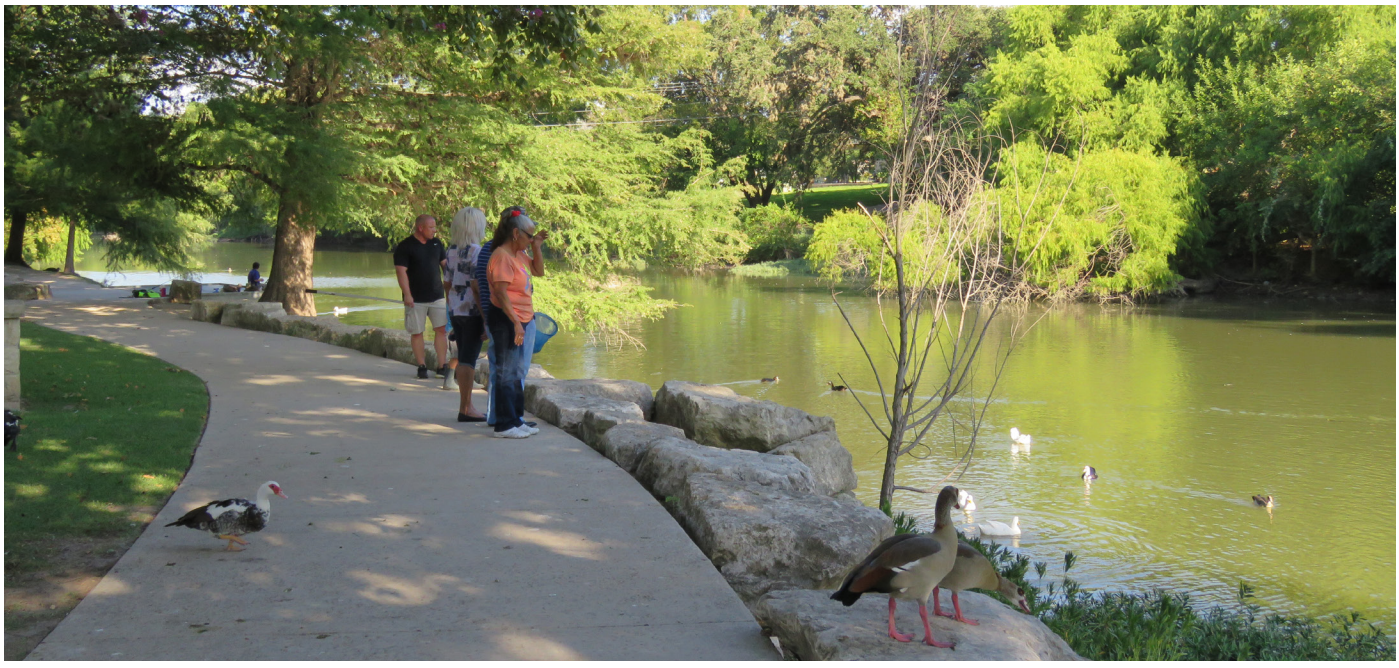
The San Antonio River Authority (SARA) is a special purpose political subdivision of the state established to develop and conserve water resources of Bexar, Wilson, Karnes, and Goliad Counties. At any given time, SARA is undertaking studies in the Cibolo Creek watershed (e.g., a current on-going Risk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

Action 1.2.2, Evaluate potential modifications to the City's drainage criteria manual and regulations stemming from recent updates to the frequency and intensity of rainfall events.

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

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

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



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

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

Action 1.3.1, Consider expansion of the 2015 Water Resources Plan to develop a Comprehensive Water/Wastewater Master Plan to help identify long-term water and wastewater infrastructure needs and timing of these projects.

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

Action 1.3.2, Evaluate and anticipate extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent within the City's growth and annexation program.

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

Action 1.3.3, Continue to monitor and communicate annual water demand to ensure the City does not exceed its reserved long-term water supply.

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



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

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

Action 1.3.4, Continue to weigh the costs versus benefits and long-term effectiveness of allowing Kendall West Utility (KWU) and other utility suppliers to serve in-City utility needs before expanding to additional areas.

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

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

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

Action 1.3.6, Continue to evaluate and anticipate the need for expansion of the City's Wastewater Treatment and Recycling Center (WWTRC) to accommodate population growth projections.

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



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

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

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

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

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



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

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

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

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

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

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

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

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

Action 1.4.1, Consider and evaluate environmentally sensitive building and low impact development (LID) practices as part of new public and private development.

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

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

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

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



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

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

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

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

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

Action 1.4.5, Consider and evaluate modifications to the City's development ordinances to establish riparian buffers and low impact development as part of new development in sensitive areas.

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

Action 1.4.6, Consider and evaluate opportunities to modify the City's zoning, subdivision, and other development regulations to encourage or incentivize further protection of sensitive natural resources (e.g., stream or riparian corridors, steep slopes, mature trees, etc.) as part of new development.

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



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



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

Land Use & Development

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

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

Action 2.1.1, Undertake a comprehensive analysis of the City's zoning, subdivision, and other zoning regulations, and consider opportunities for modification to accomplish quality development goals.

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

Action 2.1.2, Consider a comprehensive update to the City's zoning, subdivision, and other development regulations to implement the recommendations identified in the Boerne Master Plan and improve the quality and character of the built environment and the City's design criteria.

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

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

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

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

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

Action 2.1.5, Collaborate with Boerne ISD to establish joint goals for future school siting to ensure they are well-located and integrated into neighborhoods where possible.

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



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

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

Action 2.2.1, Proactively evaluate opportunities to expand the unique urban character of downtown to adjacent areas designated on the Boerne Future Land Use Plan.

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

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

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



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

Action 2.2.3, Review and amend the zoning and subdivision regulations to facilitate increased transition of existing single-family residential units to higher density transitional residential products or neighborhood commercial in and around the older established neighborhoods of downtown.

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

Action 2.2.4, Consider developing character and context-sensitive street cross-sections as part of the next update to the City's Thoroughfare Master Plan.

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

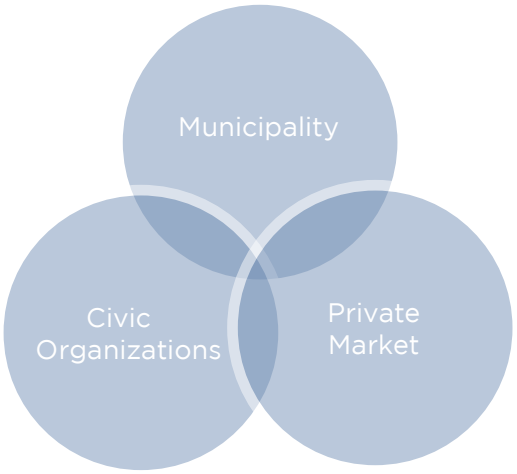


In some of the older residential neighborhoods near downtown Boerne, new higher density attached housing types are starting to be established. This creates additional opportunities for housing choice in Boerne and provides a greater market demand in closer proximity to downtown.

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

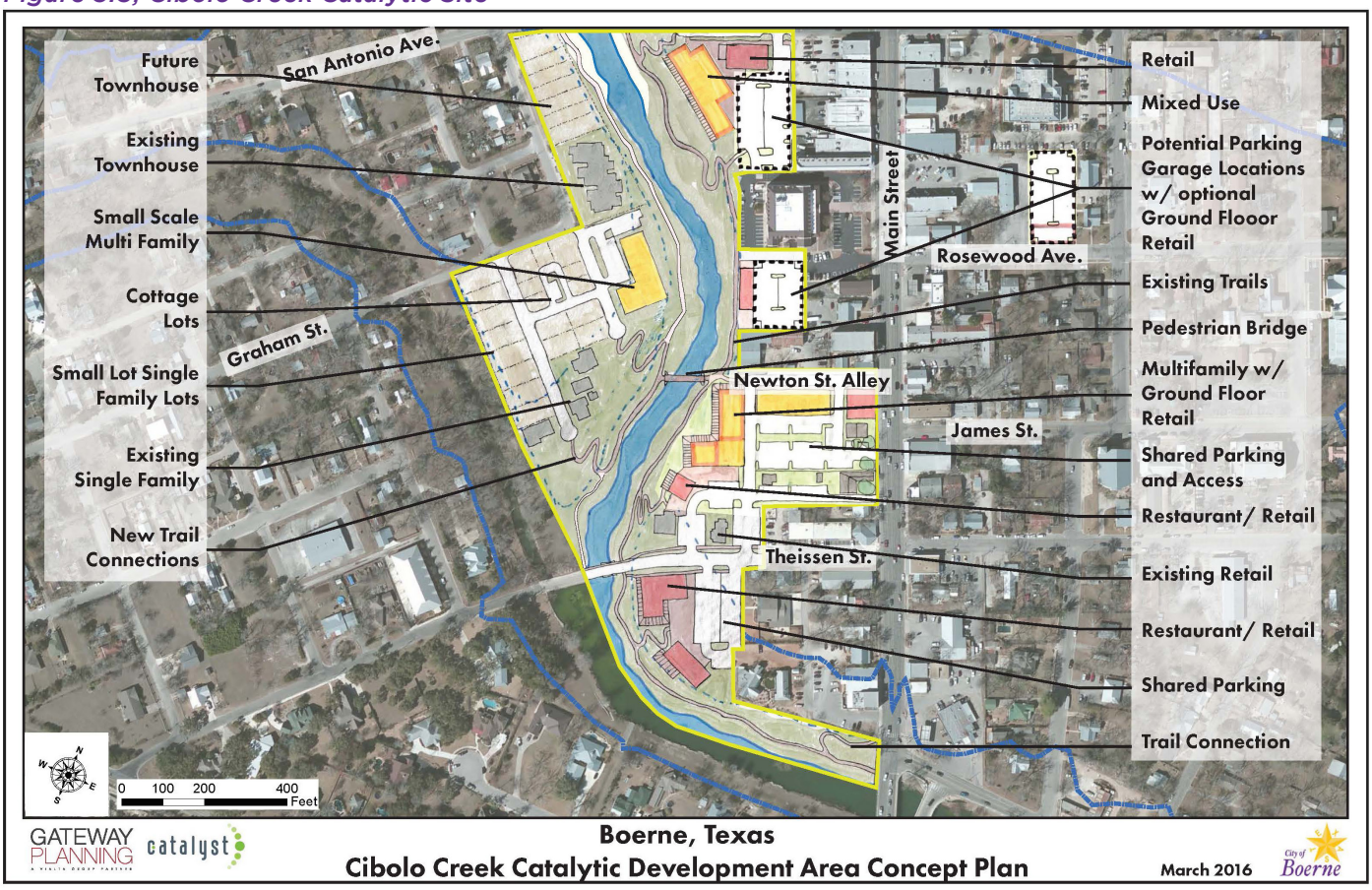
As set out in the Downtown Boerne Strategic Initiative (March 2016), a proposed catalytic site has been identified along Cibolo Creek. A catalytic site is a type of development configuration which tries to create alignment between three community sectors to create great places – the City, civic organizations,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

Figure 5.4, Catalytic Triad to Create Great Places



Source: Downtown Boerne Strategic Initiative

Figure 5.5, Cibolo Creek Catalytic Site



Source: Downtown Boerne Strategic Initiative

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

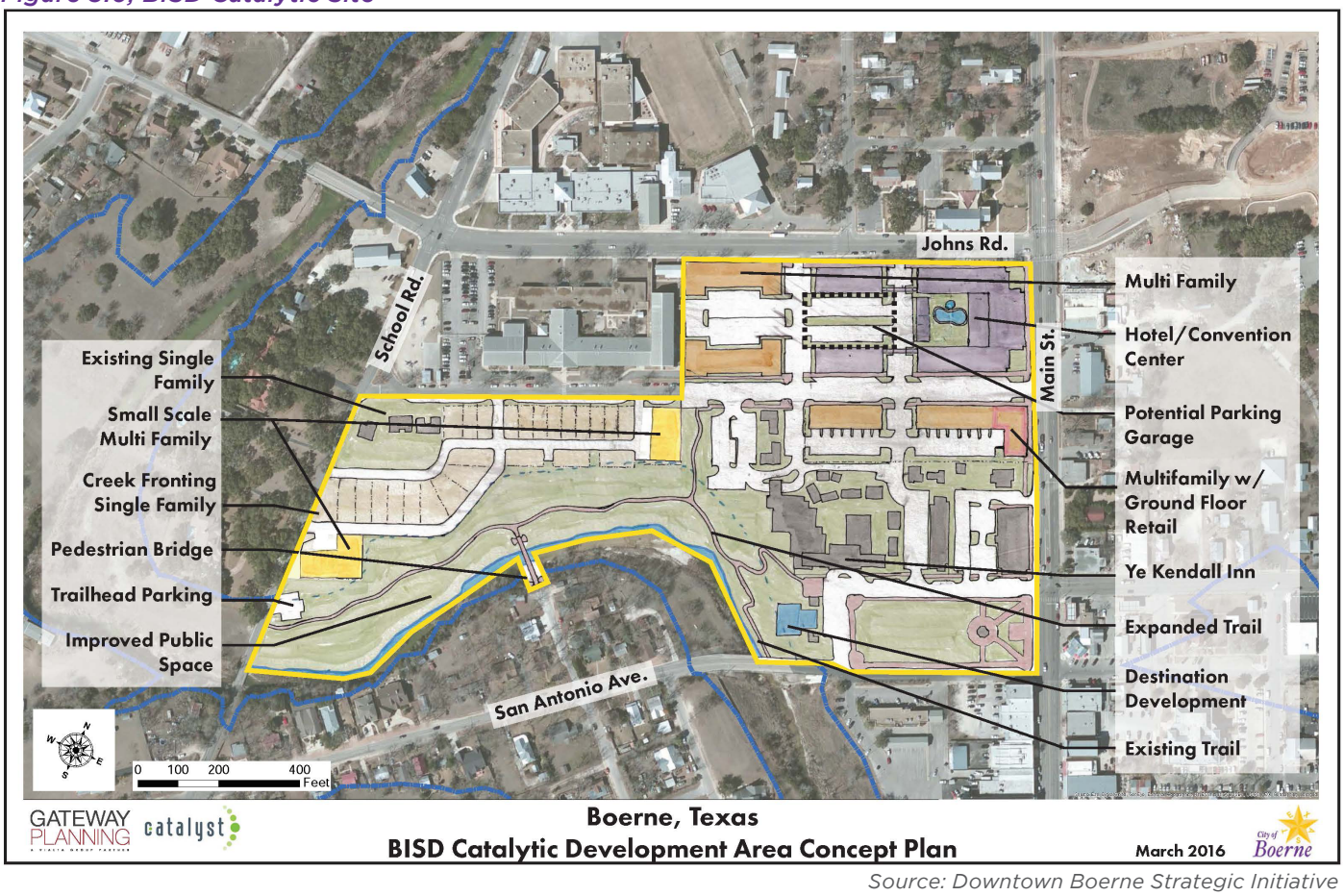
Action 2.2.6, Evaluate additional opportunities to implement the BISD Catalytic Site in downtown Boerne.

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

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

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

Figure 5.6, BISD Catalytic Site



Source: Downtown Boerne Strategic Initiative

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

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

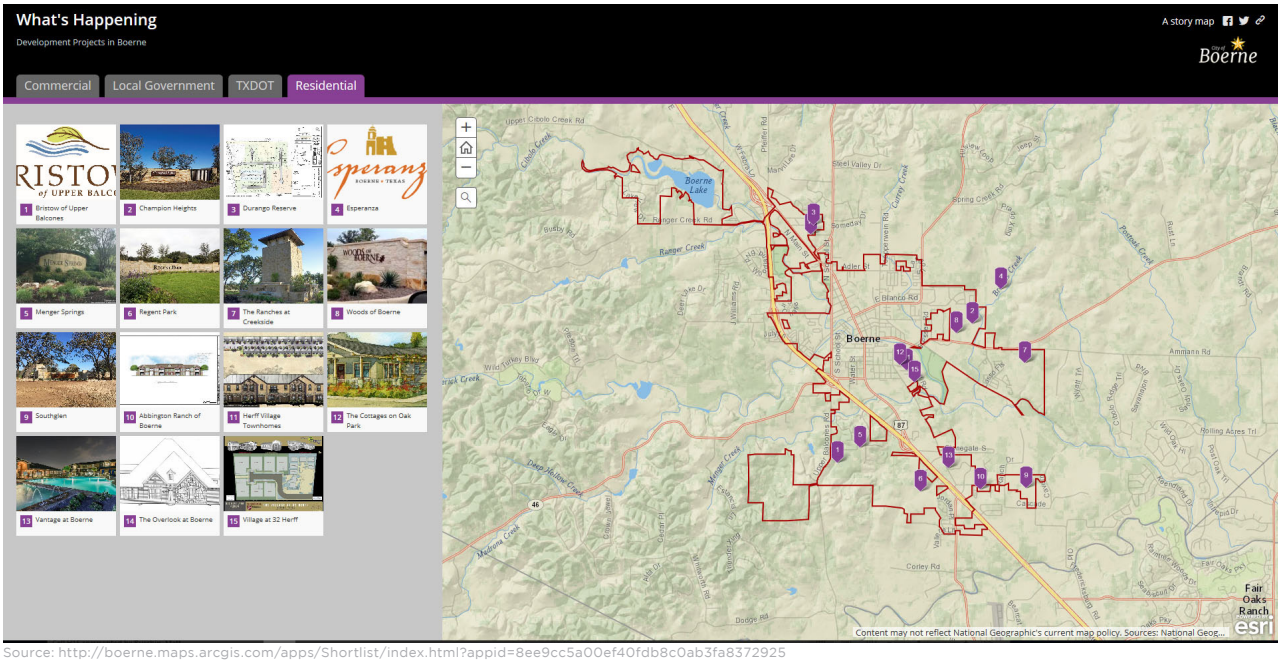
Action 2.3.1, Continue to enhance the City's interactive website which contains all data and layers necessary to navigate the development process.

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

Action 2.3.7, Continue to evaluate and make necessary improvements to the development review process as identified in the 2017 and 2018 Economic Development Work Plans.

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

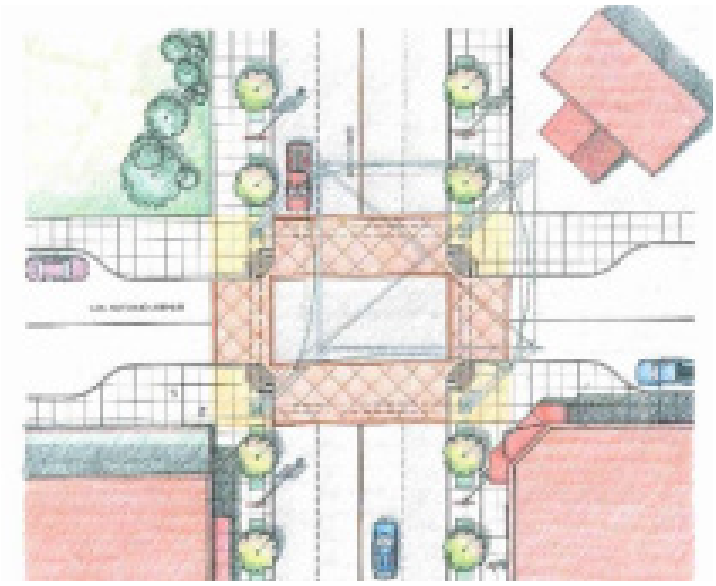
Objective 2.4: Prioritize the revitalization and enhancement of downtown Boerne to further strengthen it as the historical, cultural, and governmental heart of Boerne.

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

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

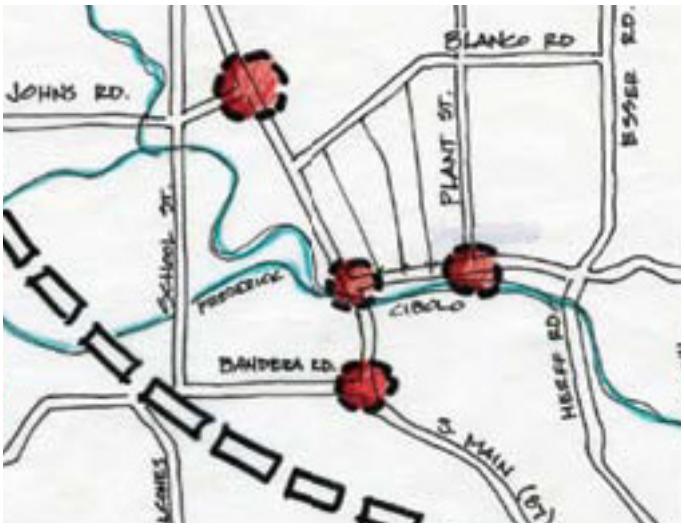
Action 2.4.2, Consider additional gateways into downtown Boerne.

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



Source: 2015 Main Street Study

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



Source: 2008 R/UDAT Report

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

Action 2.4.3, Continue to identify opportunities to add urban-character residential units in downtown and the surrounding area to create an increased nighttime and weekend market demand.

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

Action 2.4.4, Coordinate with area property owners (and TxDOT) to improve access and the landscaping and visual appearance of properties along North Main Street.

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



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

Mobility

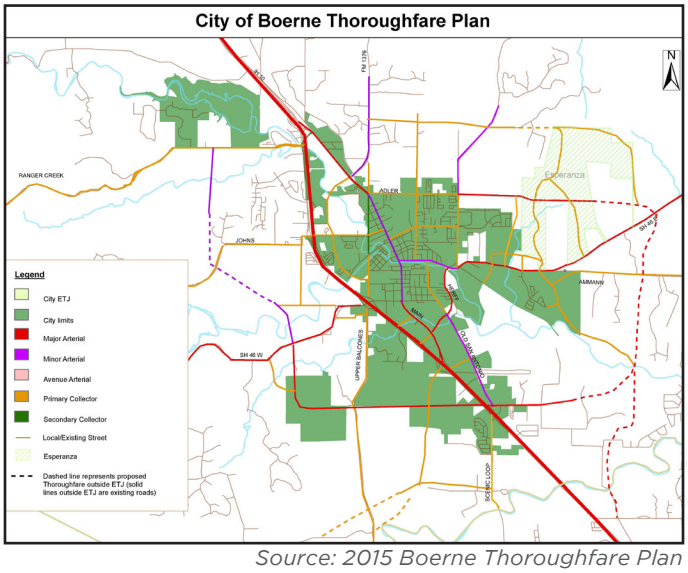
GOAL 3: Proactively plan for a multimodal transportation system to reduce congestion, accommodate anticipated travel demand, and provide quality of life amenities.

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

Action 3.1.1, Prepare an update to the City's Thoroughfare Master Plan.

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

Figure 5.8, Boerne Thoroughfare Plan



Source: 2015 Boerne Thoroughfare Plan

One of the first implementation actions of the Boerne Master Plan should be to undertake an update to the City's Thoroughfare Master Plan.

Action 3.1.2, Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Boerne.

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

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

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

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

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

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

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

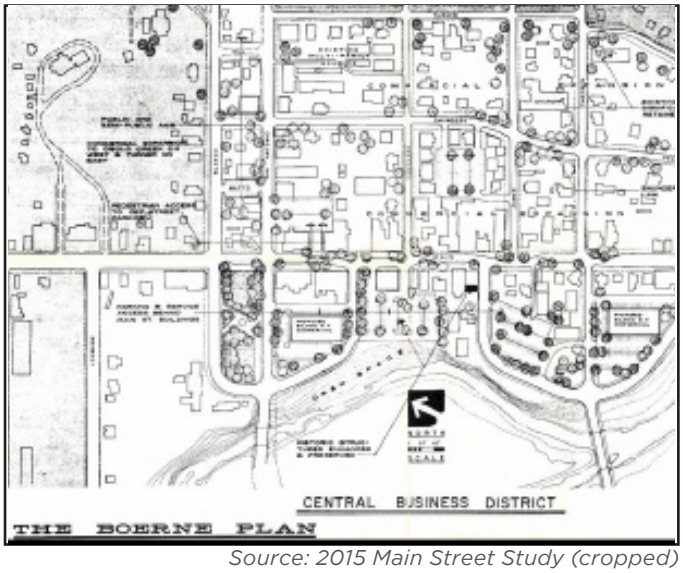
Action 3.1.5, Consider available opportunities to establish a new truck route ordinance to reroute truck traffic away from Main Street.

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

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

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

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



Source: 2015 Main Street Study (cropped)

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

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

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

Action 3.2.1, Consider the adoption of a Complete Streets policy to promote safer mobility for all users.

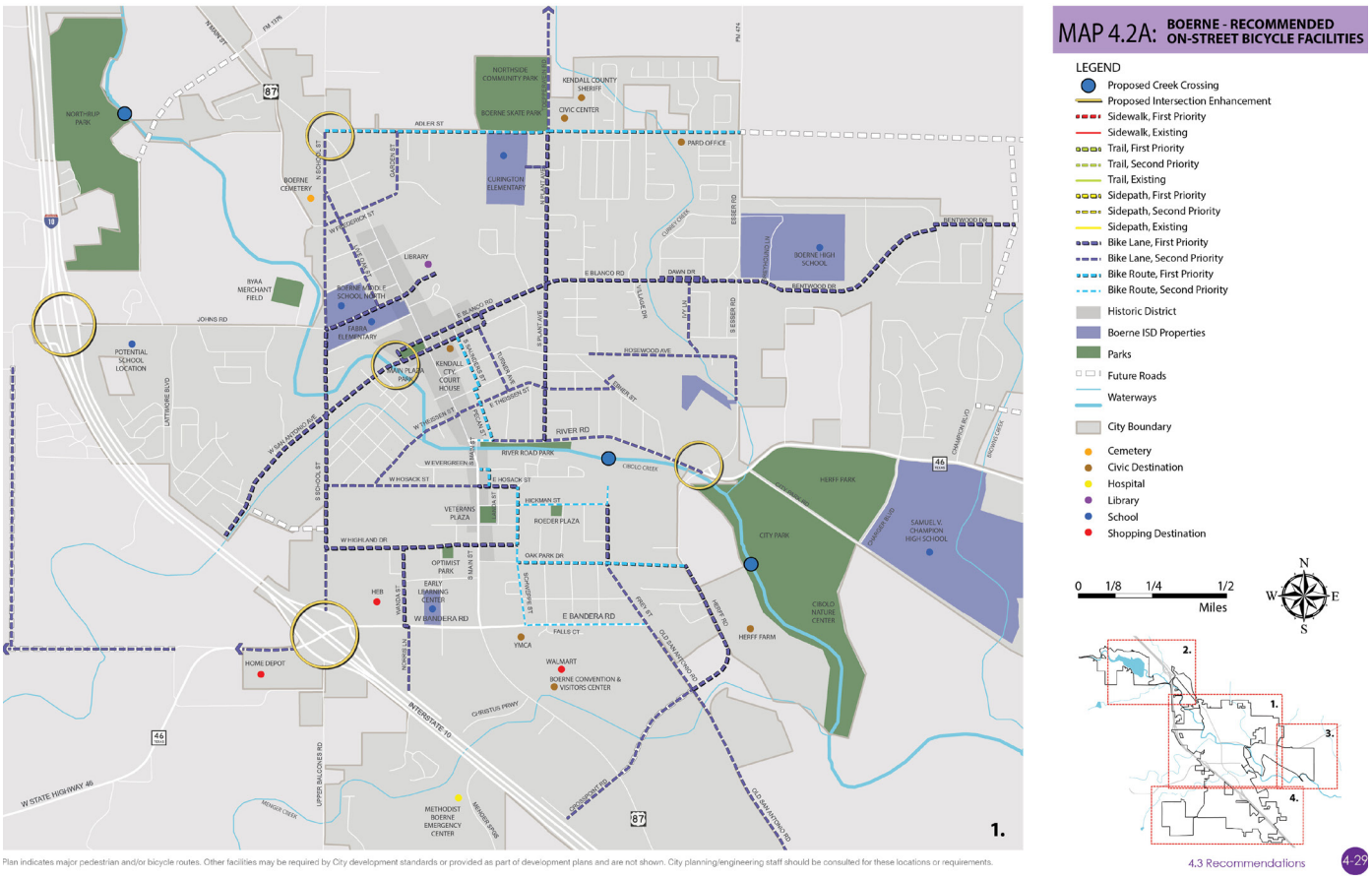
Pedestrian accommodation and bicycle accommodation were rated as very important or important by 90 and 65 percent of survey respondents, respectively. In order to better address this community desire moving forward, it is recommended that the City officially adopt a Complete Streets policy as soon as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

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

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

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

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



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

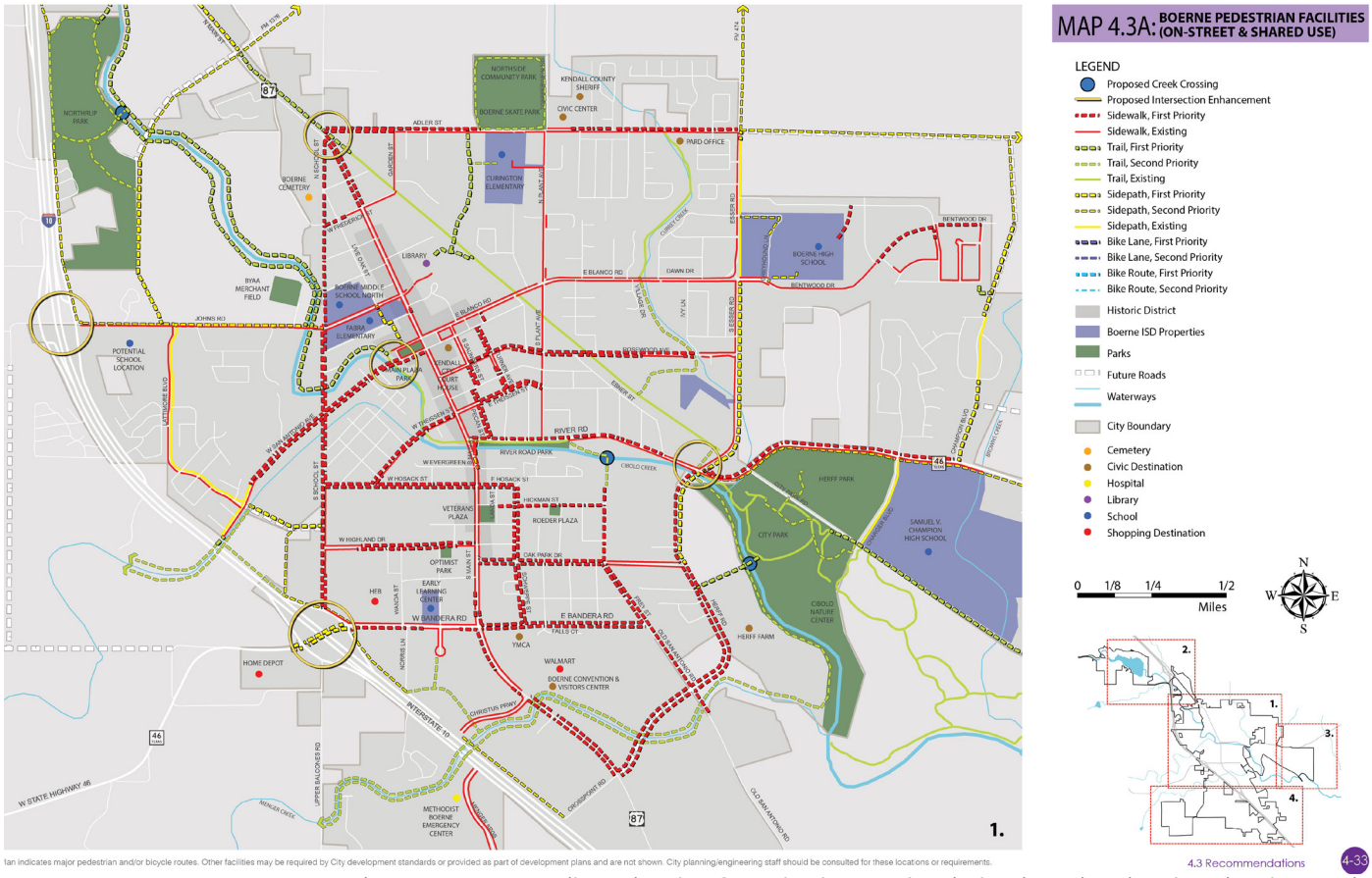
Action 3.2.3, Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North right-of-way of River Road; East Bandera Road; Schweppe Street; Herff Road to Old San Antonio Road; West Bandera Road from I-10 frontage road to past Norris Lane).

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

Action 3.2.4, Continue to work with TxDOT to establish additional pedestrian crosswalks with median refuges at additional locations on Main Street and River Road.

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

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



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

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

Action 3.2.5, Consider the recommended improvements to key intersections to improve the safety of pedestrian crossings (e.g., Herff Road/Esser Road/River Road; Bandera Road/ Main Street, and the South Main Street/Crosspoint intersections).

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

Action 3.2.6, Consider the recommended shared use path improvements to improve pedestrian and bicycle connections throughout the City (e.g., along Esser Road and Johns Road, Champion Boulevard, and a connection between Johns Road and North Main Street).

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

Action 3.2.7, Consider partnering with the Alamo Area MPO and other jurisdictions to create consistent bicycle and pedestrian educational and promotional materials beneficial to the Boerne community.

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

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

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



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



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

Community Facilities & Services

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

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

Action 4.1.1, Enhance a community outreach and engagement strategy that fosters dialogue, builds community trust, and encourages informed civic participation.

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

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

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



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

Action 4.1.3, Develop specific benchmarking performance measures for each Master Plan element and use these to track plan implementation on a recurring basis.

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

Action 4.1.4, During the annual budget process consider funds needed to implement identified projects set out in the Master Plan.

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

Action 4.1.5, Consider the development of additional parking options.

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

Action 4.1.6, Publish list of volunteer and donation opportunities to allow the public to help improve the public spaces in Boerne.

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

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

Action 4.2.1, Consider moving forward with implementation of priority projects identified in the Boerne Parks, Recreation, and Open Space Master Plan.

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

Action 4.2.2, Review and update the Open Space Systems requirements as a Parkland Dedication Ordinance to help meet the growing need for parks and recreation as development in the community continues.

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

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

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



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

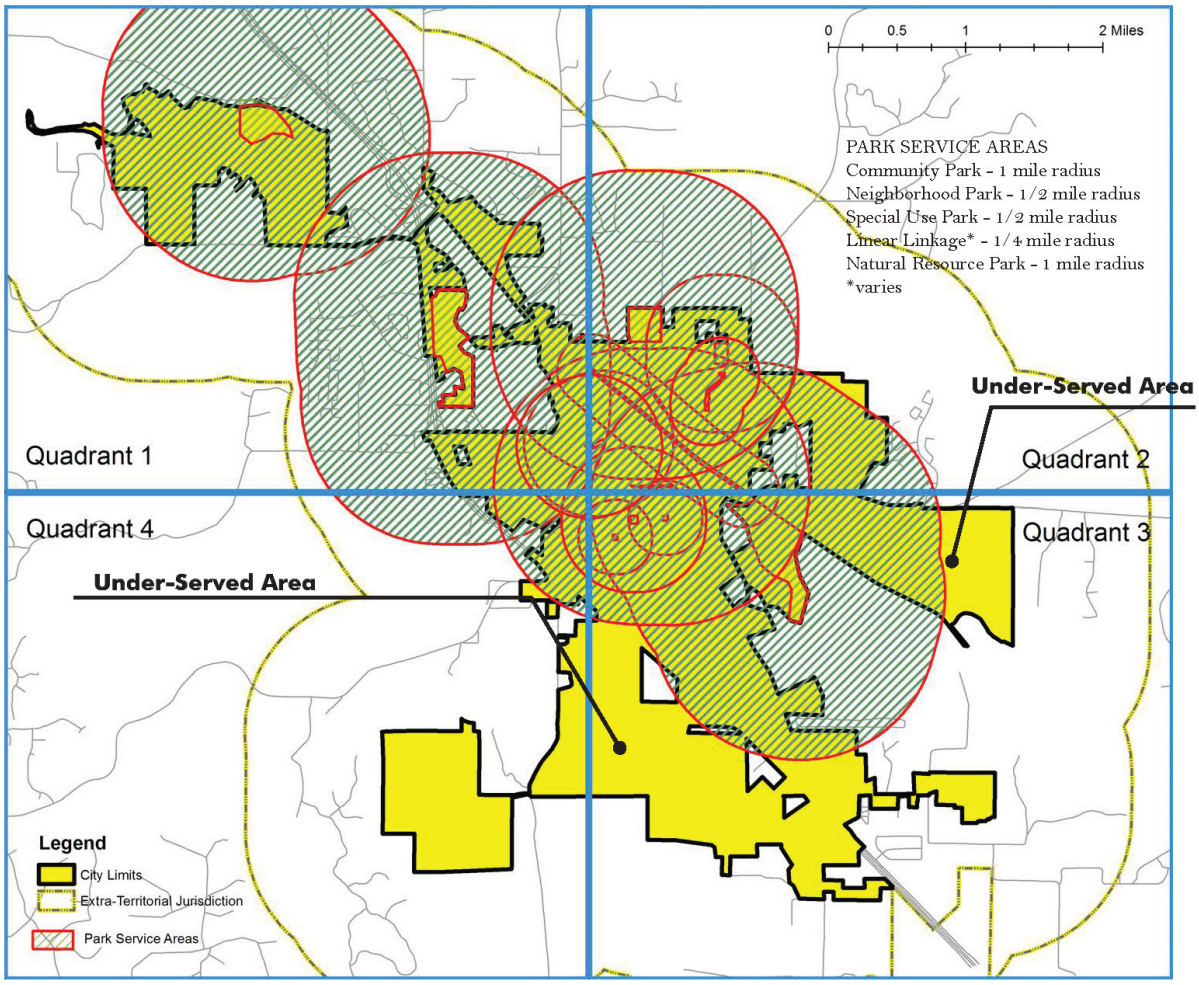
Action 4.2.3, Proactively address parkland needs in under-served areas identified in the Boerne Parks, Recreation, and Open Space Master Plan.

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

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

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

Figure 5.12, Park Service Areas



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

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

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

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

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



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

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

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

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

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

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

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

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

Action 4.3.1, Develop an update to the library strategic plan by 2020.

The Patrick Heath Public Library is considered by many to be the heart of the Boerne community. Since its construction in 2011, it has served as a destination amenity for Boerne and Kendall County. The Library's most recent strategic plan was completed in 2016 to cover the time period from October 2017 to September 2019. To continue to plan for the library to best meet the needs of the community after 2019, it is recommended that the City review and update the plan by 2020.

Action 4.3.2, Consider alternative funding options, including increased support from Kendall County, and collaborate and support efforts by the Boerne Public Library Foundation (BPLF) and the Friends of the Boerne Public Library (FOBPL) to raise funds to support library services.

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

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

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

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

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



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

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

Action 4.4.1, Continue to support Police Department efforts to establish relationships to ensure efficient and effective provision of law enforcement in Boerne (e.g., dispatch, jail, and school resource officer (SRO) operations).

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

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

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

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

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



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

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

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

Action 4.4.5, Continue to support Police Department staffing, training, and vehicle and equipment needs as part of the Department's budget and 5-year Plan.

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



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

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

Action 4.5.1, Continue to identify and evaluate opportunities to better meet accepted national fire service response and staffing standards.

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

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

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



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

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

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

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

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



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

Action 4.5.5, Support Fire Department efforts to obtain specialized response equipment (e.g., hazardous materials response, high and low angle rope rescue, confined space, swiftwater, vehicle extrication, and other specialized rescue needs).

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

Action 4.5.6, Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.).

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



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

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

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

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

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



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

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

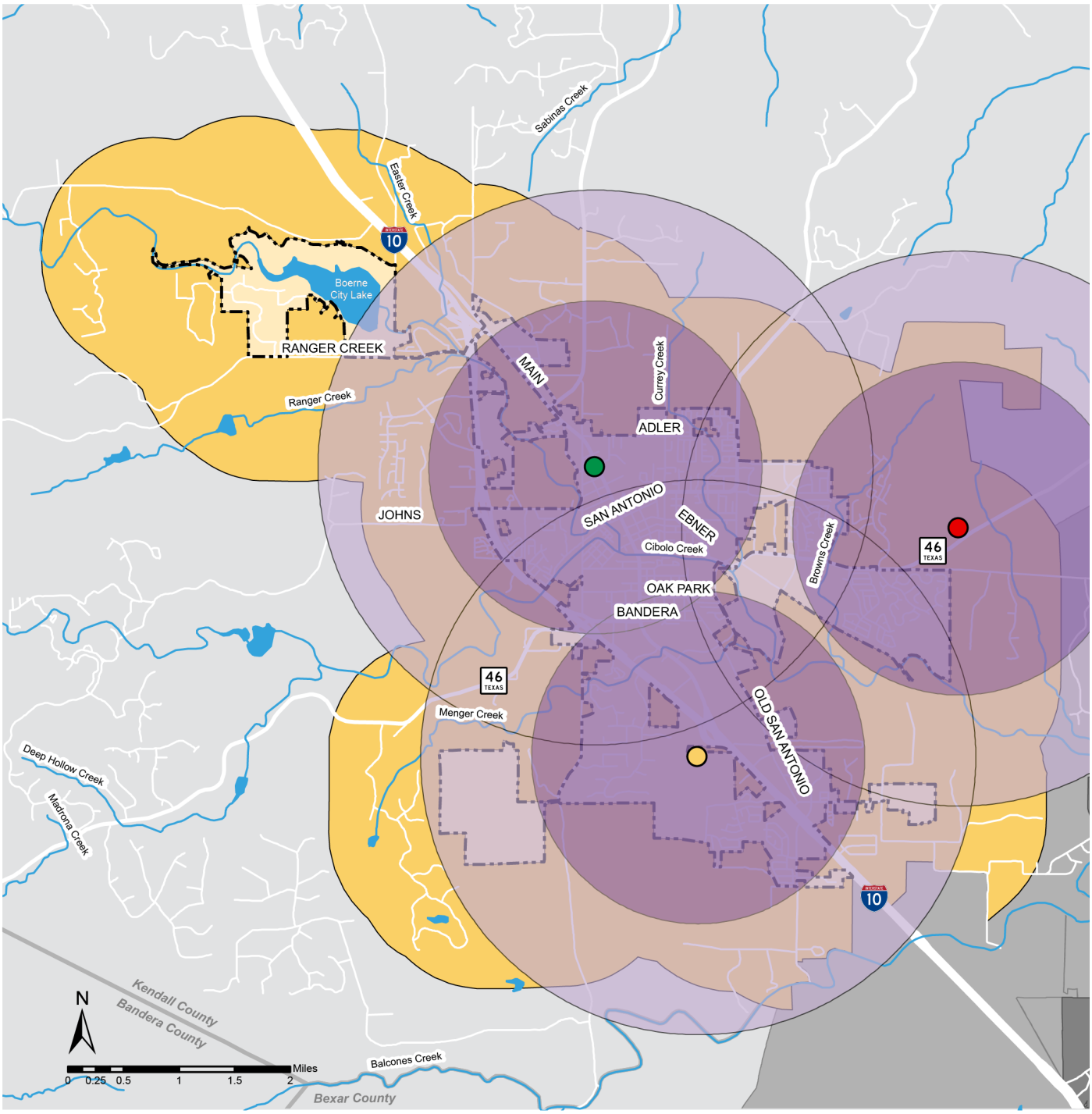
As set out in Action 4.5.1, there are national standards for response times. As indicated, this is challenging for small-town departments. As the City grows over time and traffic congestion increases, it will become more difficult to meet these standards and could have a negative affect on the City's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



Source: www.bsw-architects.coma

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

Map 5.2, Potential Service Areas for Future Fire Stations



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

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

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



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

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

Action 4.7.1, Continue to provide quality humane care of animals for the health, safety, and welfare of the community.

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

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

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

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

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

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

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

Economic Development

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

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

Action 5.1.1, Continue to develop an annual budget, the CIP, and the Economic Development Work Plan to ensure a proactive and coordinated course of action for current and future economic development efforts.

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

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

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

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

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

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

Action 5.1.4, Evaluate opportunities to increase entrepreneurship in Boerne.

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Photo courtesy: Castle Arts Entertainment

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

Community Livability

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

Objective 6.1: Provide increased opportunities for public interaction.

Action 6.1.1, Develop additional park-based events to provide increased opportunities for diversified recreation and encourage greater use of the parks system.

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

Action 6.1.2, Consider opportunities for additional publicly (e.g., plazas, greens) and privately (e.g., outdoor dining) developed gathering spaces to promote community interaction.

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

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

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





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

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

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

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

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

Action 6.2.2, Continue to evaluate the effectiveness of the recently adopted lighting provisions as a means to further protect Boerne's nighttime skies.

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



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

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

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

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

Primary Gateways:

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

Secondary Gateways:

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

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

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

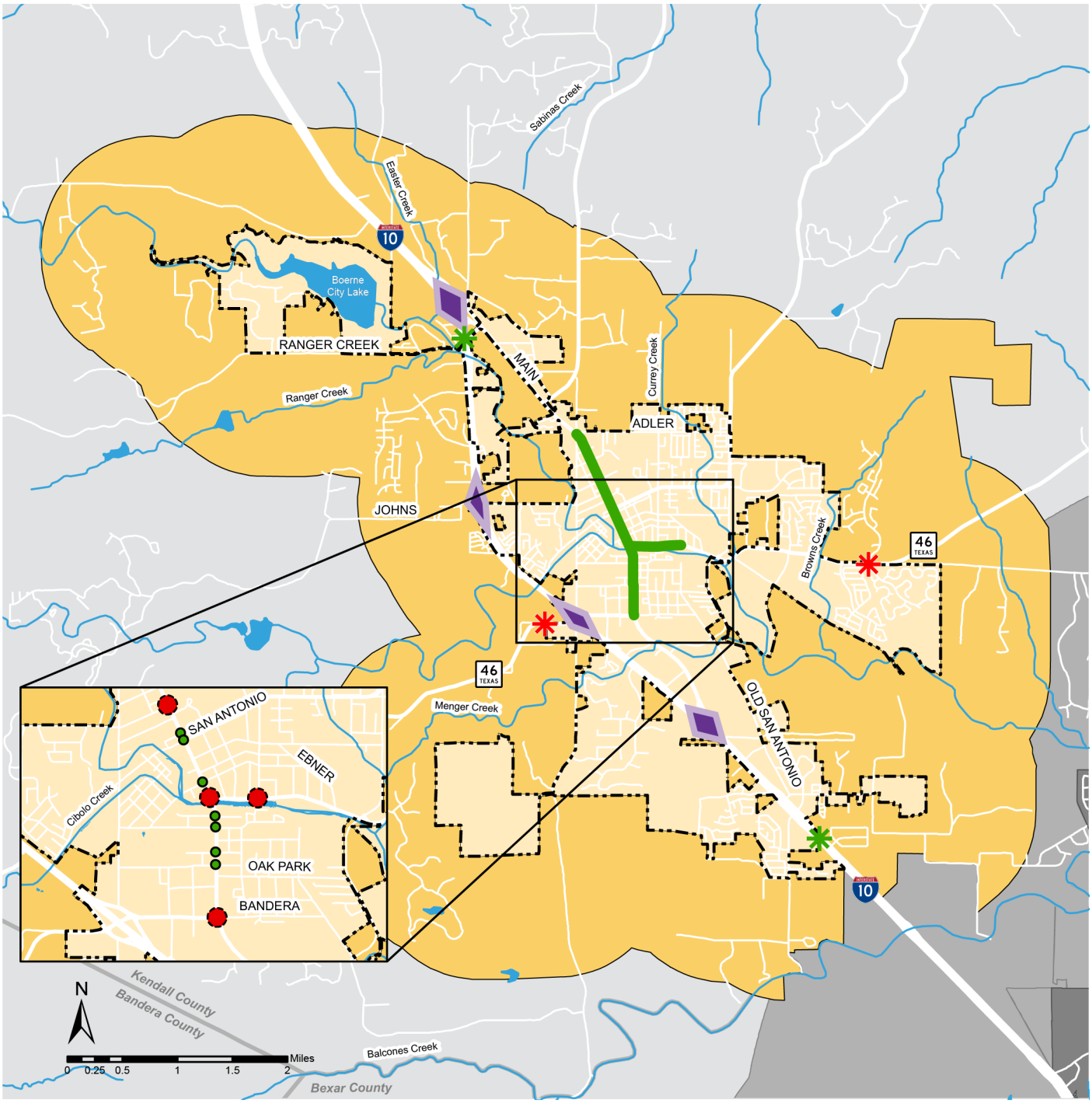
Both primary and secondary gateways should be located on City-owned property or within the public right-of-way. The gateways and associated enhancements should be integrated into capital improvement projects. Interstate 10 and State Highway 46 are under the authority of TxDOT and coordination with the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



Image courtesy: Elizabeth Castle

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

Map 5.3, Boerne Beautification Plan



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

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

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

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

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

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

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

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



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

Action 6.2.7, Coordinate with TxDOT to improve the appearance of key interchanges along Interstate 10 (i.e., South Main Street, Bandera Road, Johns Road, North Main Street).

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



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



6. Plan Implementation

Photo courtesy: Castle Photography

Introduction

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

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

Partnering for Success

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

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

Implementation Action Plan

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

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

IMPLEMENTATION TOOLS

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

Figure 6.1, Implementation Tools

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

Figure 6.2, Implementation Action Plan

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

Figure 6.2, Implementation Action Plan (cont.)

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
1.3.4	Continue to weigh the costs versus benefits and long-term effectiveness of allowing Kendall West Utility (KWU) and other utility suppliers to serve in-City utility needs before expanding to additional areas.				■	City	Policy / Operational Change
1.3.5	Continue to evaluate and anticipate the need for expansion of the City's water treatment to accommodate population growth projections.		■	■		City	Financial Investment
1.3.6	Continue to evaluate and anticipate the need for expansion of the City's Wastewater Treatment and Recycling Center (WWTRC) to accommodate population growth projections.		■			City	Financial Investment
1.3.7	Continue to identify opportunities to extend the reclaimed water supply being supplied to new private development.				■	City	Financial Investment
1.3.8	Periodically evaluate and modify necessary utility rates and impact fees to ensure economically sustainable continuation of operations.				■	City	Regulation
1.3.9	Continue to evaluate the costs versus benefits of providing public utility infrastructure to areas outside the City limits.				■	City	Policy / Study
1.3.10	Evaluate the feasibility of a future partnership or consolidation of infrastructure services in the Boerne area.				■	City	Policy
1.3.11	Determine present conditions of downtown/ North Main utility infrastructure; create a program for improvements to allow for economic development opportunities.	■				City	Study / Financial Investment
1.4.1	Consider and evaluate environmentally sensitive building and low impact development (LID) practices as part of new public and private development.	■				City / Development Community	Policy / Financial Investment
1.4.2	Continue to promote and foster increased use of water conservation practices throughout the City.				■	City / Development Community	Policy / Regulation
1.4.3	Continue to implement the urban waterfowl management recommendations as part of a broader effort to improve water quality.				■	City / SARA	Operational Change
1.4.4	Evaluate opportunities to improve riparian buffers on City-owned property.	■				City	Operational Change / Financial Investment
1.4.5	Consider and evaluate modifications to the City's development ordinances to establish riparian buffers and low impact development as part of new development in sensitive areas.	■				City / Development Community	Regulation

Figure 6.2, Implementation Action Plan (cont.)

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
1.4.6	Consider and evaluate opportunities to modify the City's zoning, subdivision, and other development regulations to encourage or incentivize further protection of sensitive natural resources (e.g., stream or riparian corridors, steep slopes, mature trees, etc.) as part of new development.	■				City	Regulation
Goal 2: Diversify housing and employment opportunities through a focus on the character and quality of development and redevelopment around the community.							
2.1.1	Undertake a comprehensive analysis of the City's zoning, subdivision, and other zoning regulations, and consider opportunities for modification to accomplish quality development goals.	■				City	Regulation
2.1.2	Consider a comprehensive update to the City's zoning, subdivision, and other development regulations to implement the recommendations identified in the Boerne Master Plan and improve the quality and character of the built environment and the City's design criteria.	■				City	Regulation
2.1.3	Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.	■			■	City	Regulation
2.1.4	Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in neighborhoods.	■				City	Regulation
2.1.5	Collaborate with Boerne ISD to establish joint goals for future school siting to ensure they are well-located and integrated into neighborhoods where possible.	■				City / BISD	Operational Change
2.2.1	Proactively evaluate opportunities to expand the unique urban character of downtown to adjacent areas designated on the Boerne Future Land Use Plan.	■				City	Policy
2.2.2	Identify opportunities to allow multi-family residential in transitional residential areas per market demand.	■				City / Development Community	Policy / Regulation
2.2.3	Review and amend the zoning and subdivision regulations to facilitate increased transition of existing single-family residential units to higher intensity transitional residential products or neighborhood commercial in and around the older established neighborhoods of downtown.	■				City	Regulation
2.2.4	Consider developing character and context-sensitive street cross-sections as part of the next update to the City's Thoroughfare Master Plan.	■				City	Regulation
2.2.5	Evaluate additional opportunities to implement the Cibolo Creek Catalytic Site in downtown Boerne.		■			City	Financial Investment

Figure 6.2, Implementation Action Plan (cont.)

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
2.2.6	Evaluate additional opportunities to implement the BISD Catalytic Site in downtown Boerne.		■			City	Financial Investment
2.2.7	Expand efforts to increase protections for historic preservation in Boerne.	■				City	Regulation
2.3.1	Continue to enhance the City's interactive website which contains all data and layers necessary to navigate the development process.				■	City	Operational Change
2.3.2	Continue to provide the *What's Happening* interactive website to improve interaction and transparency with citizens and the development community.				■	City	Operational Change
2.3.3	Consider developing a comprehensive guidebook which clearly specifies the development process for citizens and the development community.	■				City	Operational Change
2.3.4	Consider the establishment of a zoning clearance permit to clarify development rights.	■				City	Operational Change
2.3.5	Continue to implement a consistent process for codifying adopted City ordinances.	■				City	Operational Change
2.3.6	Evaluate opportunities to establish mixed-use development along Herff Road (i.e., mixed-product residential, commercial, medical and office development).	■				City	Policy / Regulation
2.3.7	Continue to evaluate and make necessary improvements to the development review process as identified in the 2017 and 2018 Economic Development Work Plans.				■	City	Policy / Operational Change
2.4.1	Consider public streetscape improvements as catalyst projects in downtown.		■			City	Financial Investment
2.4.2	Consider additional gateways into downtown Boerne.		■			City	Financial Investment
2.4.3	Continue to identify opportunities to add urban-character residential units in downtown and the surrounding area to create an increased nighttime and weekend market demand.		■			City / Development Community	Regulation
2.4.4	Coordinate with area property owners (and TxDOT) to improve access and the landscaping and visual appearance of properties along North Main Street.		■			City / TxDOT / Property Owners	Study / Financial Investment
Goal 3: Proactively plan for a multimodal transportation system to reduce congestion, accommodate anticipated travel demand, and provide quality of life amenities.							
3.1.1	Prepare an update to the City's Thoroughfare Master Plan.	■				City	Study
3.1.2	Actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Boerne.				■	City	Operational Change

Figure 6.2, Implementation Action Plan (cont.)

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
3.1.3	Continue to work in partnership with TxDOT, Kendall County, and other area partners to find solutions regarding regional transportation issues.	■				Kendall County / City / TxDOT	Policy / Financial Investment
3.1.4	Consider acquiring the rights-of-way of Main Street/Highway 87 from TxDOT.	■				City / TxDOT	Financial Investment
3.1.5	Consider available opportunities to establish new truck route ordinance to reroute truck traffic away from Main Street.	■				City / TxDOT	Policy / Regulation
3.1.6	Support longer-term efforts to establish a transit station in Boerne by 2032.			■		City / AAMPO	Policy
3.2.1	Consider the adoption of a Complete Streets policy to promote safer mobility for all users.	■				City	Policy
3.2.2	Obtain cost estimates and establish a long-term plan to implement the high priority on-street bicycle lane projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., East Blanco Road/West San Antonio Ave.; Herff Road from Oak Park Drive to Old San Antonio Road; West Highland Drive; South Plant Street; and the secondary streets of Turner Avenue, West Hosack Street, Live Oak Street, and Rosewood Avenue).			■		City / AAMPO	Financial Investment
3.2.3	Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North right-of-way of River Road; East Bandera Road; Schweppe Street; Herff Road to Old San Antonio Road; West Bandera Road from I-10 frontage road to past Norris Lane).			■		City / AAMPO	Financial Investment
3.2.4	Continue to work with TxDOT to establish additional pedestrian crosswalks with median refuges at additional locations on Main Street and River Road.	■				City / AAMPO / TxDOT	Financial Investment
3.2.5	Consider the recommended improvements to key intersections to improve the safety of pedestrian crossings (e.g., River Road; Main Street, and the South Main Street/Crosspoint intersections).	■		■		City / AAMPO	Financial Investment

Figure 6.2, Implementation Action Plan (cont.)

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

Figure 6.2, Implementation Action Plan (cont.)

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
4.2.5	Annually assess the need for parks and recreation project funding in the City's 5-Year Capital Improvement Plan.				■	City	Financial Investment
4.2.6	Consider development of an aquatics facility or natatorium; plan to provide a variety of water-based recreation opportunities in Boerne.		■			City / BISD / Other Partners	Financial Investment
4.2.7	Continue to perform Recreational Programming and Event Assessments to identify additional opportunities for multigenerational recreation.				■	City	Study
4.2.8	Update the Boerne Parks, Recreation, and Open Space Master Plan by 2022-2023.		■			City	Study
4.3.1	Develop an update to the library strategic plan by 2020.	■				City	Study
4.3.2	Consider alternative funding options, including increased support from Kendall County, and collaborate and support efforts by the Boerne Public Library Foundation (BPLF) and the Friends of the Boerne Public Library (FOBPL) to raise funds to support library services.	■				City / BPLF / FOBPL	Policy
4.3.3	Consider the longer-term goal to establish public library services in other areas of Boerne.			■		City / BPLF	Financial Investment
4.3.4	Continue support for further expansion of traditional and innovative library resources and programs.				■	City	Operational Change
4.4.1	Continue to support Police Department efforts to establish relationships to ensure efficient and effective provision of law enforcement in Boerne (e.g., dispatch, jail, and school resource officer (SRO) operations).				■	City	Policy
4.4.2	Continue to support Police Department efforts to offer community service and educational programs.				■	City	Operational Change
4.4.3	Support Police Department efforts in advancing the use of technology to improve the safety of the Boerne community.				■	City	Financial Investment
4.4.4	Evaluate near-term needs to improve operations at the City's existing facility.				■	City	Operational Change
4.4.5	Continue to support Police Department staffing, training, and vehicle and equipment needs as part of the Department's budget and 5-year Plan.				■	City	Operational Change
4.5.1	Continue to identify and evaluate opportunities to better meet accepted national fire service response and staffing standards.				■	City	Operational Change
4.5.2	Evaluate opportunities to maintain or improve the City's Insurance Services Office (ISO) ratings.				■	City	Operational Change / Financial Investment
4.5.3	Continue to support Fire Department efforts to offer community service and educational programs.				■	City	Operational Change

Figure 6.2, Implementation Action Plan (cont.)

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
4.5.4	Expand the Fire Department's efforts to educate the public on wild-land fire protection and awareness.				■	City	Operational Change
4.5.5	Support Fire Department efforts to obtain specialized response equipment (e.g., hazardous materials response, high and low angle rope rescue, confined space, swiftwater, vehicle extrication, and other specialized rescue needs).		■		■	City	Financial Investment
4.5.6	Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.).				■	City	Operational Change
4.5.7	Evaluate partnerships and financial opportunities to establish an emergency services training facility in Boerne.		■			City / Other Partners	Financial Investment
4.5.8	Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Boerne community.				■	City	Financial Investment
4.5.9	Continue to evaluate other Fire Department facilities, including future substations.		■	■		City	Financial Investment
4.6.1	Evaluate the near- and long-term needs regarding Boerne's provision of EMS response.	■				City / Kendall County	Policy / Operational Change
4.7.1	Continue to provide quality humane care of animals for the health, safety, and welfare of the community.				■	City	Study /Financial Investment
4.7.2	Increase partnership opportunities with area veterinarians, rescue groups, trainers, and volunteers to increase quality humane care and adoptions.				■	City / Other Partners	Operational Change
4.7.3	Evaluate the near- and longer-term needs regarding healthcare facilities in Boerne.		■			City / BKCEDC / Other Partners	Operational Change / Study
Goal 5: Foster a thriving and diverse economy through business attraction, retention, expansion, employment diversification and attraction of higher paying jobs, and destination amenities which maintain the overall financial viability of the City.							
5.1.1	Continue to develop an annual budget, the CIP, and the Economic Development Work Plan to ensure a proactive and coordinated course of action for current and future economic development efforts.				■	City / BKCEDC	Study
5.1.2	Maintain and/or expand support for an effective and coordinated business attraction, retention, and expansion (BRE) program.				■	City / BKCEDC	Operational Change / Policy / Financial Investment
5.1.3	Evaluate opportunities to expand incentives and other assistance for residential and nonresidential property owners to reinvest in their properties.	■				City	Operational Change

Figure 6.2, Implementation Action Plan (cont.)

Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
		Short term (1-2 yrs.)	Mid term (3-10 yrs.)	Long term (10+ Yrs.)	On-going		
5.1.4	Evaluate opportunities to increase entrepreneurship in Boerne.				■	City / BKCEDC	Policy / Financial Investment
5.1.5	Continue to support efforts to increase the establishment of place-based economic opportunities in Boerne.				■	City / BKCEDC	Policy / Financial Investment
5.1.6	Consider increased support for efforts to create destination amenities in Boerne.				■	City / BKCEDC	Financial Investment
5.1.7	Consider and/or expand support for the Boerne Convention and Visitor Bureau (CVB).	■				City / CVB	Policy / Financial Investment
5.1.8	Consider opportunities for partnering to attract a future community college or higher education institutional campus to the Boerne area.	■			■	City / BKCEDC	Policy / Financial Investment
5.1.9	Consider support for the development of an economic development strategic analysis.	■				City / BKCEDC	Study / Financial Investment
5.1.10	Seek economic development initiatives to expand and diversify employment opportunities including higher paying jobs.	■			■	City / BKCEDC	Financial Investment
Goal 6: Maintain Boerne's unique character through celebration of Boerne's culture, placemaking initiatives, vibrant community interaction, and a diversified event calendar.							
6.1.1	Develop additional park-based events to provide increased opportunities for diversified recreation and encourage greater use of the parks system.				■	City	Operational Change
6.1.2	Consider opportunities for additional publicly (e.g., plazas, greens) and privately (e.g., outdoor dining) developed gathering spaces to promote community interaction.				■	City	Financial Investment
6.1.3	Following a Recreational Programming and Events Assessment, evaluate additional opportunities for community events.				■	City	Study
6.2.1	Investigate opportunities to expand and/or enhance the Hill Country Mile to increase its marketability.	■				City	Financial Investment
6.2.2	Continue to evaluate the effectiveness of the recently adopted lighting provisions as a means to further protect Boerne's nighttime skies.				■	City	Regulation
6.2.3	Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Boerne.	■				City	Financial Investment
6.2.4	Consider funding alternatives to provide for a greater variety of arts initiatives.	■				City	Operational Change
6.2.5	Consider replacing and enhancing street signage throughout Boerne to improve community identification.	■				City	Operational Change
6.2.6	Consider the addition of wayfinding signage at key points around the City.		■			City	Financial Investment
6.2.7	Coordinate with TxDOT to improve the appearance of key interchanges along Interstate 10 (i.e., South Main Street, Bandera Road, Johns Road, North Main Street).	■				City / TxDOT	Financial Investment

Plan Administration

IMPLEMENTATION ROLES & RESPONSIBILITIES

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

City Council

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

Planning and Zoning Commission

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

Boerne Kendall County Economic Development Corporation (BKCEDC)

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

Administration and City Staff

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

CONTINUING EDUCATION

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

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

IMPLEMENTATION FUNDING

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

PLAN AMENDMENT

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

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

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CITY OF BOERNE

Mobility Master Plan



2023

Connecting Our Community

BOERNE

MOBILITY MASTER PLAN

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Outlines what the City of Boerne can do to improve transportation. Includes the top identified transportation projects as well as the methodology used to create this high priority list.

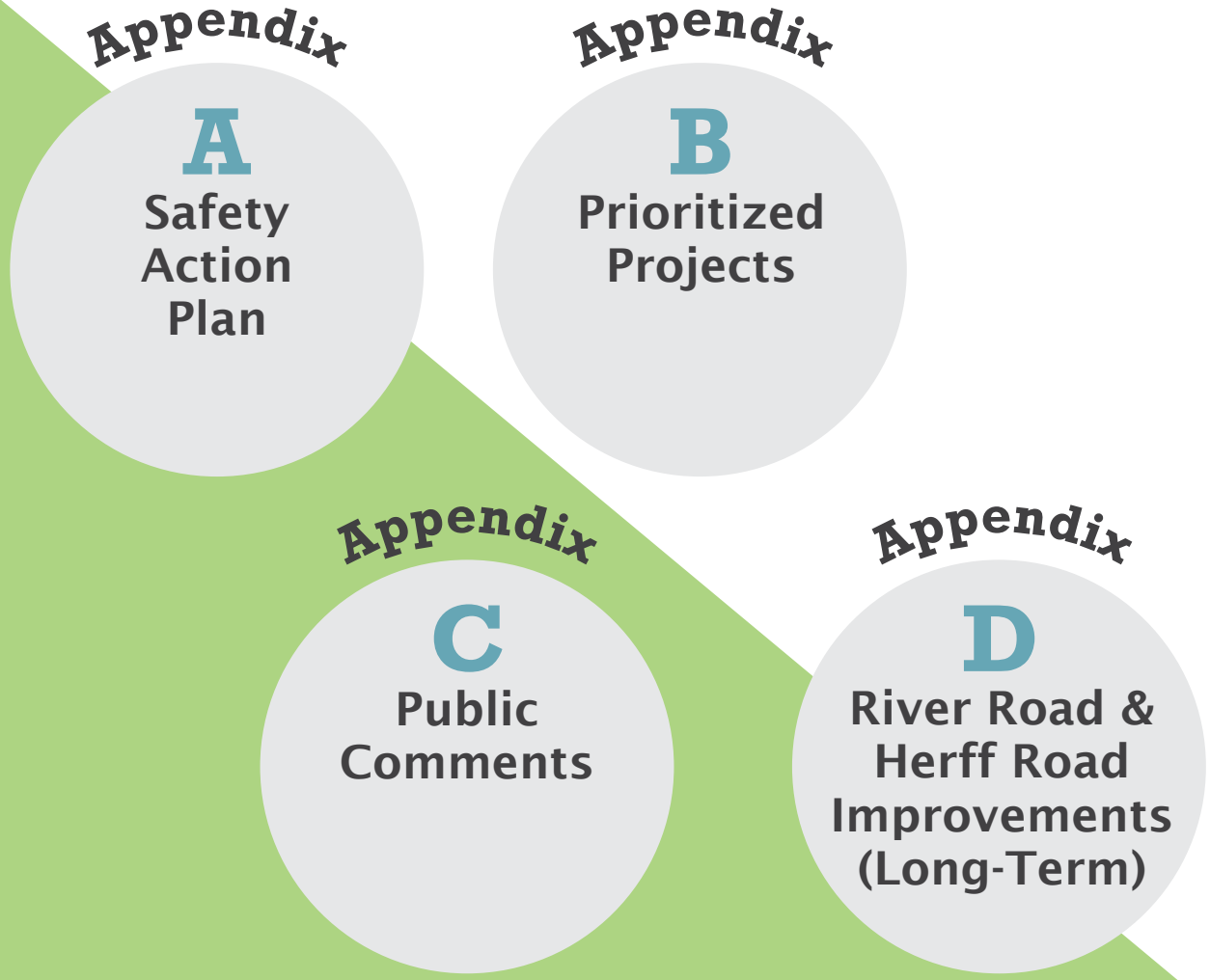
Chapter 7

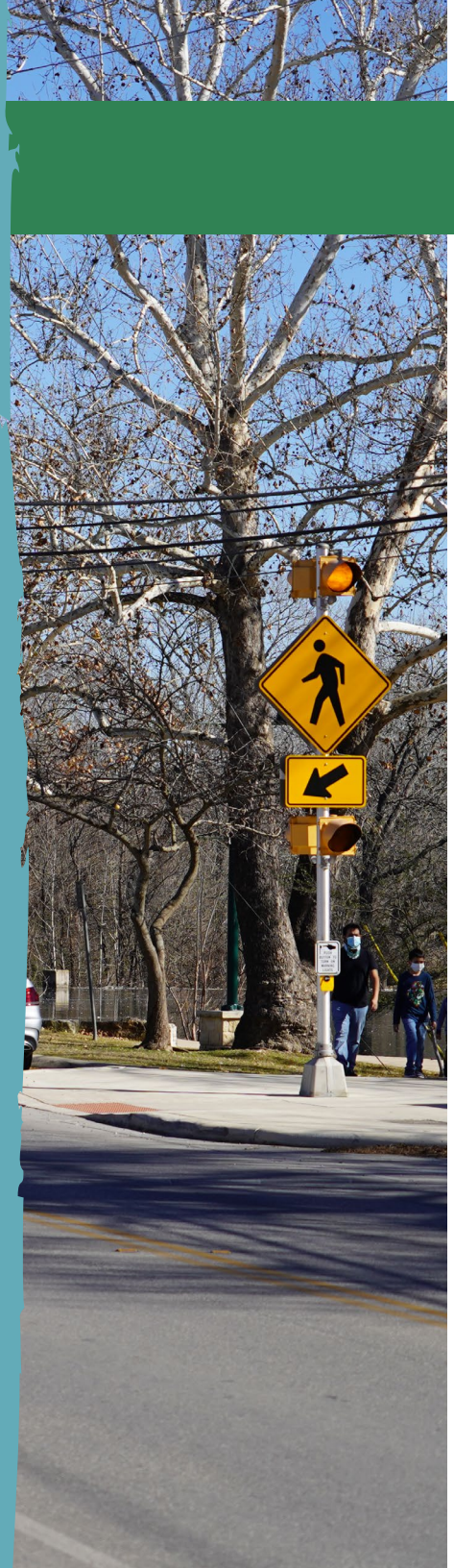
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Plan Implementation

Acts as an implementable plan to ensure projects and policies are used to meet transportation goals. Includes the short-term capital plan and opportunities for funding

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Acknowledgments

Advisory Committee

- Tim Bannwolf
- Bryce Boddie
- Ben Eldredge
- Jonah Evans
- Rich Sena

City Staff

- Jeffrey Carroll
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- Joseph Macaluso
- Quinten Scott
- Ty Wolosin
- Nina Woolard

Planning and Zoning Commission

- Tim Bannwolf
- Bill Bird
- Bob Cates
- Patrick Cohoon
- Susan Friar
- Lucas Hiler
- Terry Lemoine

- *The Advisory Committee is a subset of the Kendall County Boerne Fair Oaks Transportation Committee (KCBFOTC).*

Introduction



CHAPTER 1

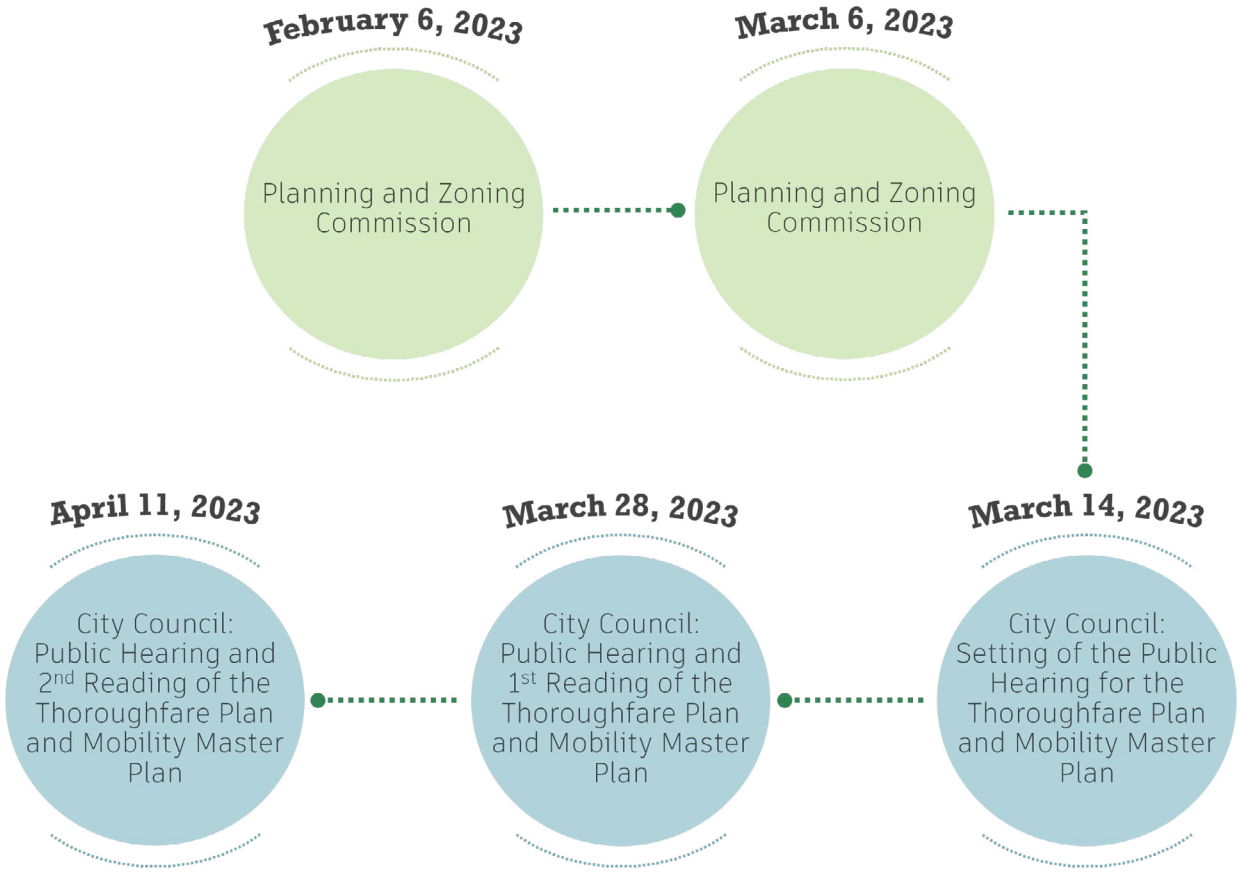
The Mobility Master Plan (MMP) is a long-range plan that seeks to create a safer, more accessible, and more efficient transportation network that improves the quality of life for Boerne residents. This plan includes the collaboration of a variety of jurisdictions and organizations as well as an extensive 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.



Thoroughfare Plan

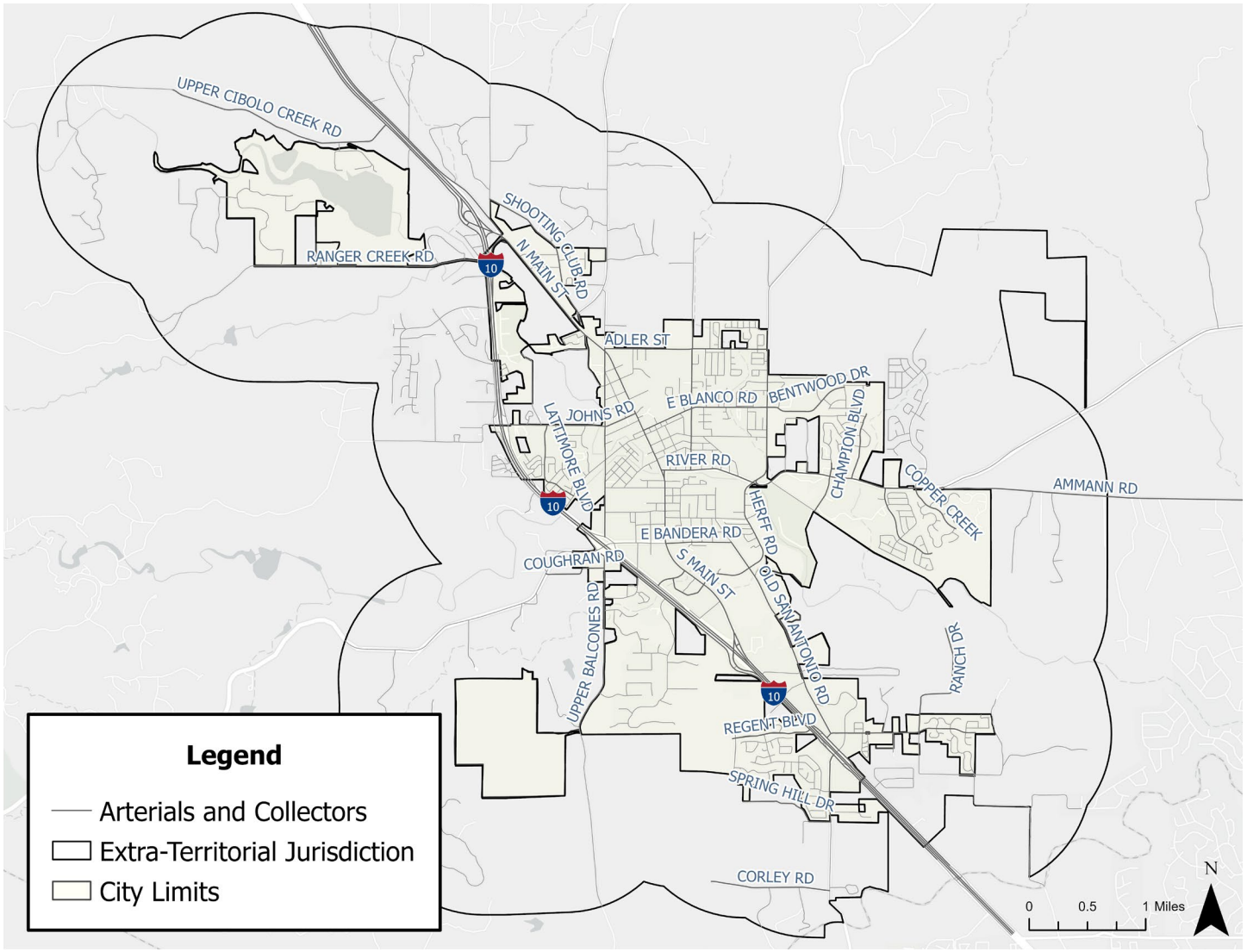
The MMP process also evaluated and made recommendations to update the City's Thoroughfare Plan, which is a tool to maintain connectivity for roads and trails as development occurs. More information on this process how the Thoroughfare Plan is used in Boerne is in Chapter 5 beginning on Page 40.

Adoption Process: Planning and Zoning, Public Hearing, and City Council



Study Limits

Exhibit 1 illustrates the City of Boerne and its Extra-Territorial Jurisdiction (ETJ) within Kendall County. The study area for the Mobility Master Plan (MMP) covered both the City Limits and ETJ for the City of Boerne as this plan is intended to be a local plan serving the Boerne community. While the MMP affects all those who live, work, shop, and ride within the study area, primary consideration was given toward how the plan will affect residents of the City of Boerne throughout the process.



» *Exhibit 1: Existing Peak Hour Intersection Performance*

Plan Goals and Objectives



CHAPTER 2

The Development of Goals

Goals were established to guide the MMP development with the help of the Advisory Committee, the public involvement process, and the City of Boerne Master Plan (2018). These goals informed the recommendations of the plan and are to be used as a guide for future decision-making related to mobility within Boerne.

Plan Goals and Objectives

The following goals and specific, measurable objectives were established through this collaborative process to serve as guidance on future mobility investments, policies, and decisions in Boerne.



Ensure Implementable Projects

GOAL 1 - Ensure future infrastructure improvements are able to be completed on time and within budget.

Objective 1.1 Complete at least 80% of annual mobility projects programmed in the annual CIP within the allotted budget.

Objective 1.2 Complete at least 80% of annual mobility projects programmed in the annual budget within the budget year assigned.

Objective 1.3 Perform feasibility assessments of mobility projects prior to inclusion in the annual budget as a precursor to project design commencement.



Prioritize Local Mobility

GOAL 2 - Focus on improvements that benefit the local community first, rather than regional or pass through travelers.

Objective 2.1 Reduce average intersection delay within the City Limits by 10% within 5 years.

Objective 2.2 Prioritize spending on Local streets, Collector streets, and off-street trails.

Objective 2.3 Explore opportunities to create designated truck routes in order to minimize their impacts on local streets, while including provisions where deliveries are required.



Enhance Connectivity

GOAL 3 - Enhance access and connectivity across Boerne and to key destinations along corridors.

Objective 3.1 Complete a revised thoroughfare plan including new connections within two years of MMP plan adoption.



Maximize Efficiency of Existing Infrastructure

GOAL 4 - Focus on improvements that increase the efficiency of the existing transportation network.

Objective 4.1 Allocate at least half of the mobility budget on enhancing existing roadways, trails, and intersections.

Plan Goals and Objectives (Continued)



GOAL 5 - Prioritize a safe transportation system for all users and transport methods.

Objective 5.1 Adopt a Vision Zero policy commitment.

Objective 5.2 Appoint a committee or commission to oversee implementation of the Safety Action Plan.

Objective 5.2 Implement the Safety Action Plan included in the MMP, earmarking at least 25% of mobility budget on safety improvements.

Objective 5.3 Prioritize the systemic implementation of safe crossings on arterials and improving lighting along City streets.



GOAL 6 - Consider future maintenance costs of infrastructure improvements

Objective 6.1 Maintain a PCI average rating of 70 or higher on the existing transportation network within City Limits.

Objective 6.2 Prioritize projects that improve existing roadways with poor pavement conditions.



GOAL 7 - Maintain Boerne's rural, small-town lifestyle and appeal.

Objective 7.1 Design streets to match the context of surrounding land uses.

Objective 7.2 Incorporate sustainable and environmentally-friendly design elements in environmentally-sensitive areas such as permeable shared use paths and water quality treatment solutions within the right-of-way.



GOAL 8 - Reduce negative impact to the environment by conserving natural resources and promoting a resilient ecosystem.

Objective 8.1 Include trees and landscaping where feasible in the design of streets.

Objective 8.2 Minimize impervious cover inside the right-of-way in environmentally sensitive areas.

Objective 8.3 Minimize potential interactions of wildlife and vehicles in Boerne.



GOAL 9 - Increase traveler's ability to use multiple modes of transportation including driving, walking, and biking.

Objective 9.1 Allocate at least 25% of the mobility budget on pedestrian and bike projects identified within this MMP.

Objective 9.2 Prioritize improvements to walking and biking infrastructure to create safe routes to schools.



CHAPTER 3

The State of Boerne's Transportation documents existing conditions on mobility within the City of Boerne. The purpose of this chapter is to provide a baseline to better understand demographics, safety challenges, connectivity gaps, current roadway and intersection performance, and historical planning efforts within the City of Boerne.



History of Transportation Planning in Boerne

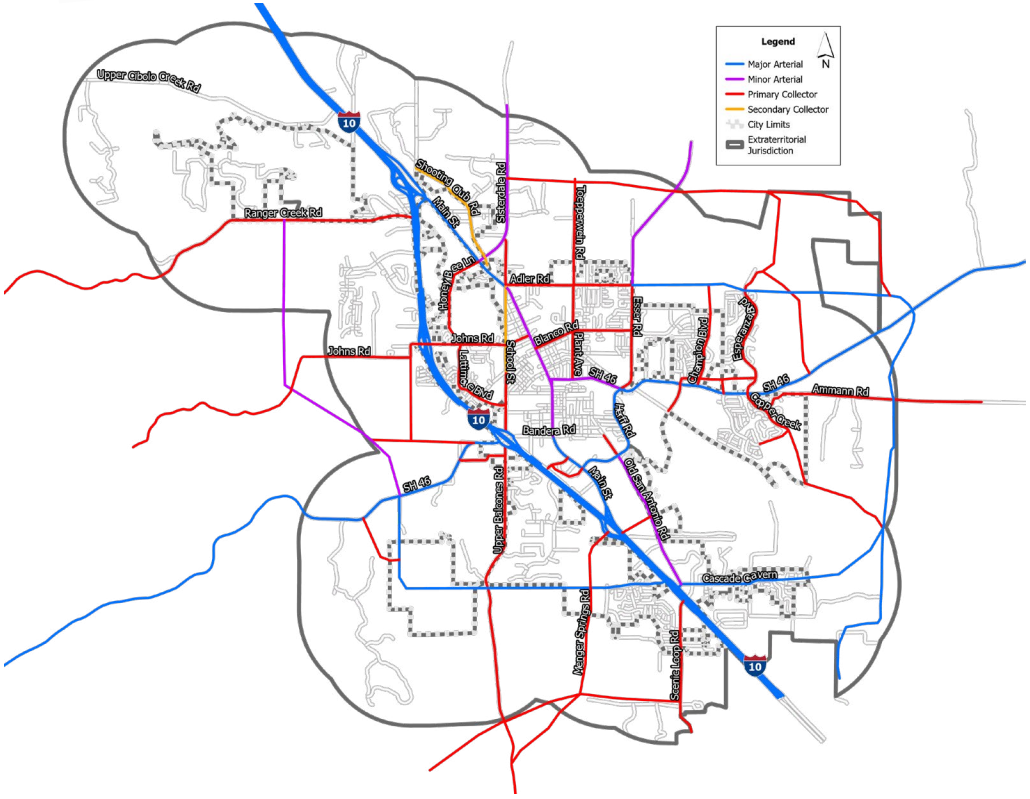
Thoroughfare or major streets planning by the City of Boerne dates back to 1974, when the original "Major Streets Plan" shown in **Exhibit 2** was adopted as part of the City's master plan. The plan delineated where future roadways and connections were needed in Boerne. By understanding past and current planning efforts, we can better understand how the City's mobility networks have evolved and plan for the future with the knowledge of avenues previously explored.

The original plan for the City, as shown in **Exhibit 2**, laid out a nice street grid which can still be seen today in the current thoroughfare plan, which was last updated in 2019 (**Exhibit 3)**. Observing how these plans have changed highlights the fact that thoroughfare planning in Boerne is not a new effort, but one that has been happening for some time. Throughout this time, the footprint of the City and ETJ has grown substantially necessitating periodic updates to the thoroughfare plan.



The original plan for the City, as shown in **Exhibit 2**, laid out a nice street grid which can still be seen today in the current thoroughfare plan, which was last updated in 2019 and is depicted in **Exhibit 3**. Observing how these plans have changed highlights the fact that thoroughfare planning in Boerne is not a new effort, but one that has been happening for some time.

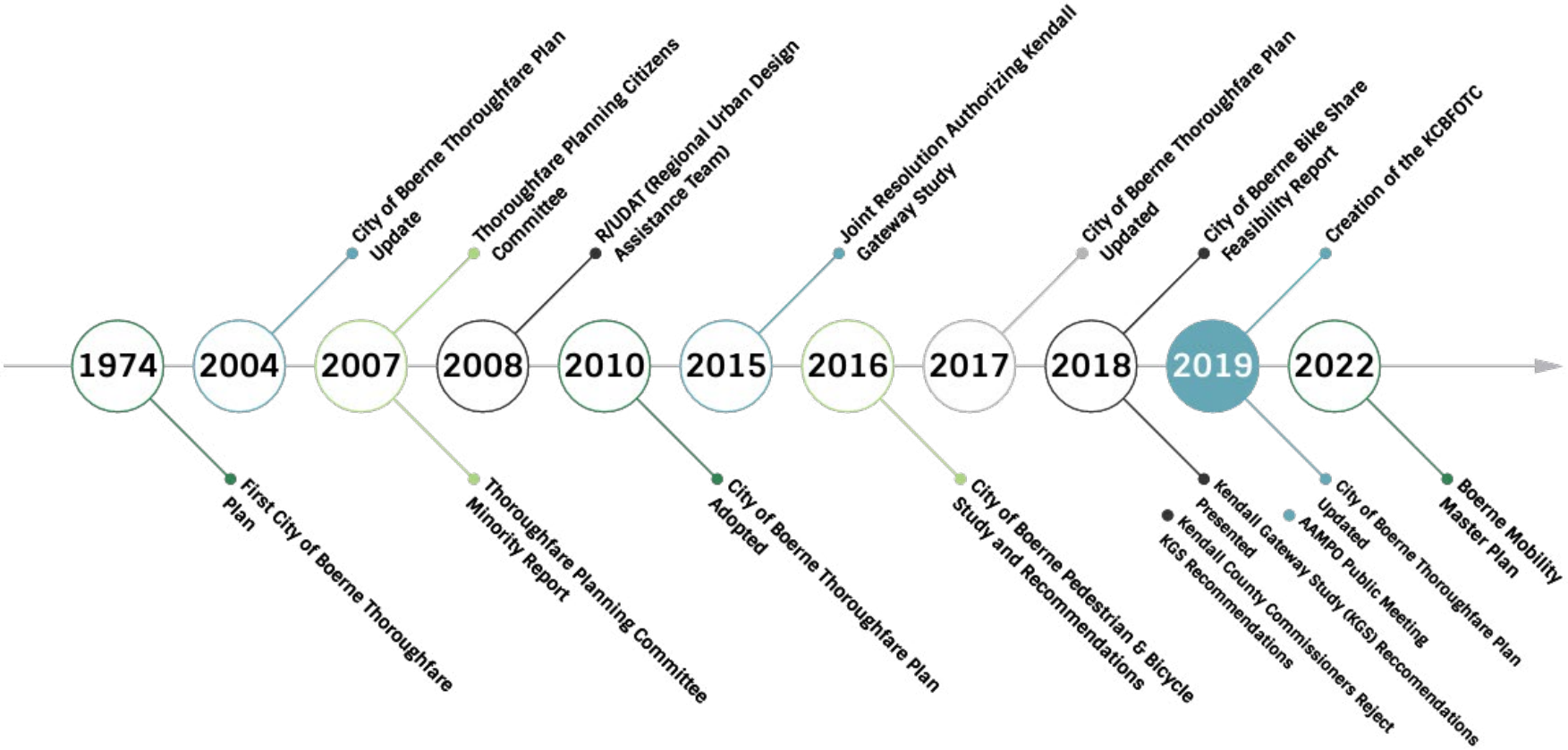
» *Exhibit 2: 1974 Major Streets Plan*



» *Exhibit 3: Current Thoroughfare Plan*

Timeline of Transportation Planning Efforts

Exhibit 4 shows a timeline of thoroughfare and transportation planning within the City of Boerne as well as the formation of the Kendall County, Boerne, and Fair Oaks Transportation Committee (KCBFOTC). While this timeline does not include every effort towards transportation planning in Boerne, it does highlight some of the major documents, organizations, and efforts made since the first thoroughfare plan was enacted in 1974. In particular, it is necessary to note the efforts made by both the KCBFOTC and Alamo Area Metropolitan Planning Organization (AAMPO) that have preceded this Mobility Master Plan as these efforts will be evaluated, considered, and incorporated in the development of this plan.



» *Exhibit 4: Timeline of Transportation Planning in the City of Boerne*



Boerne Master Plan (2018)

The Boerne Master Plan, adopted in 2018, was reviewed to understand the objectives and goals established by the City in relation to transportation. Objectives from the adopted plan are shown in **Exhibit 5**.

Objective 3.1 Partner with federal, state, Kendall County, and other local partners to enhance regional mobility options in the Boerne area.	Action 3.1.1: Prepare an update to the City's Thoroughfare Master Plan
	Action 3.1.2: Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Boerne
	Action 3.1.3: Continue to work in partnership with TxDOT, Kendall County, and other area partners to find solutions regarding regional transportation issues
	Action 3.1.4: Consider acquiring the rights-of-way of Main Street/Highway 87 from TxDOT
	Action 3.1.5: Consider available opportunities to establish a new truck route ordinance to reroute truck traffic away from Main Street
	Action 3.1.6: Support longer-term efforts to establish a transit station in Boerne by 2032
Objective 3.2 Identify funding and evaluate opportunities to increase the multi-modal transportation options within Boerne.	Action 3.2.1: Consider the adoption of a Complete Streets policy to promote safer mobility for all users.
	Action 3.2.2: Obtain cost estimates and establish a long-term plan to implement the high-priority on-street bicycle lane projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., East Blanco Road/West San Antonio Ave.; Herff Road from Oak Park Drive to Old San Antonio Road; West Highland Drive; South Plant Street; and the secondary streets of Turner Avenue, West Hosack Street, Live Oak Street, and Rosewood Avenue).
	Action 3.2.3: Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North right-of-way of River Road; East Bandera Road; Schweppe Street; Herff Road to Old San Antonio Road; West Bandera Road from I-10 frontage road to past Norris Lane).
	Action 3.2.4: Continue to work with TxDOT to establish additional pedestrian crosswalks with median refuges at additional locations on Main Street and River Road.
	Action 3.2.5: Consider the recommended improvements to key intersections to improve the safety of pedestrian crossings (e.g., Herff Road/Esser Road/River Road; Bandera Road/ Main Street, and the South Main Street/Crosspoint intersections).
	Action 3.2.6: Consider the recommended shared use path improvements to improve pedestrian and bicycle connections throughout the City (e.g., along Esser Road and Johns Road, Champion Boulevard, and a connection between Johns Road and North Main Street).
	Action 3.2.7: Consider partnering with the Alamo Area MPO and other jurisdictions to create consistent bicycle and pedestrian educational and promotional materials beneficial to the Boerne community.
	Action 3.2.8: Expand efforts to increase enforcement actions related to bicycle and pedestrian safety in Boerne.

» *Exhibit 5:Transportation Objectives from the Boerne 2018 Master Plan*

Recent Engineering and Policy Updates

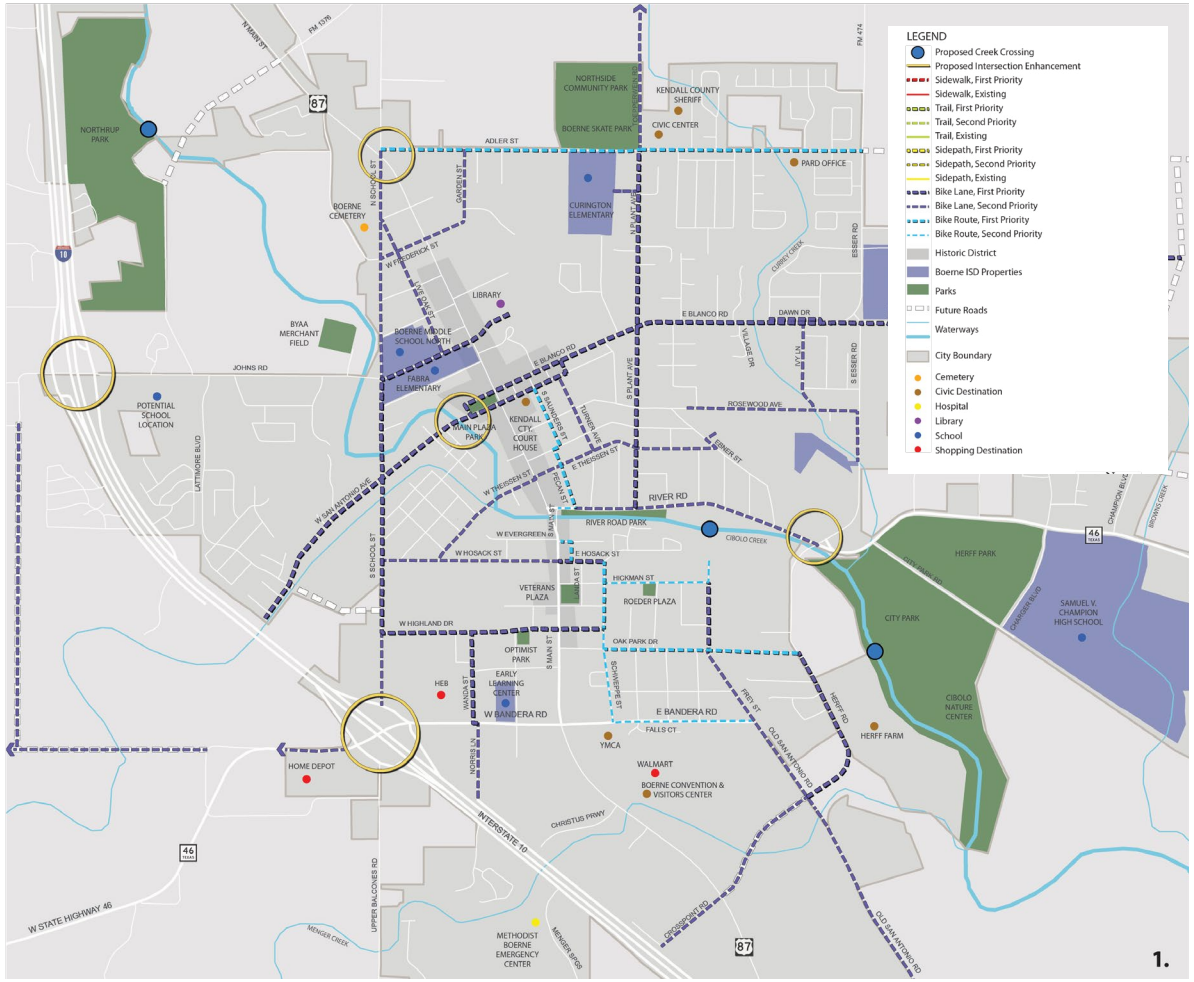
Recent engineering and policy updates that affect transportation planning in Boerne:

- Traffic Impact Analysis (TIA) Ordinance Adopted August 2017
- Rough Proportionality Policy Adopted February 2019
- Border Street Policy Adopted February 2019
- Unified Development Code (UDC) Update Adopted July 2021
- Engineering Design Manual Adopted July 2021

These updates reflect only the most recent policy changes and are not a comprehensive list of updates within the City.

Alamo Area Metropolitan Planning Organization (AAMPO) Pedestrian and Bicycle Study (2016)

Exhibit 6 depicts recommendations proposed by AAMPO in the 2016 Pedestrian and Bicycle Study for the City of Boerne.

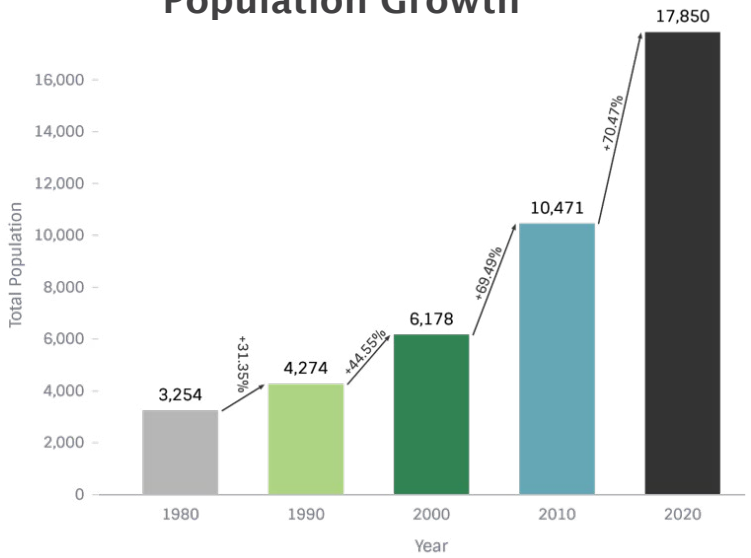


» *Exhibit 6: AAMPO Recommendations from the 2016 Pedestrian and Bicycle Study*

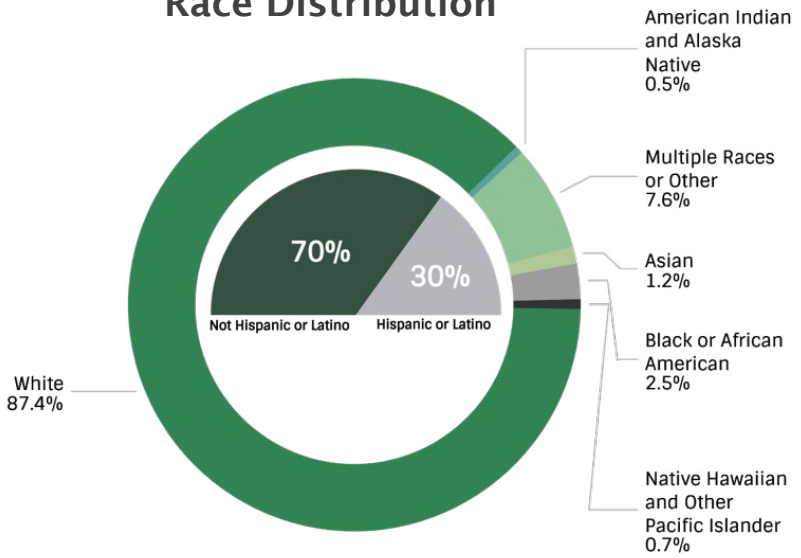
Demographics

Demographic information depicted below reflects residents within the City limits of the City of Boerne and was obtained through the U.S. Census Bureau and American Community Survey (ACS).

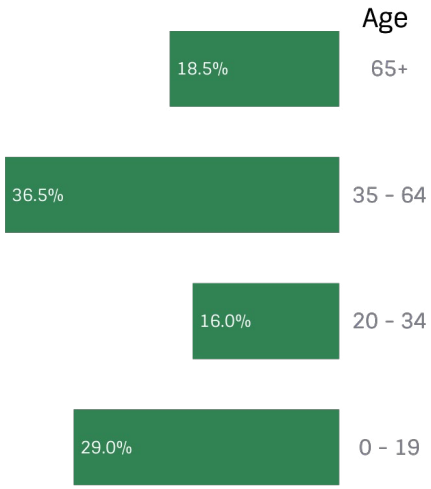
Population Growth



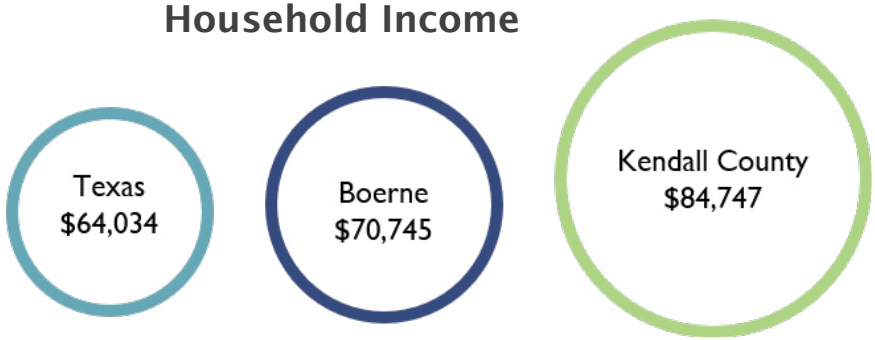
Race Distribution



Age Distribution



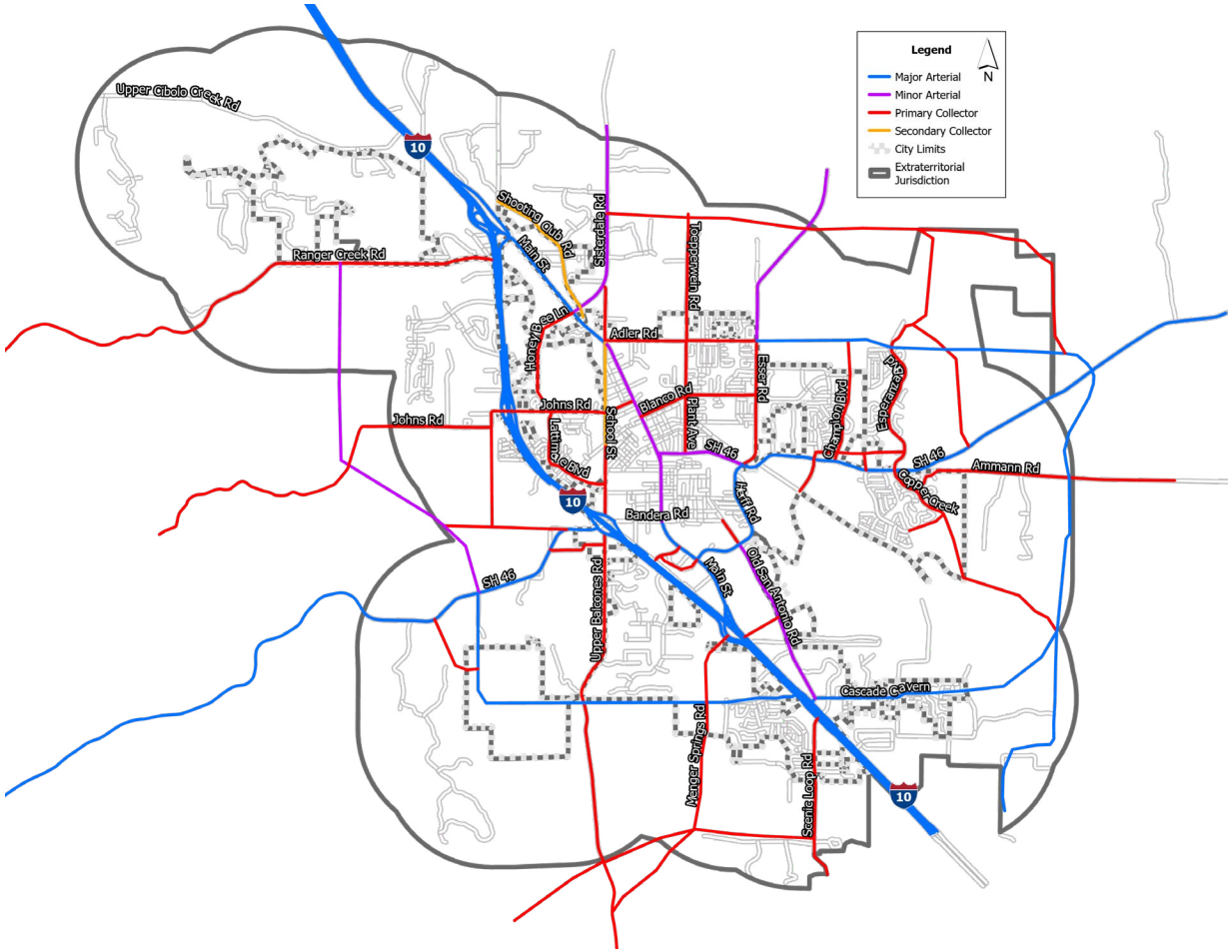
Household Income



Educational Attainment



Current Thoroughfare Plan



» *Exhibit 7: Current Thoroughfare Plan*

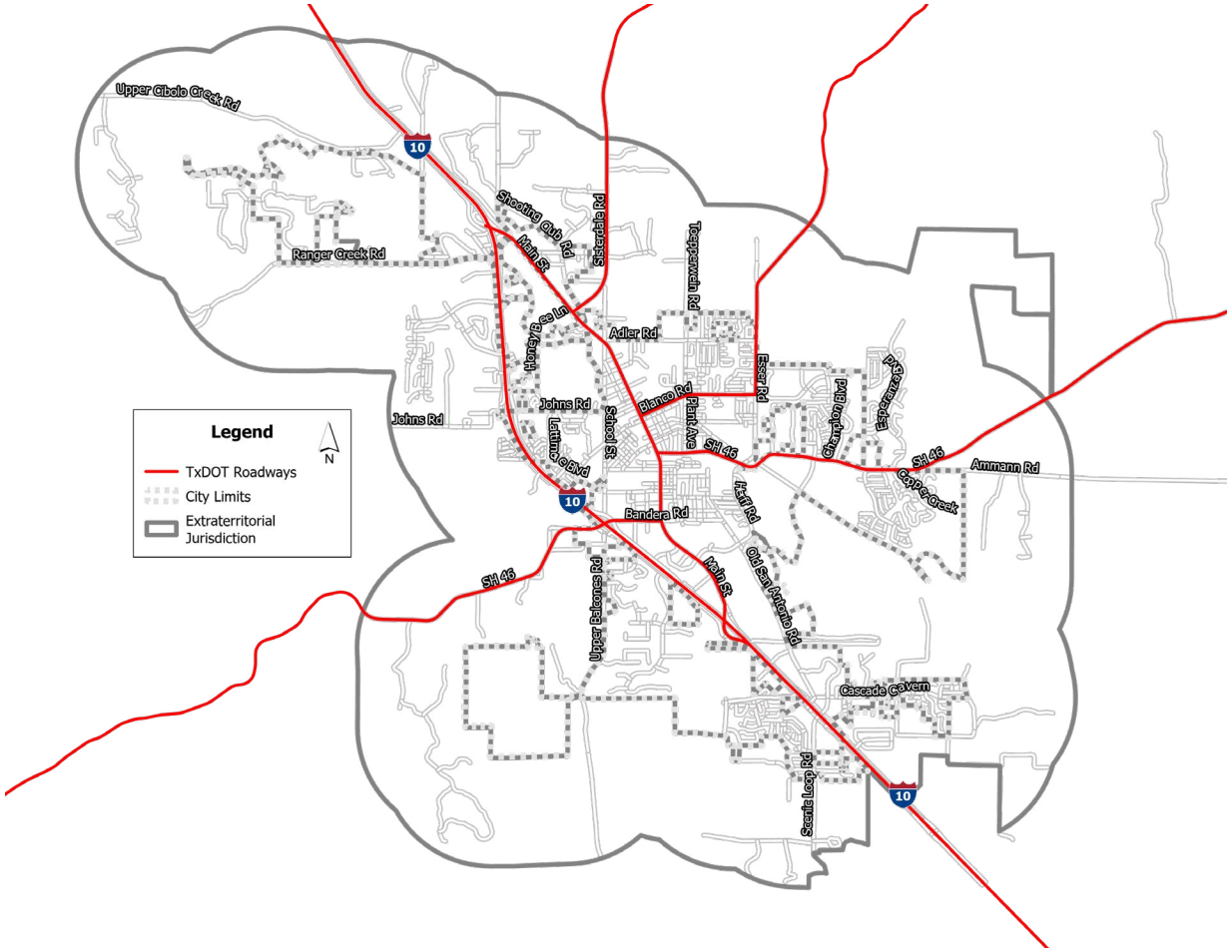
Major Arterials on the Current Thoroughfare Plan

Exhibit 7 shows the currently adopted thoroughfare plan, which was last modified in 2019. Notable changes from the 1974 Major Streets Plan to today's Current Thoroughfare Plan include:

- Reclassification of several collector roadways to arterials
- Construction of Herff Road, Lattimore Drive, and Coughran Road
- Expansion of the City limits and ETJ

TxDOT Roadway System

Exhibit 8 depicts roadways within the City of Boerne that are owned and maintained by the Texas Department of Transportation (TxDOT). Proposed improvements and construction along TxDOT maintained facilities require collaboration with TxDOT and may be subject to additional regulations.



» *Exhibit 8: TxDOT Roadway System in the City of Boerne*

TxDOT Roadway Designations

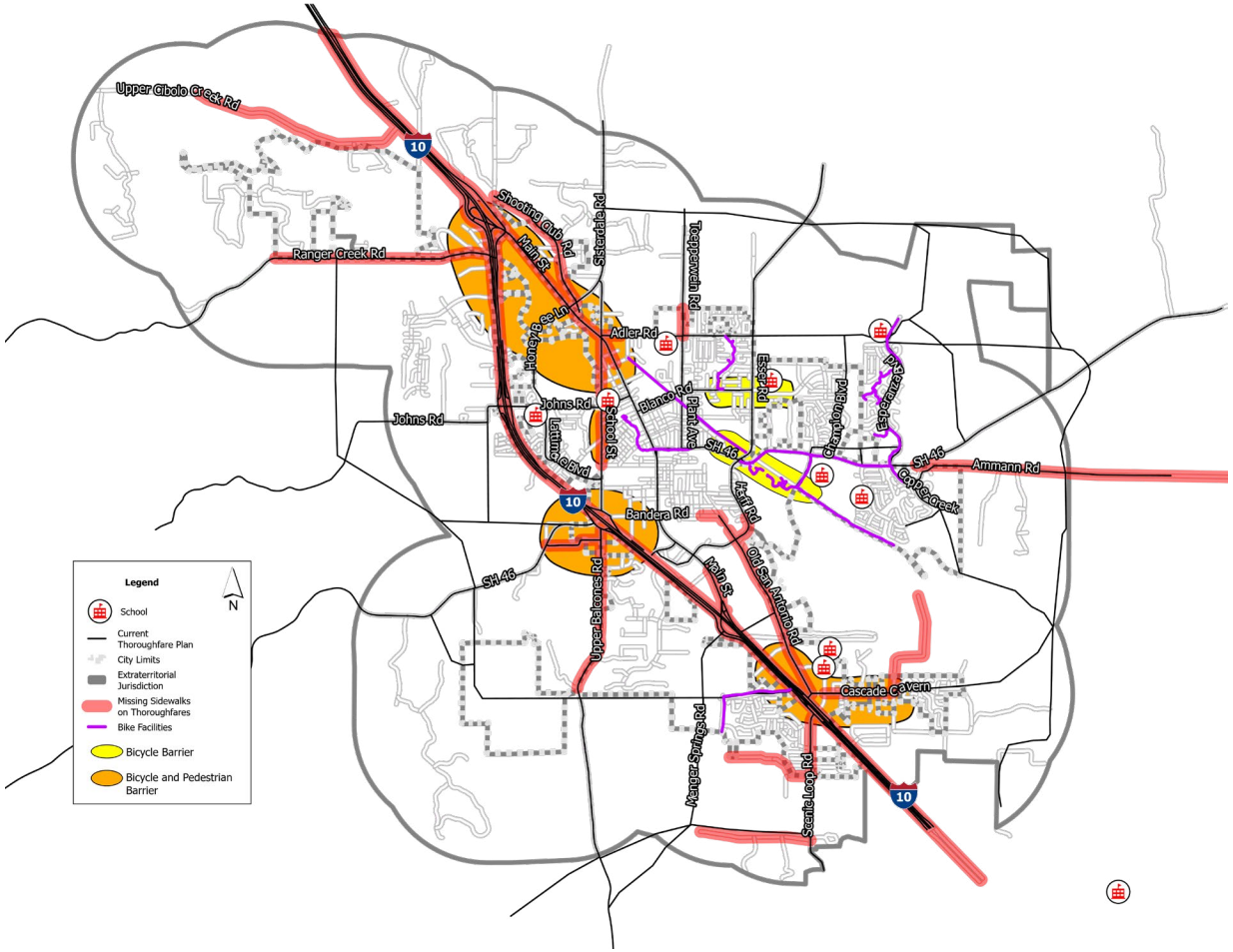
- Interstate Highway (IH)
- U.S. Highway (US)
- State Highway (SH)
- Ranch to Market Roads (RM)
- Farm to Market Roads (FM)

TxDOT Roadways in City of Boerne

- IH-10
- US 87 (Main Street)
- SH 46 (River Road)
- RM 474 (Blanco Road)
- RM 1376
- FM 3351

Pedestrian and Bicycle Barriers

Exhibit 9 shows the top bicycle and pedestrian barriers identified within the City of Boerne. These barriers are outlined as general areas that are missing one or more key bicycle or pedestrian connections. Those areas that are defined as having a bicycle barrier were specifically identified based on gaps in existing built trail infrastructure between schools, parks, downtown, or commercial areas within the City. Those areas marked as having both pedestrian and bicycle barriers had a lack of sidewalks on thoroughfares.



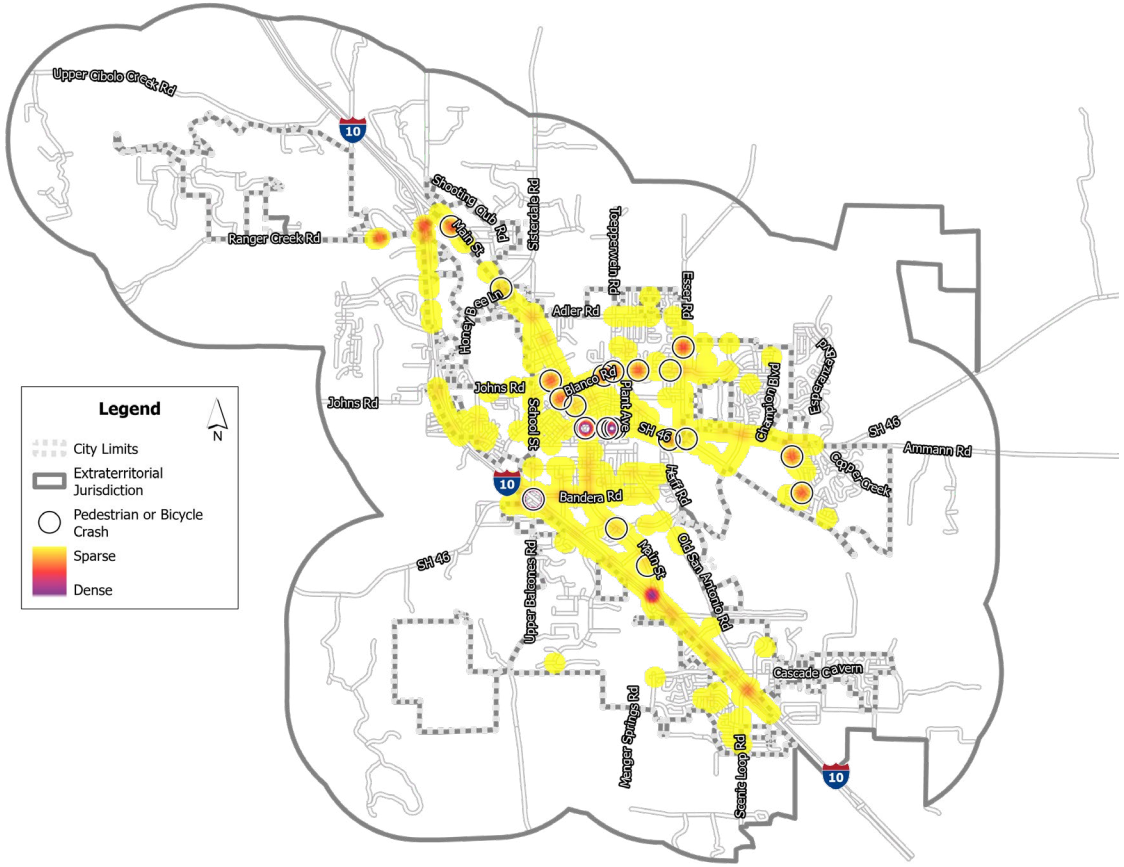
» *Exhibit 9: Existing Pedestrian and Bicycle Barriers in the City of Boerne*

Notable bicycle barriers include the gap in the Old Number 9 Greenway along City Park Road, the adjoining gap in the Cibolo Creek Trail from the east entrance to the intersection of SH 46 (River Road) and Herff Road, and the gap from the Currey Creek Trail to Boerne High School. Notable bicycle and pedestrian gaps are more common throughout the City with the largest barrier being a lack of connectivity between downtown, adjacent neighborhoods, and the Boerne City Lake Park. Other bicycle and pedestrian gaps include School Street from W Hosack Street to Lohmann Street and near the intersection of Interstate 10 and SH 46. This area is missing key bicycle and pedestrian connections along W Bandera Road, Upper Balcones Road, and Coughran Road. The last major bicycle and pedestrian barrier present is located near Boerne Middle School South due to a lack of connections along Old San Antonio Road and Cascade Caverns.

Safety Overview

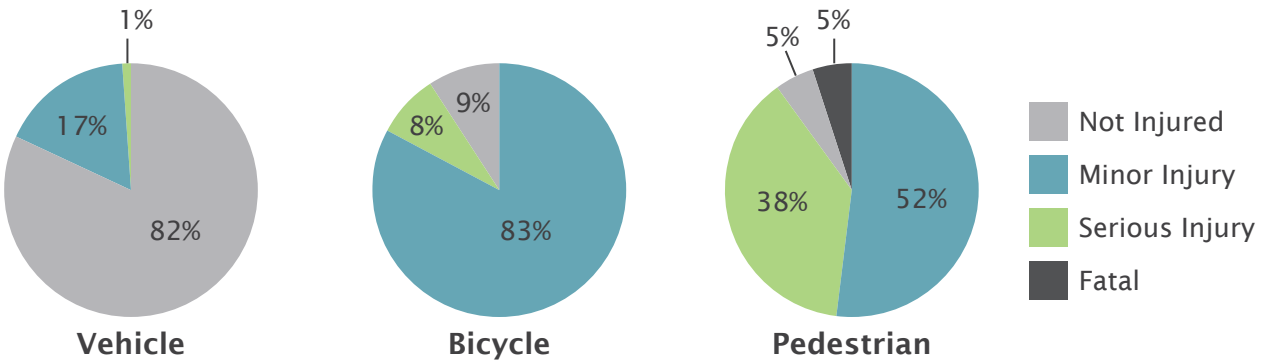
During the evaluation of current conditions, it is important to understand and weigh not only operational performance needs, but also needs related to historical safety challenges. While there has been substantial construction on Interstate 10 in the years preceding this study and a significant number of crashes, the remainder of the City has experienced a high frequency of crashes as well, totaling nearly 500 crashes per year over the past five years. Special attention must be given to the locations where a total of 33 crashes since 2017 have involved pedestrians or bicyclists. The majority of collisions whether driving, walking, or bicycling, have occurred on TxDOT roadways within Boerne. City streets that have experienced a higher frequency of crashes include:

- Johns Road between Main & School
- School Street
- Ranger Creek Road (near Oak Acres Lane)
- Adler Road (east of Toepperwein Road)
- Herff Ranch Boulevard (south of SH 46)

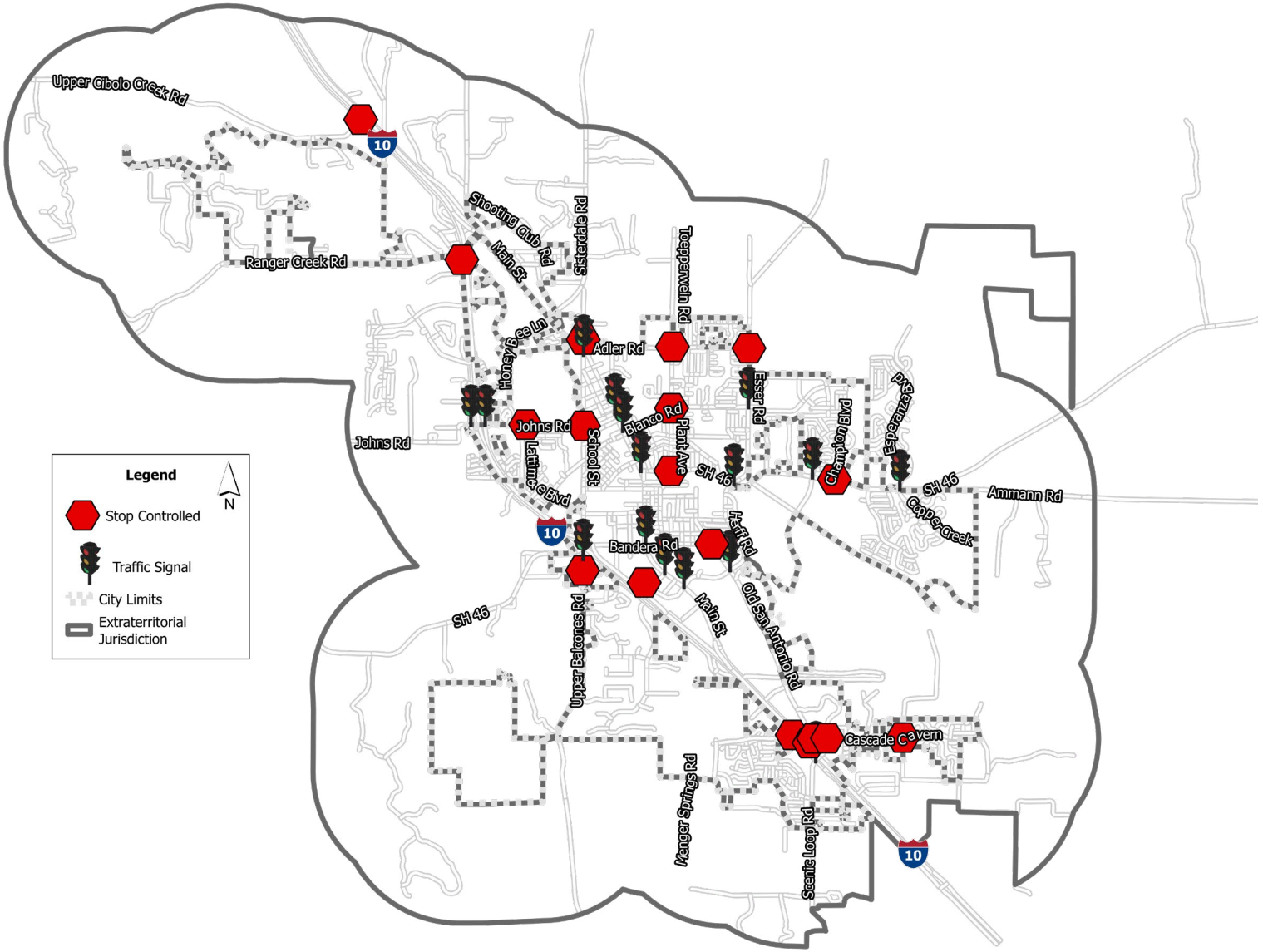


» *Exhibit 10: Crash Severity and Density within the City of Boerne*

Crash Severity By Mode



Existing Intersection Control

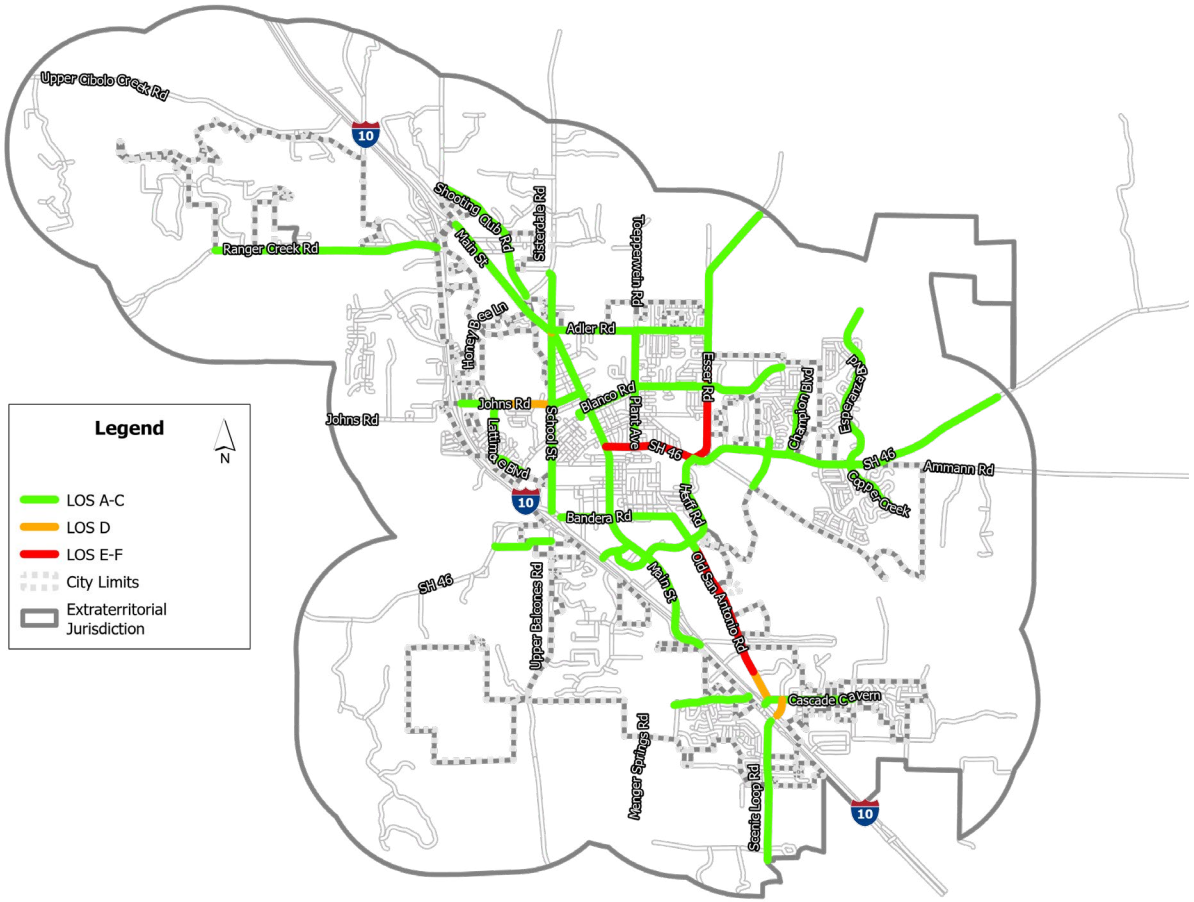


» *Exhibit 11: Existing Intersection Control at Arterials and Collectors within the City of Boerne*

Existing Daily Roadway Performance

Exhibit 12 illustrates the existing performance of roadway segments throughout the City based on a daily volume to capacity ratio. The capacity of a roadway varies based on geometric characteristics such as number of lanes, lane width, speed limit, and more. To qualitatively indicate roadway performance, volume to capacity measures are converted to Level of Service (LOS) grades ranging from A to F. Based on the data shown, several roadways throughout the City currently operate at a LOS D or worse based on daily volume to capacity ratios such as:

- Johns Road from Cibolo Branch Drive to N School Street
- River Road from Turner Street to Herff Road
- S Esser Road from River Road to Rosewood Avenue
- Old San Antonio Road from Cascade Caverns Road to Herff Road
- Scenic Loop Road from IH-10 to Cascade Caverns

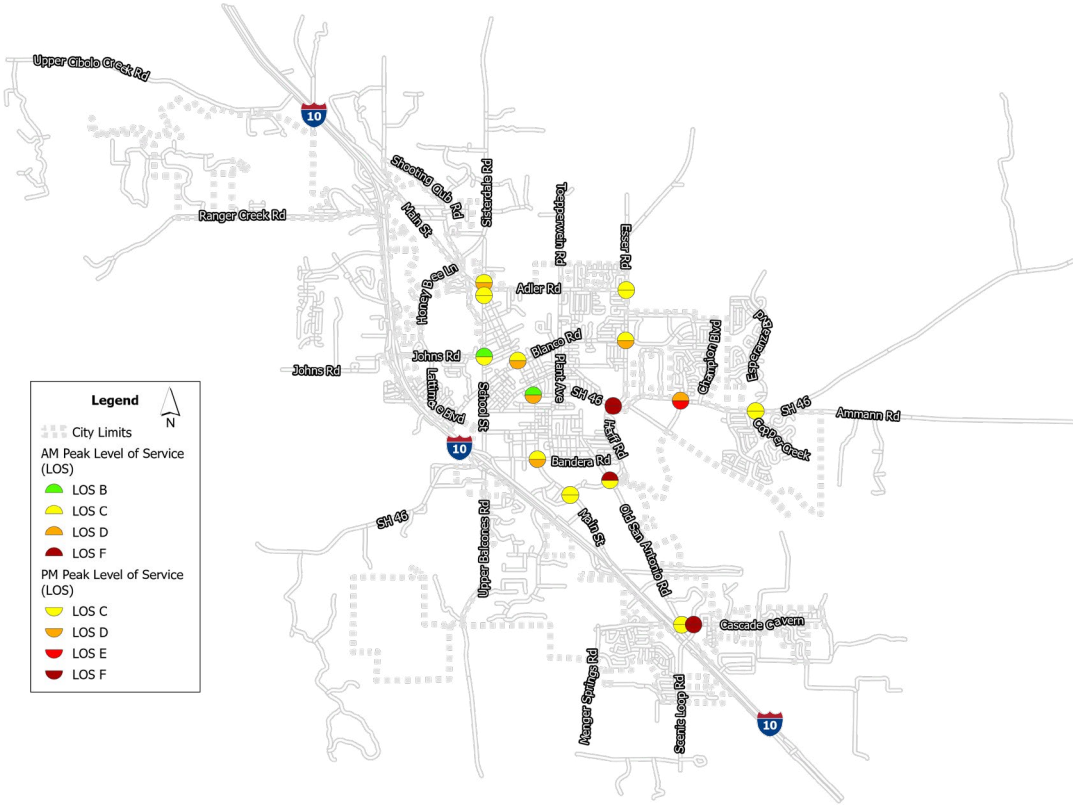


» *Exhibit 12: Existing Daily Roadway Performance*

Level of Service (LOS)	Volume to Capacity Ratio
A-C	<0.65
D	0.65-0.80
E-F	>0.80

Existing Peak Hour Intersection Performance

Sixteen existing intersections within the City of Boerne were analyzed to establish existing intersection performance. These locations were analyzed during the AM and PM peak hours based on traffic data collected on Tuesday, February 1, 2022. Intersections were evaluated based on intersection delay and corresponding level of service (LOS) grade. Typically, a LOS D or better is considered acceptable during peak hours. Based on this evaluation, nine of the sixteen study intersections are operating at or below an acceptable LOS during one or more peak hours in existing conditions as shown in **Exhibit 13**.



» *Exhibit 13: Existing Peak Hour Intersection Performance*

Level of Service (LOS)	Signalized Delay (SEC)	Unsignalized Delay (SEC)
A	<10	<10
B	>10 and ≤ 20	>10 and ≤ 15
C	>20 and ≤ 35	>15 and ≤ 25
D	>35 and ≤ 55	>25 and ≤ 35
E	>55 and ≤ 80	>35 and ≤ 50
F	>80	>50

Public Involvement Process

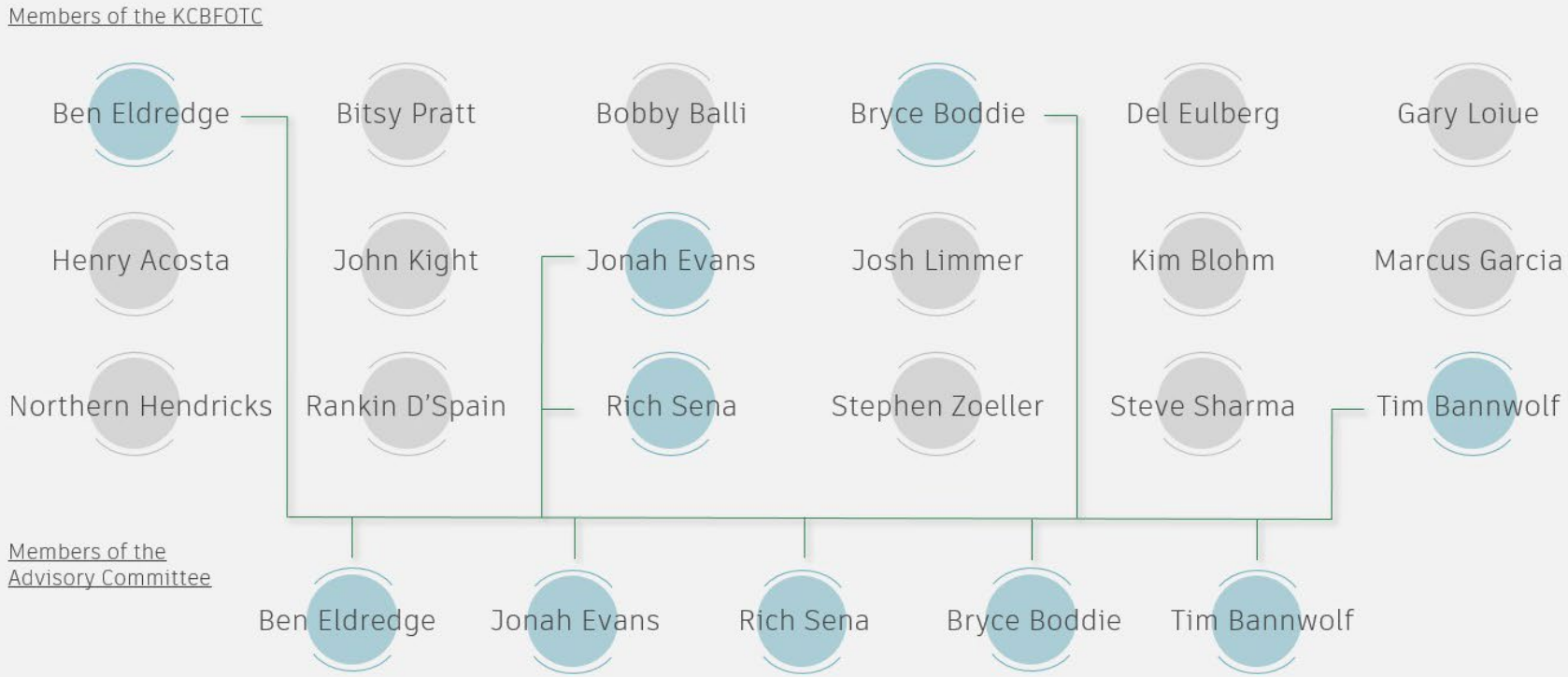
CHAPTER 4

The Mobility Master Plan was developed through a continuous process with public input to ensure the needs of the community are understood and addressed. A combination of in-person engagement methods and virtual engagement via the project website were used to solicit community input throughout the process. In addition to public outreach, an advisory committee was established with representatives throughout the community, including representatives of the Kendall County Boerne Fair Oaks Transportation Committee (KBOFTC). This section outlines this process and summarizes key findings from public feedback.



Advisory Committee Overview

Exhibit 14 depicts the members of the KCBFOTC as well as the MMP Advisory Committee. The MMP Advisory Committee, composed of Rich Sena, Jonah Evans, Ben Eldredge, Bryce Boddie, and Tim Bannwolf, was tasked with providing input and essential feedback on proposed mobility project recommendations, thoroughfare planning, and transportation policies during the course of multiple meetings held throughout the Mobility Master Plan development process. The project goals and recommendations contained in the Master Plan were created in consultation with and reviewed by with the MMP Advisory Committee, and while all such goals and recommendations were discussed by the MMP Advisory Committee, not all goals and recommendations received unanimous support among the Advisory Committee members. The MMP Advisory Committee, which focused on local mobility issues within the City of Boerne and its ETJ, was a subset of the larger KCBFOTC. The KCBFOTC contained representatives appointed by the City of Boerne, the City of Fair Oaks, and Kendall County and focused on mobility issues and planning across the entire county, not just within the City of Boerne and its ETJ.



» *Exhibit 14: MMP Advisory Committee*

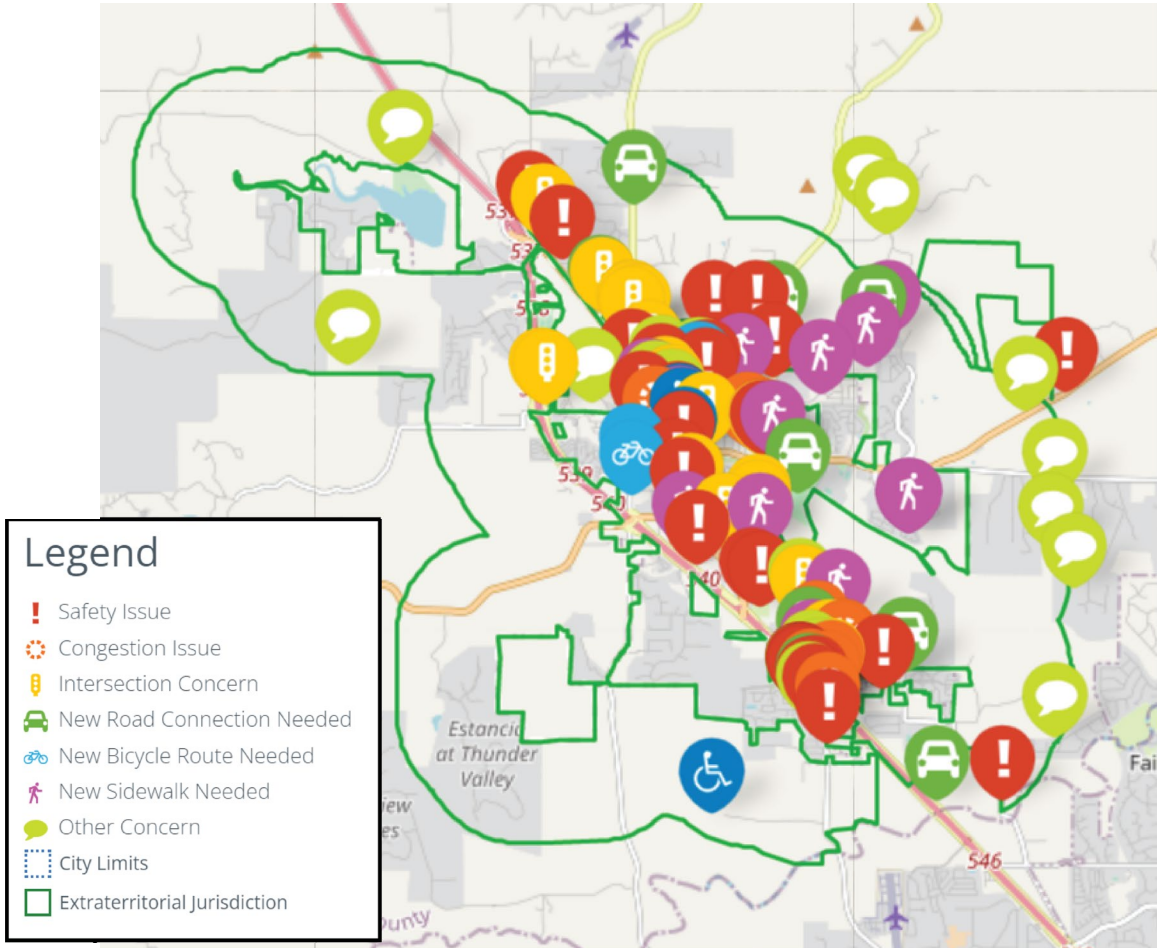
Public Engagement

The Mobility Master Plan was developed using a hybrid public input approach that used a combination of in person open houses and online interactive tools to inform the plan's goals, projects, and policies.

While in person feedback events allow for an increased level of insight, online feedback methods lend themselves to a wider range of responses and are more provides tangible data to analyze. Both methods were considered essential in this process.

Over the course of the study, a total of four open houses, one business stakeholder meeting, and five Advisory Committee meetings were held in person in addition to the online engagement opportunities.

Exhibit 15 illustrates an overview of community input received online via the interactive map tool. A total of 120 interactive map comments were received regarding congestion, new road connections, safety, intersections, and pedestrian or bicycle concerns.

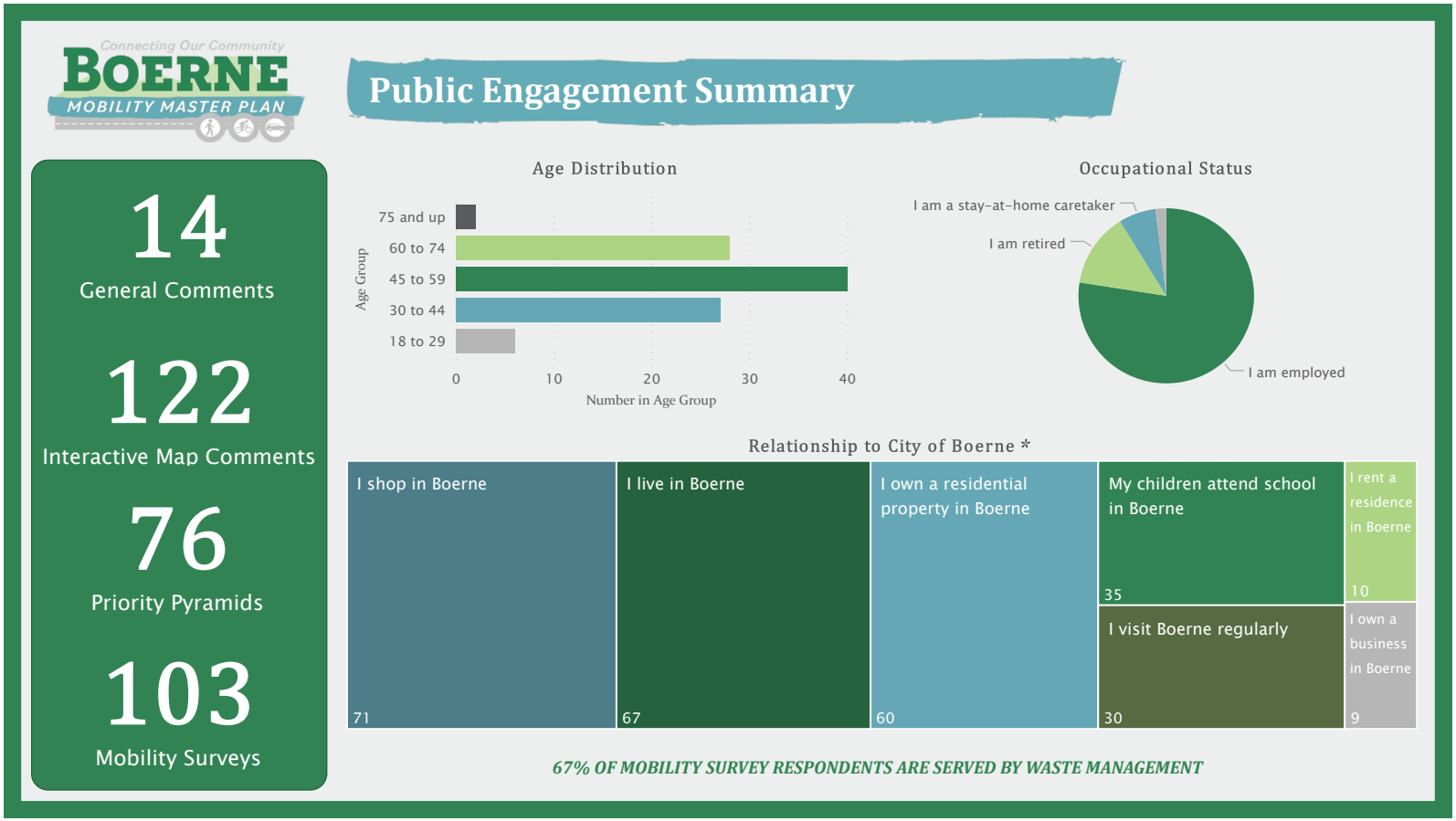


» *Exhibit 15: Interactive Map Feedback*
(A complete list of comments is provided in Appendix C)

Online Engagement

Exhibit 16 depicts an overview of public input received from both Open House I and the online engagement tools. While few general comments were received, there was a strong response to the interactive map feature, priority pyramid activity, and the mobility survey available on the project website. Additional information regarding the priority pyramid activity is found in Chapter 5.

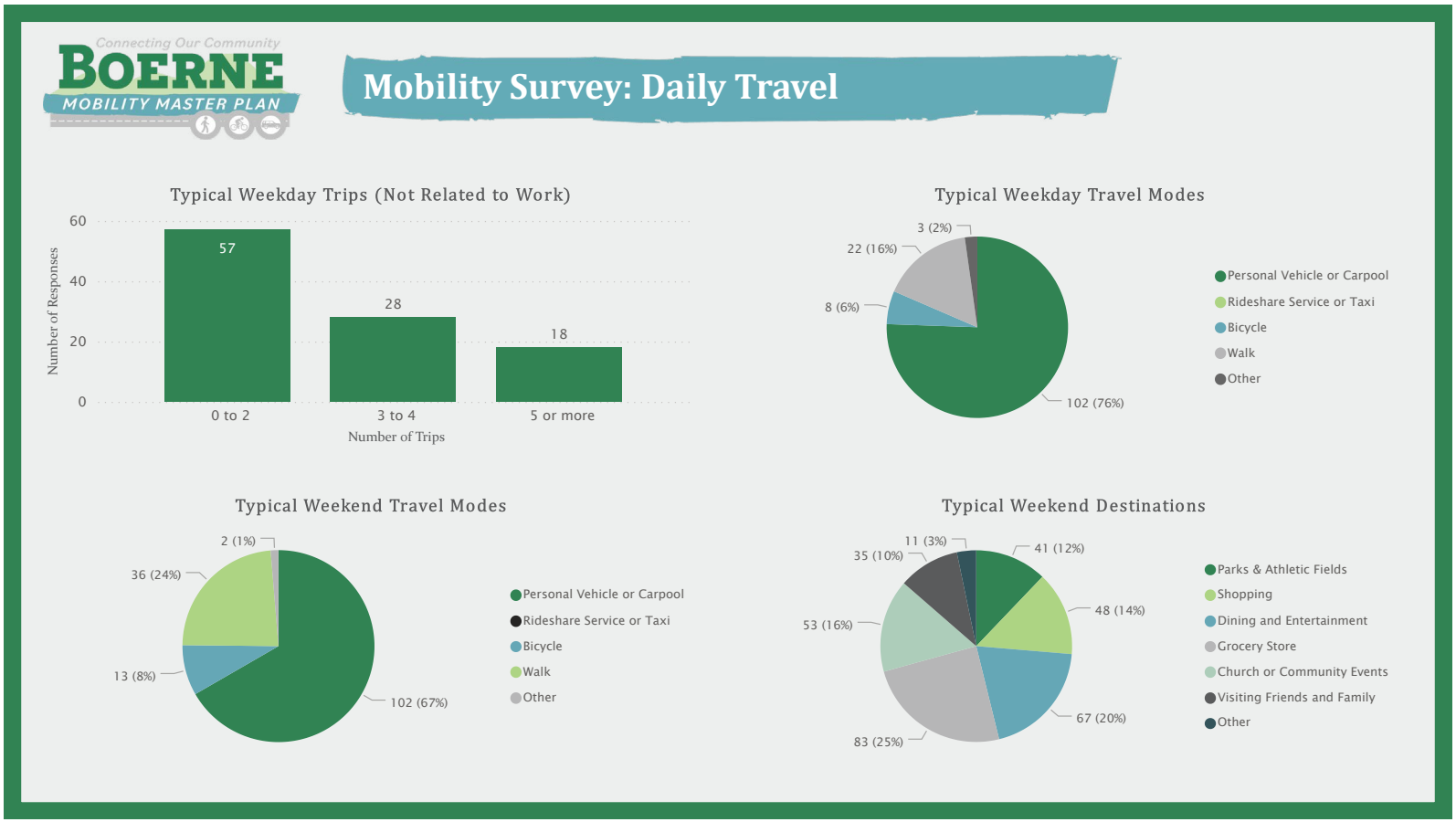
Looking at demographic characteristics of respondents, most are between 45 and 59 years with additional high percentages of 30 to 44 years, and 60 to 74 years. Additionally, most respondents indicated that they were either employed or retired. When looking at activities conducted in Boerne, the majority or respondents indicated they shop in Boerne, live in Boerne, and/or own a residential property in Boerne.



» *Exhibit 16: Summary of Public Engagement*
(Note: Respondents were able to select more than one response)

Mobility Survey Feedback

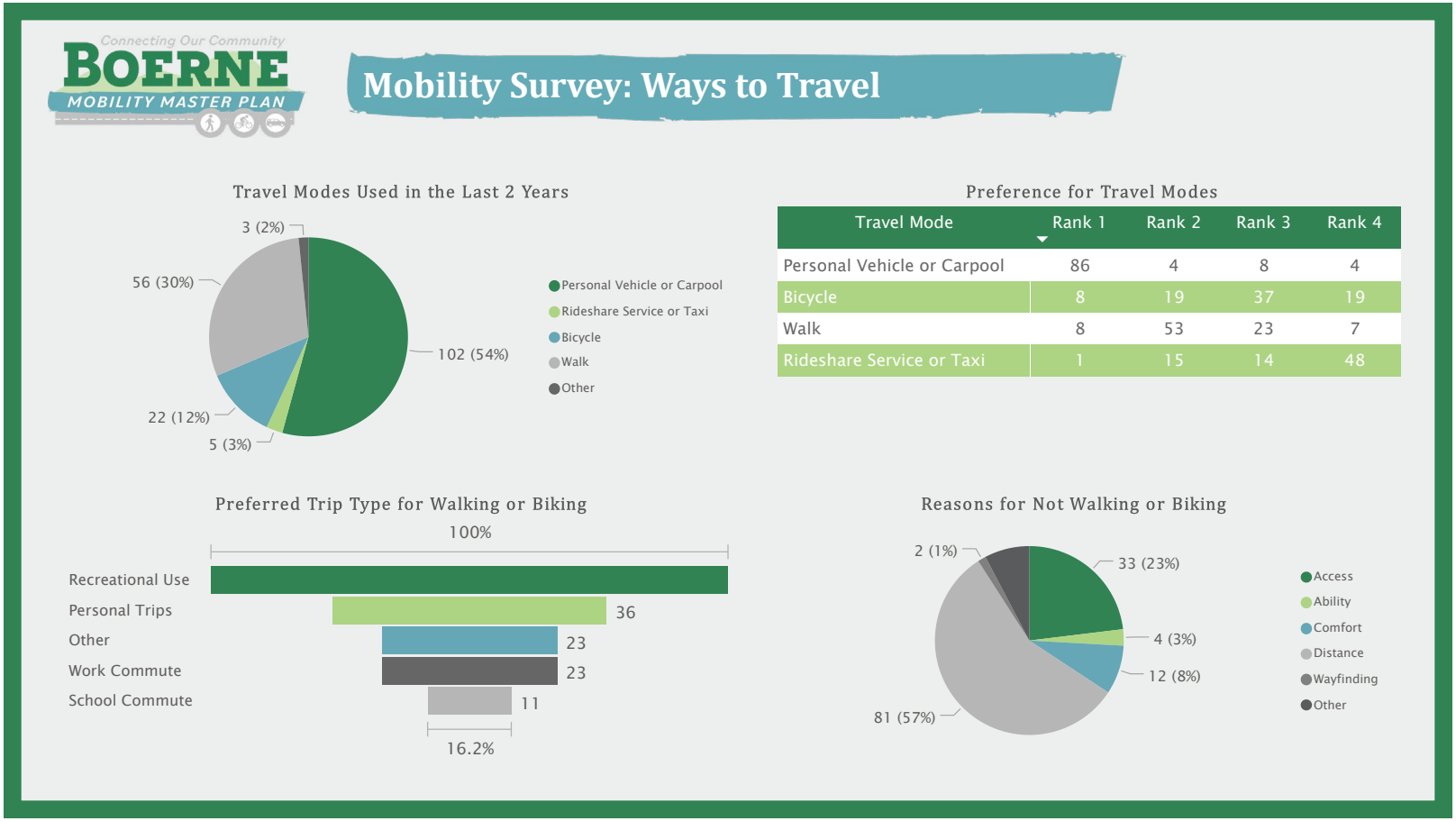
Exhibit 17 shows a breakdown of input received on the Mobility Survey, which the majority of respondents indicated that they make no more than two non-work-related trips per day. Additionally, personal vehicles were the most common travel mode for weekday and weekend trips. While personal vehicles were the most common travel mode, walking and biking were the next most common travel modes for weekdays and weekends. Notably, respondents indicated that their Typical Weekend Destinations included grocery stores, dining and entertainment, church or community events, and shopping.



» *Exhibit 17: Mobility Survey: Daily Travel Responses*

Mobility Survey Feedback (Continued)

Exhibit 18 shows the most common travel modes used during the past two years include personal vehicle, walking, and biking as indicated by respondents of the Mobility Survey. Notably, the most preferred trip type for walking or biking is for recreation and the most common reasons for not walking and biking include distance, access, and comfort.



» *Exhibit 18: Mobility Survey: Ways To Travel Responses*

Open House I

Open House I was held on Thursday, March 3, 2022 from 3:00 to 7:00 PM at the Kronkosky Place in Boerne, Texas. The purpose of this open house was to introduce the community to the goals and objectives of the Mobility Master Plan and obtain input from the public on perceived concerns, needs, and desires regarding mobility within the City of Boerne. Attendees were encouraged to sign-in as they were welcomed to the open house based on which 55 people were in attendance.

During the open house, several activities and tools were available to engage and obtain community feedback such as interactive maps, prioritization exercises, surveys, and comment cards.

- Interactive maps were provided for the community to comment, draw, and annotate areas of concern, existing needs, and desires from their experience.
- Priority Pyramid exercises were available for the community to rank the goals of the Mobility Master Plan in order of most to least important to them.







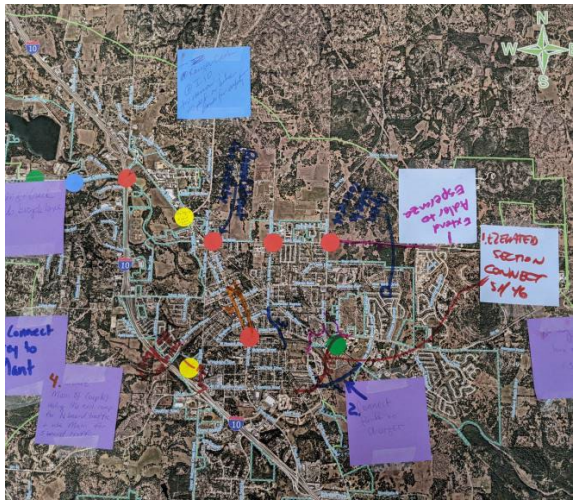


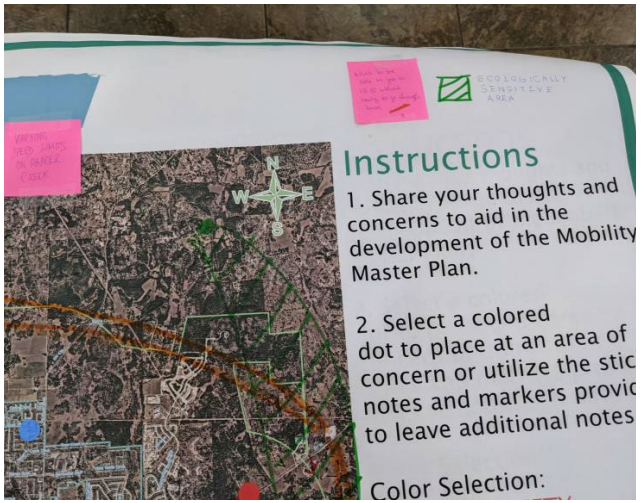
Open House I (Continued)

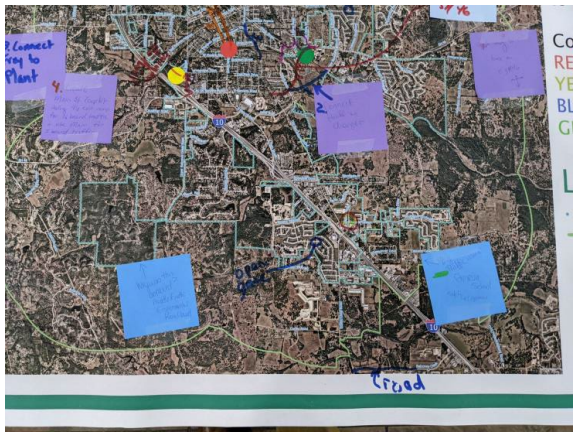
- Mobility Surveys were utilized to gather information on the way the community currently travels and utilizes transportation infrastructure within Boerne as well as how they would prefer to travel and transportation infrastructure that they would like to see more of in the future.
- Comment cards were available to the community to provide general input as well as the project team was available for receiving comments or questions.

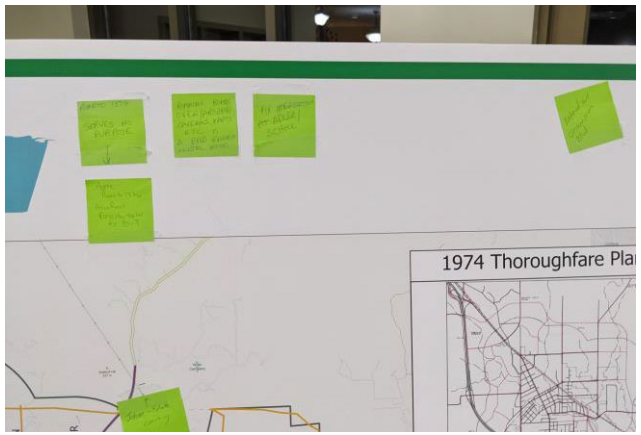
All activities available at the open house were also available online via the project website for community input.

Community input at the open house varied greatly amongst attendees and online participants. Many folks expressed the need for alternative connections to IH-10 and existing concerns with the intersections of River Road & Herff Road/Esser Road and Main Street & School Street/Sisterdale Cutoff being an operational burden to navigating Boerne.









55 Attendees

28 Comment Cards Received

76 Priority Pyramids * Submitted

** Combined total with in-person and online submissions*

Open House II

Open House II was held on Tuesday May 17, 2022 at the Kronkosky Place in Boerne, Texas as a forum to receive feedback on proposed intersection, roadway, and bicycle and pedestrian projects. Attendance at Open House II was approximately 40.

Open House II was centered around receiving feedback on recommended projects. All intersection, roadway, and bicycle and pedestrian projects were prioritized based on prior goals and objectives established through community input and attendees utilized a voting system to directly vote for projects they supported or opposed. To express support for a project, an upvote sticker was used and to show opposition to a project, a downvote sticker was used.

Additionally, attendees were able to engage with the project team, complete comment cards, as well as annotate boards with project-specific or location-specific comments.









Open House II (Continued)

As attendees examined project recommendations, the project team answered questions and engaged in feedback to gain a better understanding of public support or opposition on projects.

Takeaways from the recommended bicycle and pedestrian projects included the following:

- Preference for facilities that benefit both cyclists and pedestrians such as trails and shared use paths
- Widespread support for trail extensions
- Preference towards off road bicycle facilities due to safety concerns

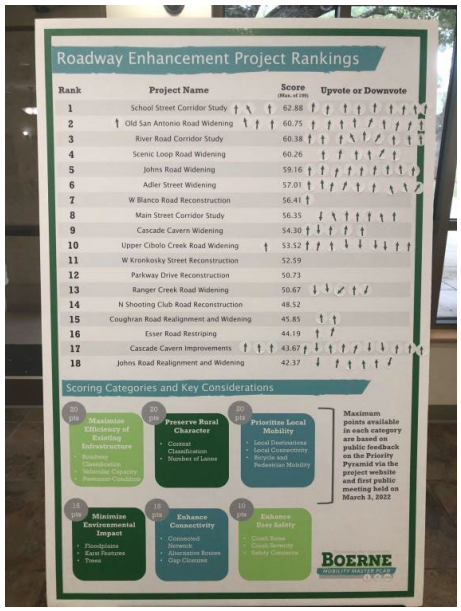
Takeaways from the recommended intersection projects included a general enthusiasm for roundabouts and an overwhelming support for improvements at the intersections of River Road & Main Street, River Road & Herff Road/Esser Road, and Main Street & School Street/Adler Road.

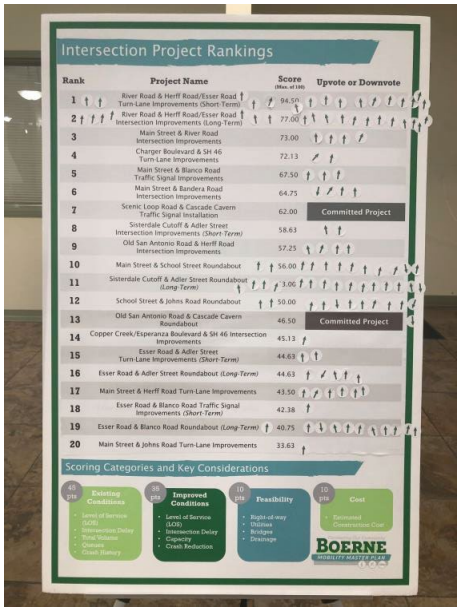
Takeaways from the recommended roadway projects included support for improvements along Cascade Caverns, the School Street Corridor Study, and widening of Old San Antonio Road.

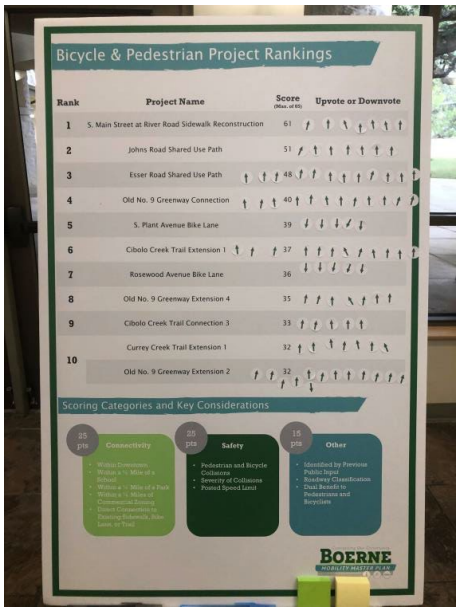
34
Attendees

321
Priority Arrows Placed

01
Comment Card Received







Business Stakeholder Meeting

As part of the public involvement efforts for the Mobility Master Plan, a business stakeholder meeting was held on Thursday, March 3, 2022 at Kronkosky Place to engage local business owners and introduce the goals and objectives of the Mobility Master Plan while obtaining input on concerns, needs, and desires within the City of Boerne, similar to that obtained at the Open House I. Transportation infrastructure is vital to many businesses and organizations, therefore the purpose of this meeting was to ensure the development of the plan included considerations of the local economy and how the local economy could be supported through improved mobility.



Open House III

Open House III was held on Wednesday,

November 30, 2022 from 4:00 PM to 6:00 PM at City Hall to present the proposed cross sections for the Mobility Master Plan. During this meeting, the ten cross sections detailed in Chapter 5 were presented to the community for review and input, which included cross sections for Local, Collector, and Arterial streets within the Central, Standard, and Preservation context areas. Overall, the proposed cross sections as presented were well received and one comment was received regarding the cross sections following the meeting.



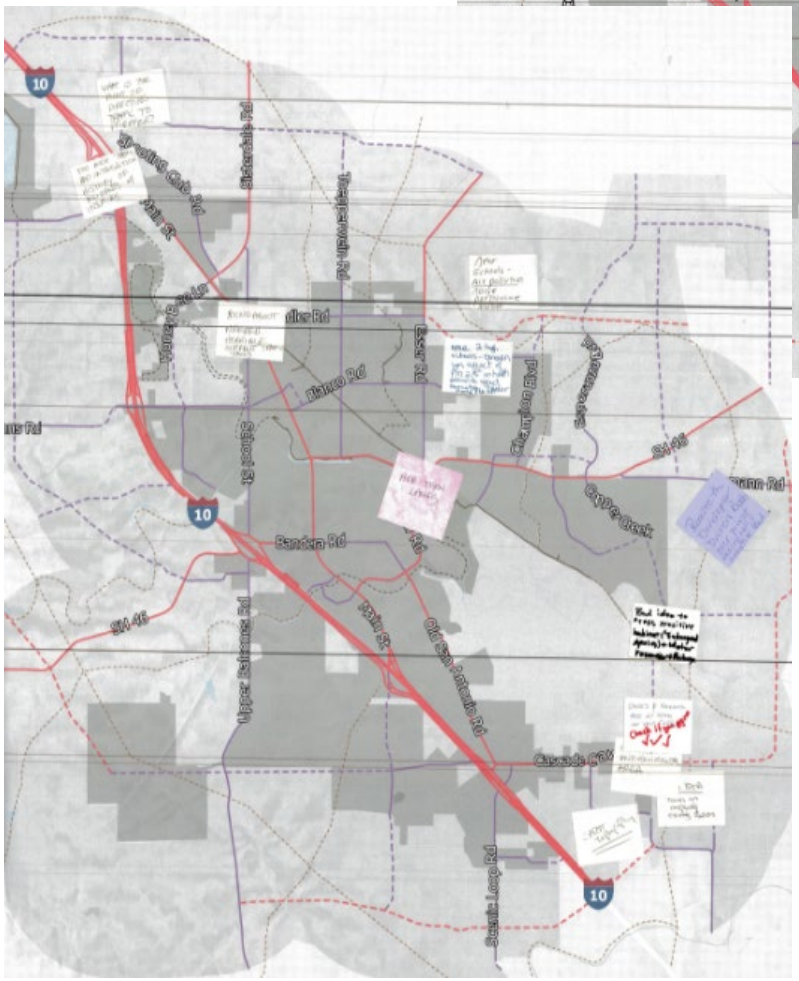
Open House IV

Open House IV was held on Wednesday, January 25, 2023 from 4:00 PM to 6:00 PM at the Kronkosky Place in Boerne, Texas. The purpose of this open house was to present the proposed Thoroughfare Plan and draft Mobility Master Plan report for community review and input.

During the open house, boards depicting the proposed thoroughfare plan and the proposed cross sections for new streets were on display along with hard copies of the draft Mobility Master Plan report. Attendees had the opportunity to speak directly with the project team and City staff throughout the meeting as well as to provide comments via comment cards or directly on the maps as shown to the right. All materials available at the open house were also available online via the project website for review and comment.

Community input at the open house and from online participants varied greatly. Comments included topics such as roundabouts, accomodations for truck traffic, preserving environmentally sensitive areas, street lighting, sidewalk and trail connectivity, consideration of schools, and more.



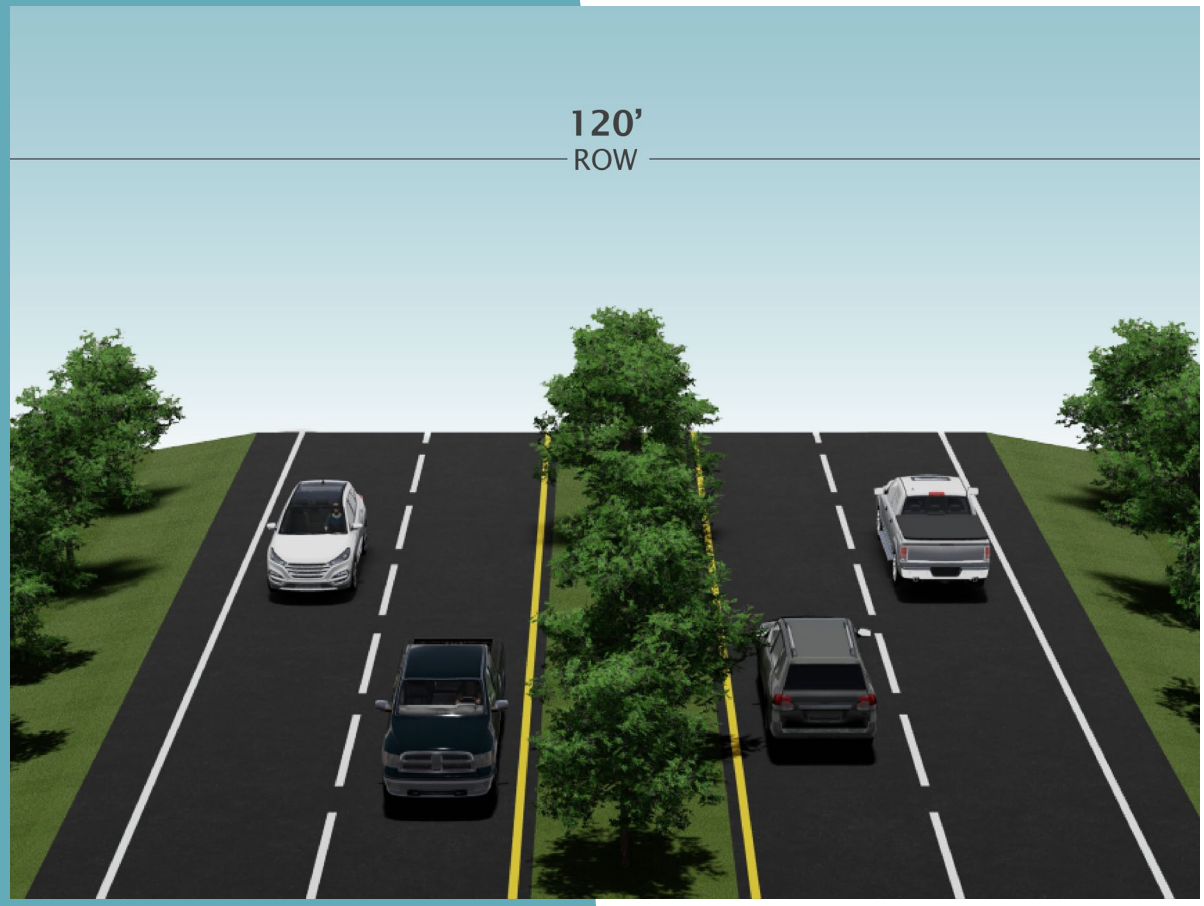




CHAPTER 5

A Thoroughfare Plan is a crucial tool used to preserve connectivity and continuity in a transportation system as well as to ensure future development has the capacity needed to serve it. Periodically, a Thoroughfare Plan is revised to maintain relevance with the existing transportation network and accommodate growth.

In conjunction with Thoroughfare Plans, cross sections are established by roadway classification and context area to create consistency as well as to modernize street design in Boerne to reflect the goals and priorities expressed by the community.

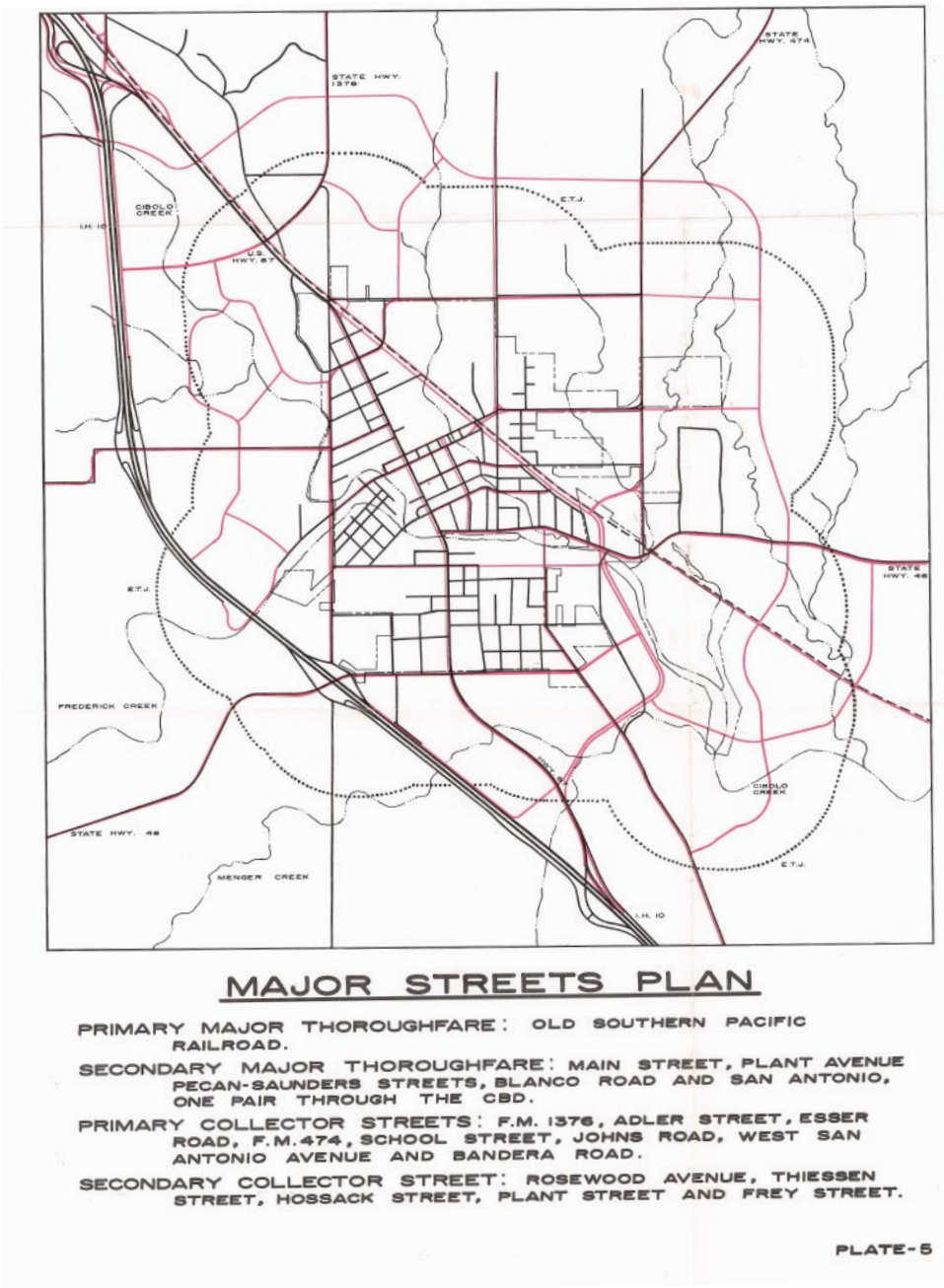


Purpose of Thoroughfare Plans

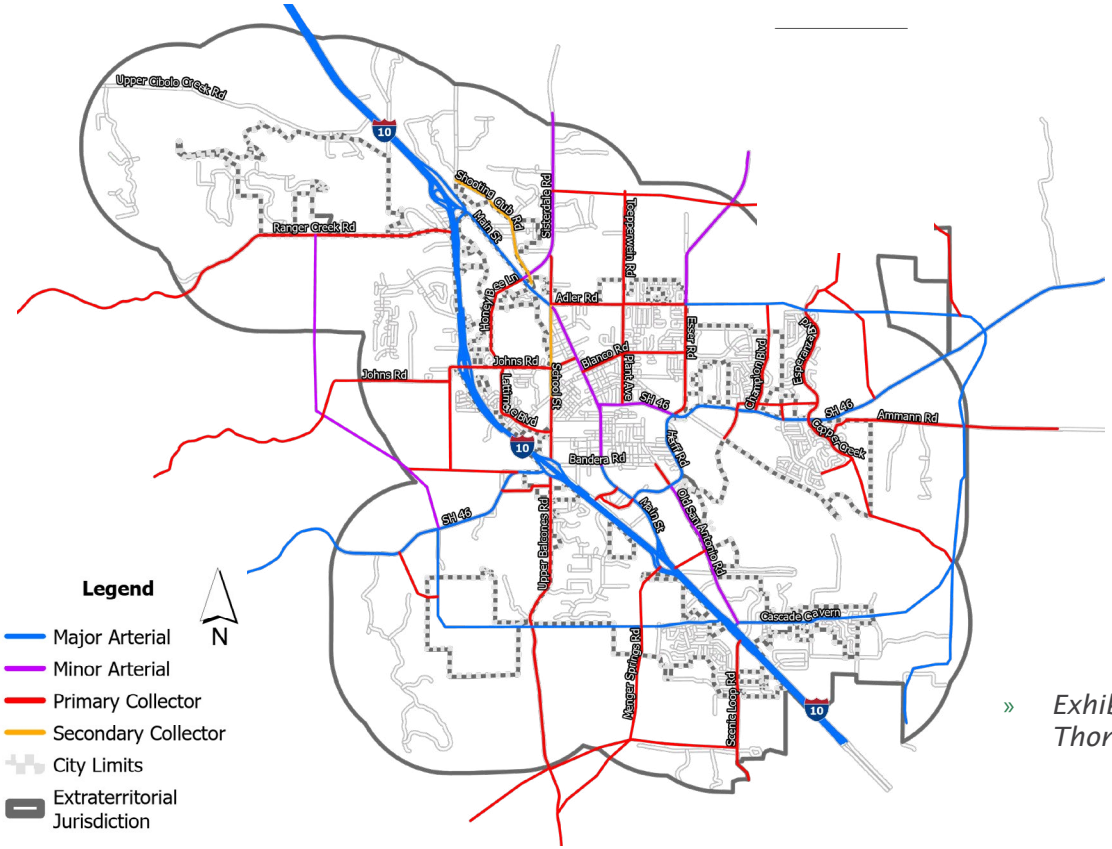
The intent of the Mobility Master Plan is to analyze existing and future needs as well as opportunities for additional connectivity as the City of Boerne continues to grow. A critical component of this process is the thoroughfare plan, which preserves space for future roadway connections as development occurs in Boerne. With a thoroughfare plan in place, the City can ensure the transportation network has adequate capacity and right-of-way to accommodate future growth. While thoroughfares or trails are typically built as part of development, on rare occasions the City, TxDOT, or County may construct a thoroughfare or a trail (e.g. Herff Road).

Thoroughfare planning is a data driven process that identifies existing roadway deficiencies that result in circuitous, unsafe, or congested traffic conditions and evaluates how to best prepare for future traffic conditions in the form of new roadways. The thoroughfare planning process includes review of all current and planned development as well as population and employment projections to help forecast future demand on the roadway network.

While actual future roads that are built may deviate from the exact alignment depicted on the thoroughfare plan, the end points of the connection will remain the same to achieve the desired connectivity. **Exhibit 19** shows the City of Boerne's first thoroughfare plan enacted in 1974.



» *Exhibit 19: The City of Boerne's 1974 Thoroughfare Plan*



» *Exhibit 20: Current Thoroughfare Plan*

As part of the Mobility Master Plan, revisions to the Current Thoroughfare Plan were established to preserve connectivity through growth. The Proposed Thoroughfare Plan, as adopted and updated in the Comprehensive Plan, was developed in coordination with City staff, the Advisory Committee, input received from the community, as well as recommendations presented by KCBFOTC in their publication, *County At A Crossroads: A Citizens' Plan for Transportation in Kendall County (2022)*.

Throughout the development of the Proposed Thoroughfare Plan, simplifications to roadway classifications were recommended to create consistency across the transportation system, which included consolidation of Major Arterial and Minor Arterial to Arterial and consolidation of Primary Collector and Secondary Collector to Collector. The Proposed Thoroughfare Plan provides coverage over the city limits as well as the 1-mile ETJ. It should be noted that once the City of Boerne's population exceeds 25,000, the ETJ will expand to 2-miles, consistent with Texas Statutes, at which time any line on the Proposed Thoroughfare Plan that intersects the 1-mile ETJ should be expected to extend linearly until intersection with the 2-mile ETJ boundary.

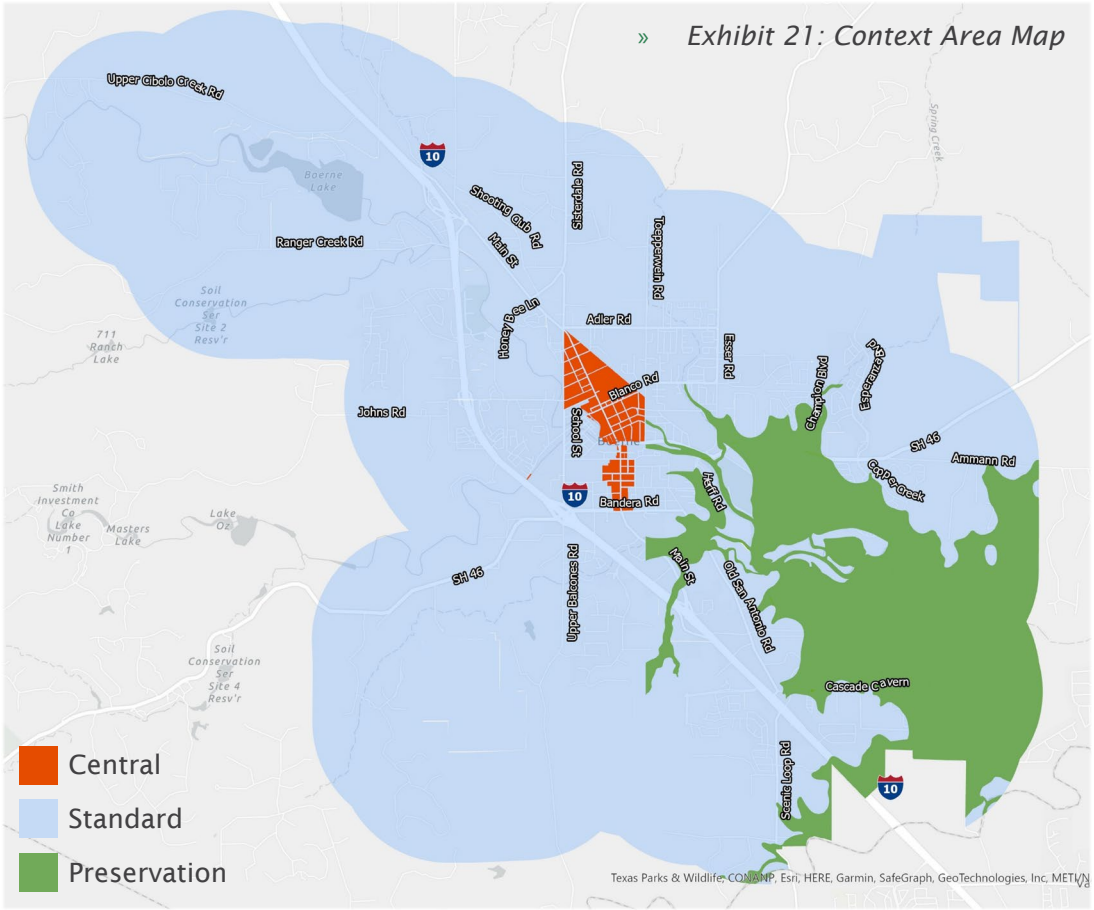
To further support connectivity and the intent of the Proposed Thoroughfare Plan, it is recommended to amend the City of Boerne's Unified Development Code to require a minimum of one Collector facility per development with stub-outs on at least one property line to ensure connectivity amongst adjacent properties. Furthermore, should stub-outs exist on adjacent to properties being developed, additional Collector facilities may be required to create a complete transportation system.

Cross Sections

Prior the to Mobility Master Plan, there were roughly 20 variations of cross sections within the City's Unified Development Code and it is often unclear how to interpret these cross sections as they apply to the thoroughfare plan. Throughout this process, functional classifications were consolidated into three classifications for which cross sections were developed: Local, Collector, and Arterial.

In addition, context areas **(Exhibit 21)** were established to acknowledge that cross sections may require variance based on existing and desired adjacent land uses. These context areas include Central, Standard, and Preservation. One additional cross section was established for a Neighborhood Collector to accommodate the function and needs of a residential development. With the simplification of functional classifications, context areas, and neighborhood considerations, ten total cross sections are established that can be easily applied and understood from the Thoroughfare Plan and Context Area maps. The Central Arterial cross section will be determined through a Main Street Corridor Study as that cross section should be based on the specific function and needs of Main Street.

» *Exhibit 21: Context Area Map*



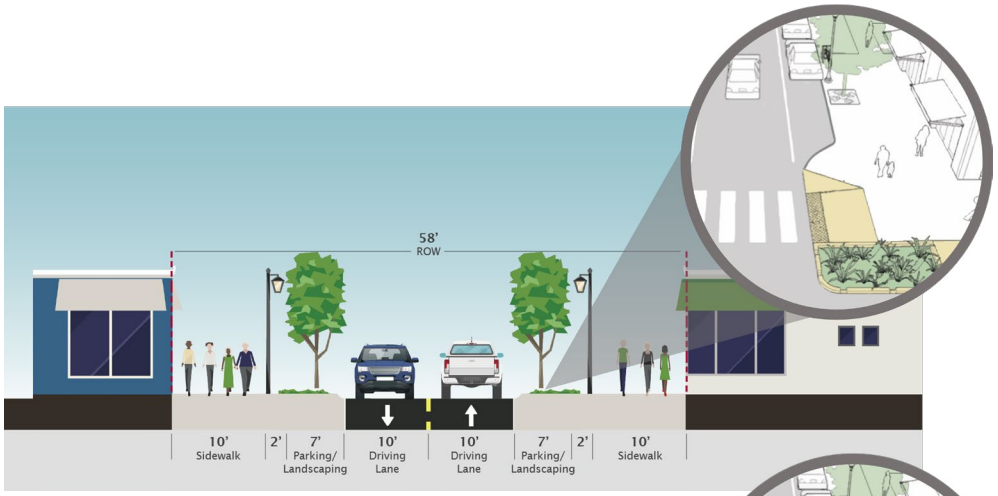


Note:

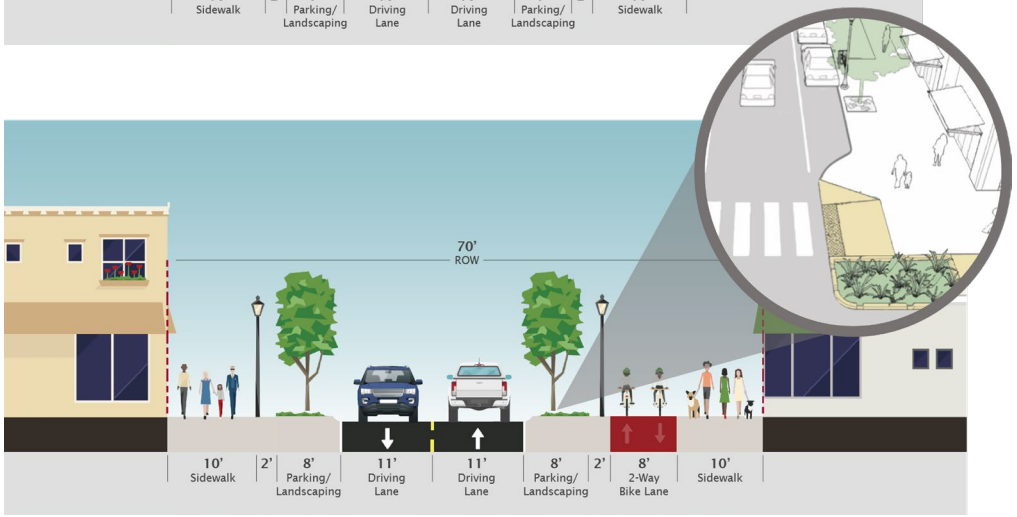
- *Where the City of Boerne's Unified Development Code allows homes to front a street, a Neighborhood Collector shall be built.*
- *An additional 12-feet of right-of-way and pavement required on Neighborhood Collectors, 200-feet from public street intersections to accommodate turn lanes.*

Cross Sections: Central Context Area

Local Streets



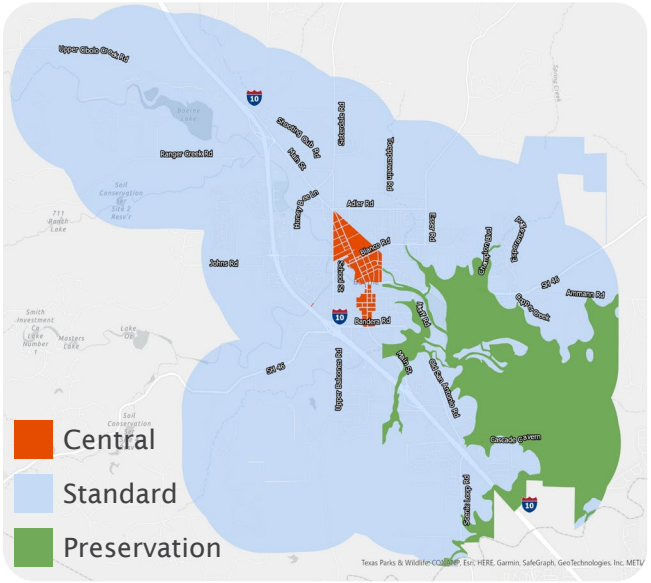
Collector Streets



Arterial Streets

To be determined in
Main Street Corridor Study

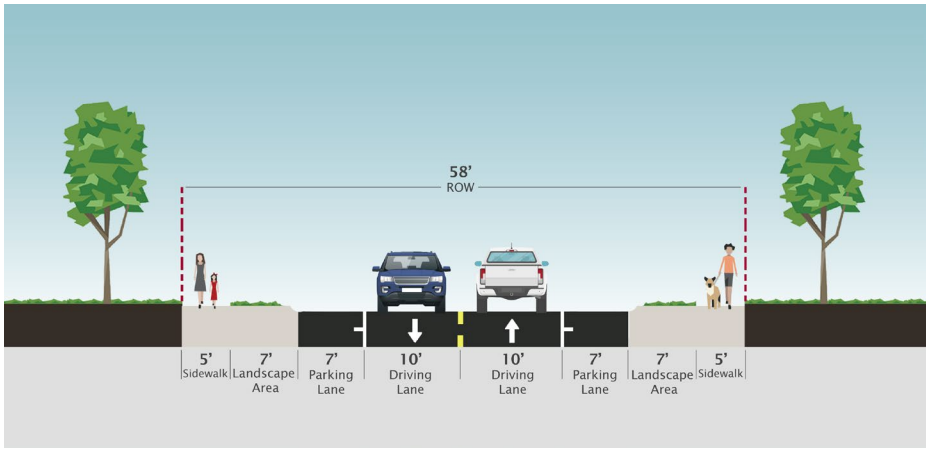
Context Areas



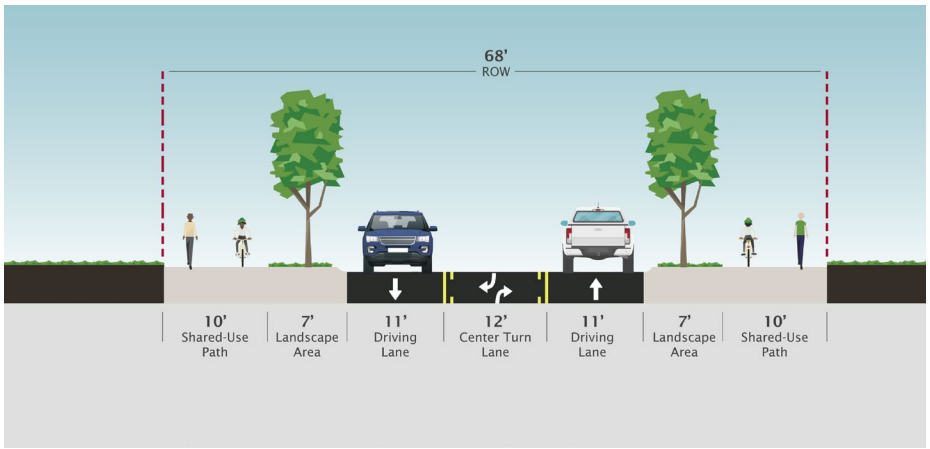
On Local and Collector Streets within the Central context area, the parking/ landscaping area will vary between parking within the midblock and landscaped bulb outs at intersections.

Cross Sections: Standard Context Area

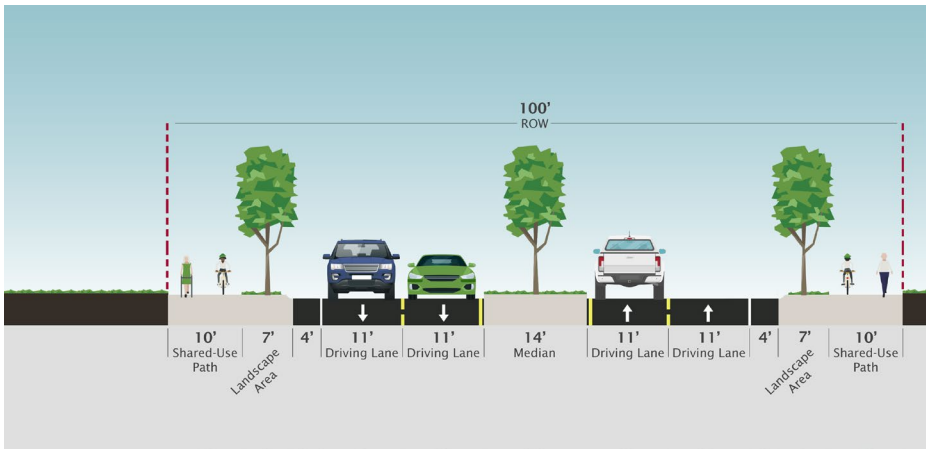
Local Streets



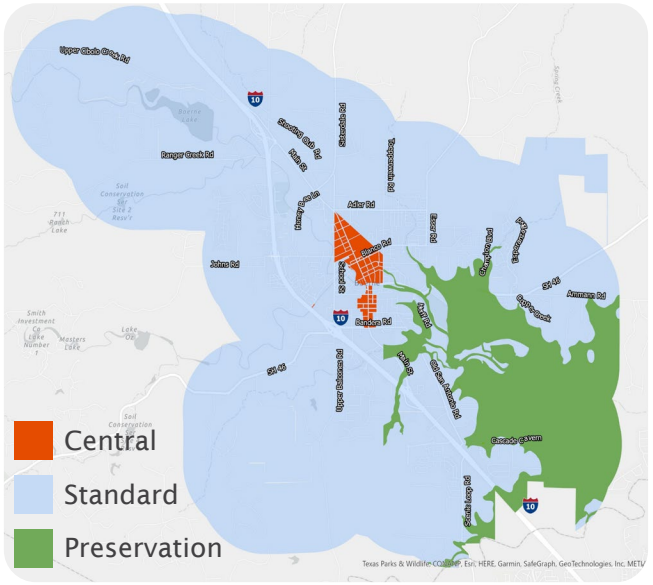
Collector Streets



Arterial Streets



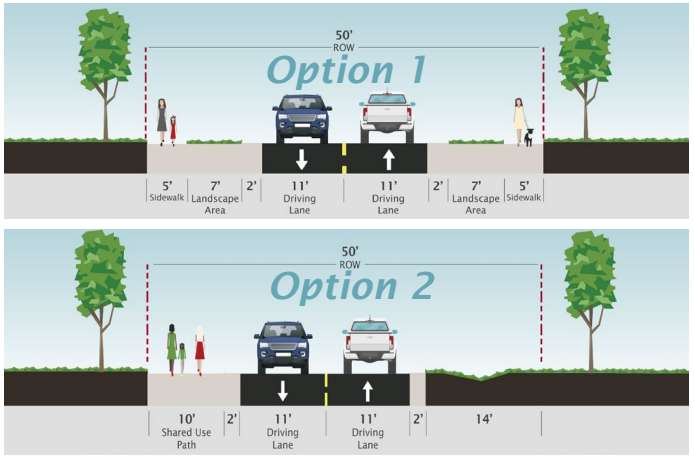
Context Areas



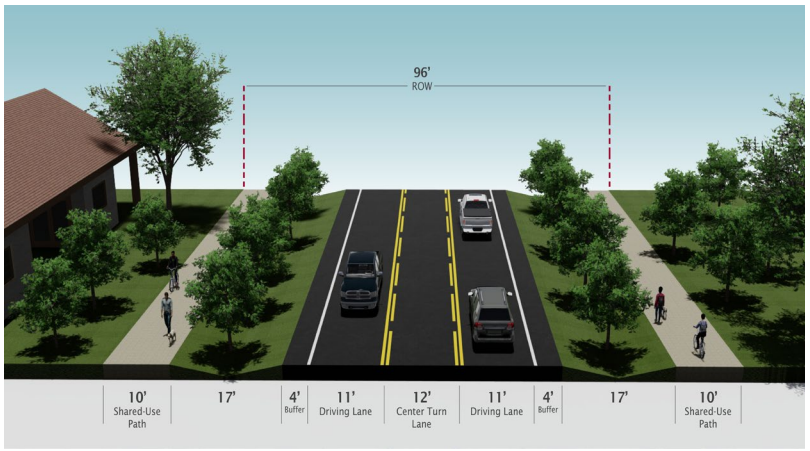
Additional right-of-way shall be required at street intersections consistent with turn lane requirements set forth in the City of Boerne's Engineering Design Manual.

Cross Sections: Preservation Context Area

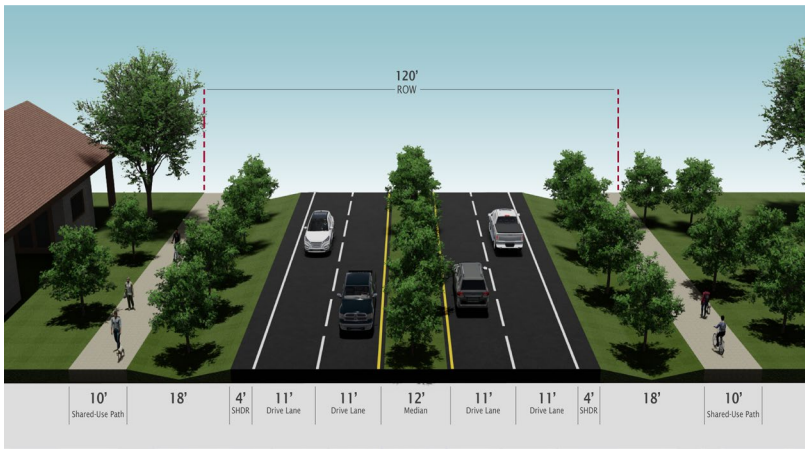
Local Streets



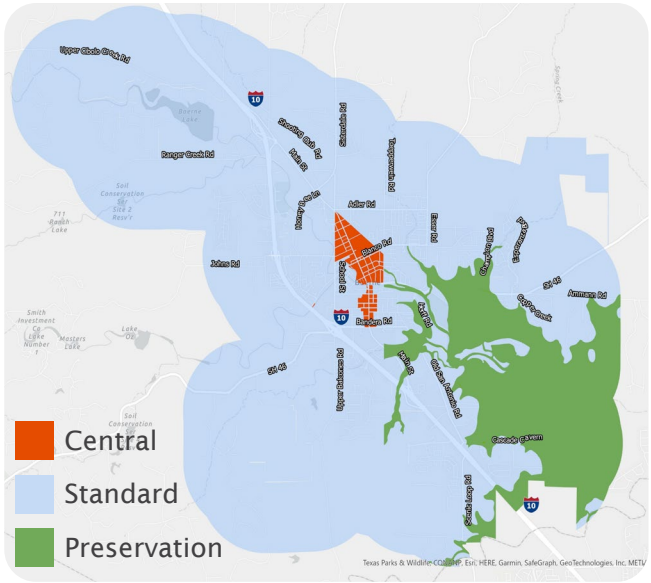
Collector Streets



Arterial Streets



Context Areas



Additional right-of-way shall be required at street intersections consistent with turn lane requirements set forth in the City of Boerne's Engineering Design Manual.

Notes:

- *Right-of-way shown is the minimum for cross sections with bar ditches, additional right-of-way may be required for stormwater conveyance.*
- *The design of preservation roadways should consider the use of permeable shared use paths to reduce runoff.*
- *The design of preservation roadways should consider providing water quality treatment within the right-of-way.*

Future Capital Projects

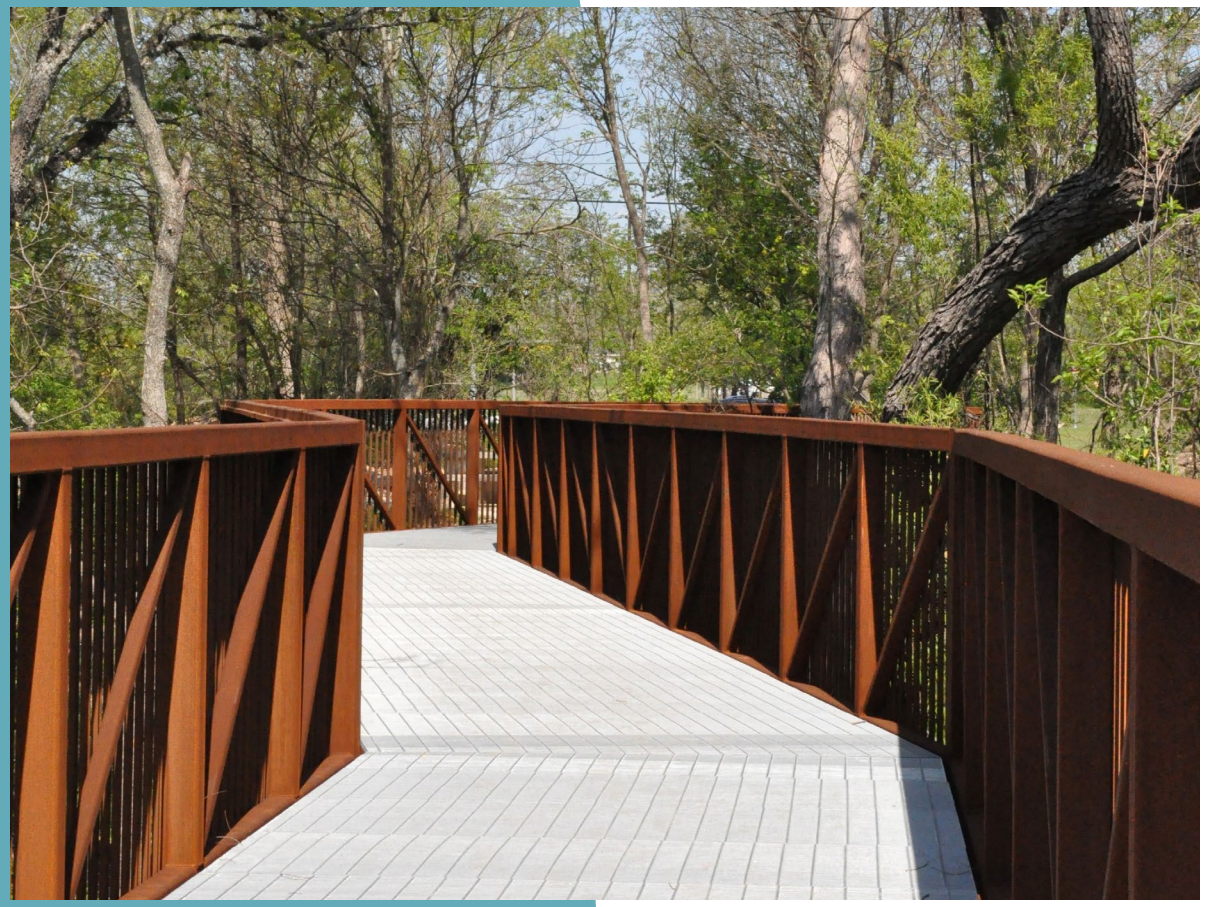


CHAPTER 6

When planning for improvements and future roadways, capital projects are necessary to improve existing conditions. A capital project is a project that helps maintain or improve a City asset such as infrastructure, which may include improvements to the existing transportation network such as roadway widening, restriping, or traffic control (e.g., traffic signal or stop sign) as well as constructing new facilities such as sidewalks, trails, and roadways.

The Mobility Master Plan includes the identification of potential City-led projects to address congestion, safety, and connectivity deficiencies. These proposed projects are prioritized using weighted criteria derived from the plans goals and objectives. After public input, projects are further prioritized based on public support or opposition to reflect the most immediate and impactful community needs.

Projects identified were geared toward improving local mobility within the City of Boerne.



Community Priorities

As this Mobility Master Plan touches on many of the transportation goals outlined in the Boerne Master Plan (2018), it was critical to prioritize goals as they pertain to the community needs. To do this, the community and stakeholders were asked to rank the plans goals from most to least important as part of the Priority Pyramid activity. This helped to create a hierarchy of project goals and provided a framework for developing performance measures to rank proposed projects.

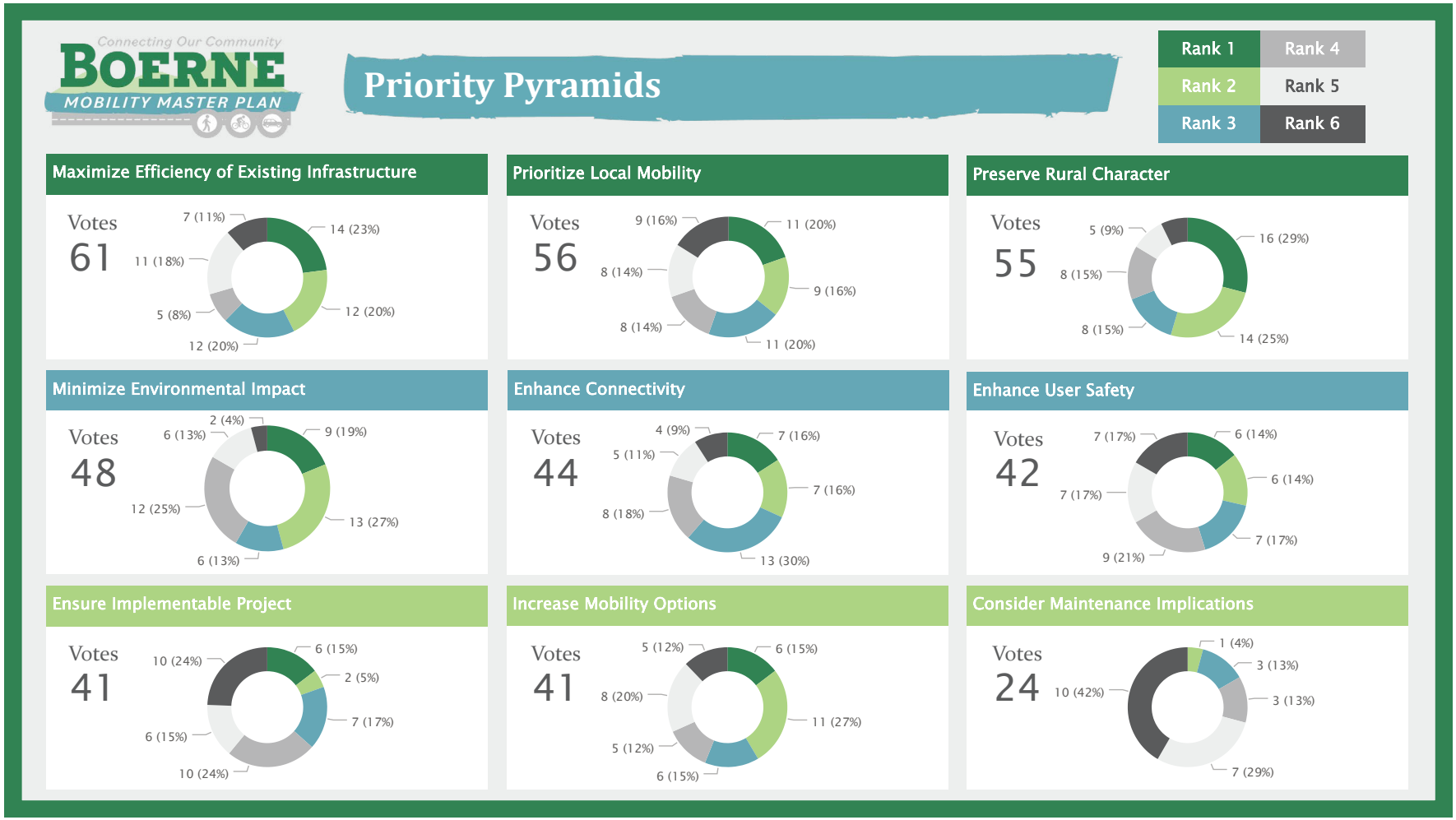
The following goals were identified and ranked by the community:

- Ensure Implementable Projects
- Prioritize Local Mobility
- Enhance Connectivity
- Maximize Efficiency of Existing Infrastructure
- Enhance User Safety
- Consider Maintenance Implications
- Preserve Rural Character
- Minimize Environmental Impact
- Increase Mobility Options



Priority Pyramid Results

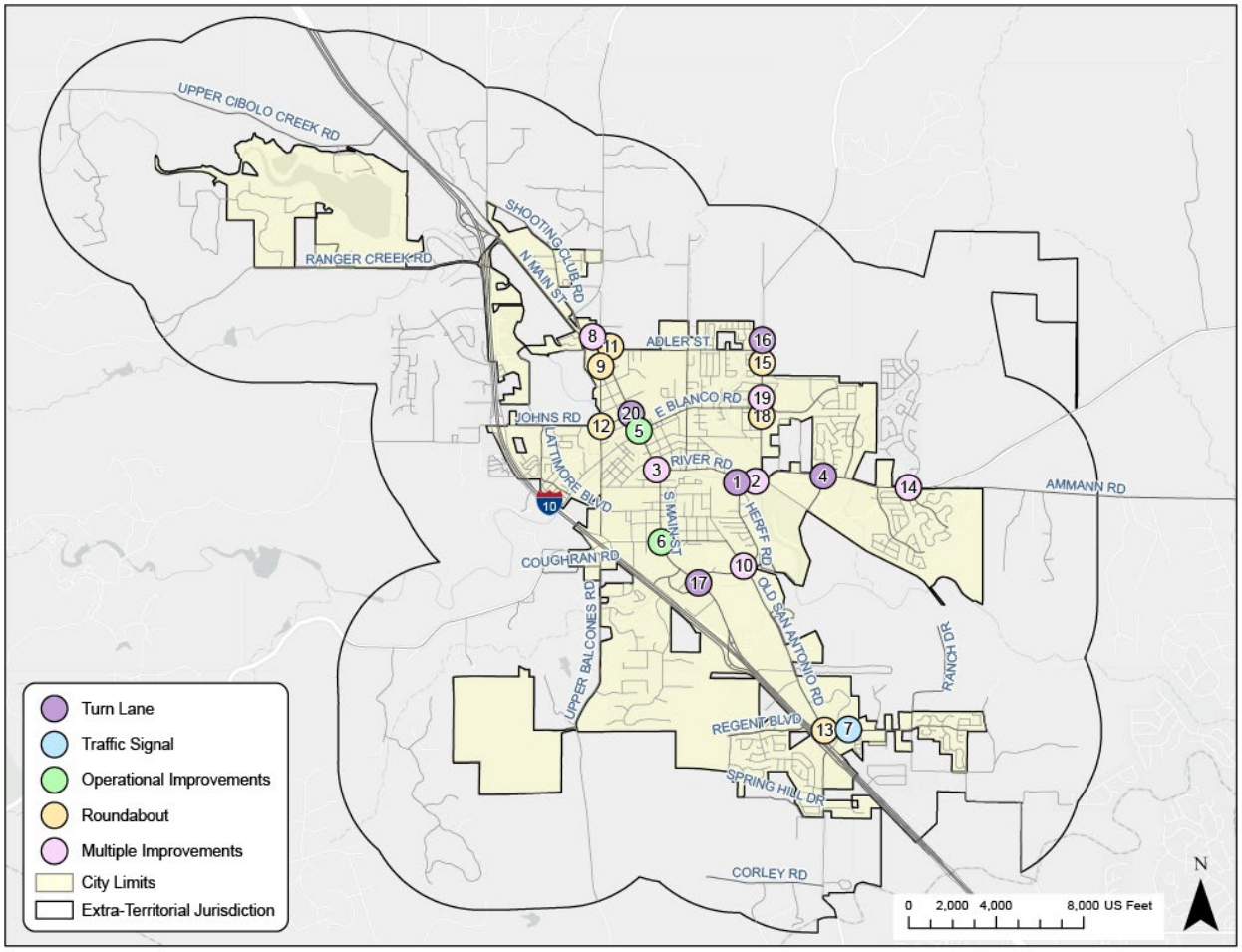
As a part of the Priority Pyramid activity, respondents were asked to rank their six highest priorities out of the nine available. Based on this input, the community held a strong preference toward preserving rural character, maximizing the efficiency of existing infrastructure, and prioritizing local mobility. **Exhibit 22** shows the results of priorities indicated by survey respondents.



» *Exhibit 22: Prioritization of Goals*

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. Detailed intersections projects and rankings are provided in **Appendix B**.



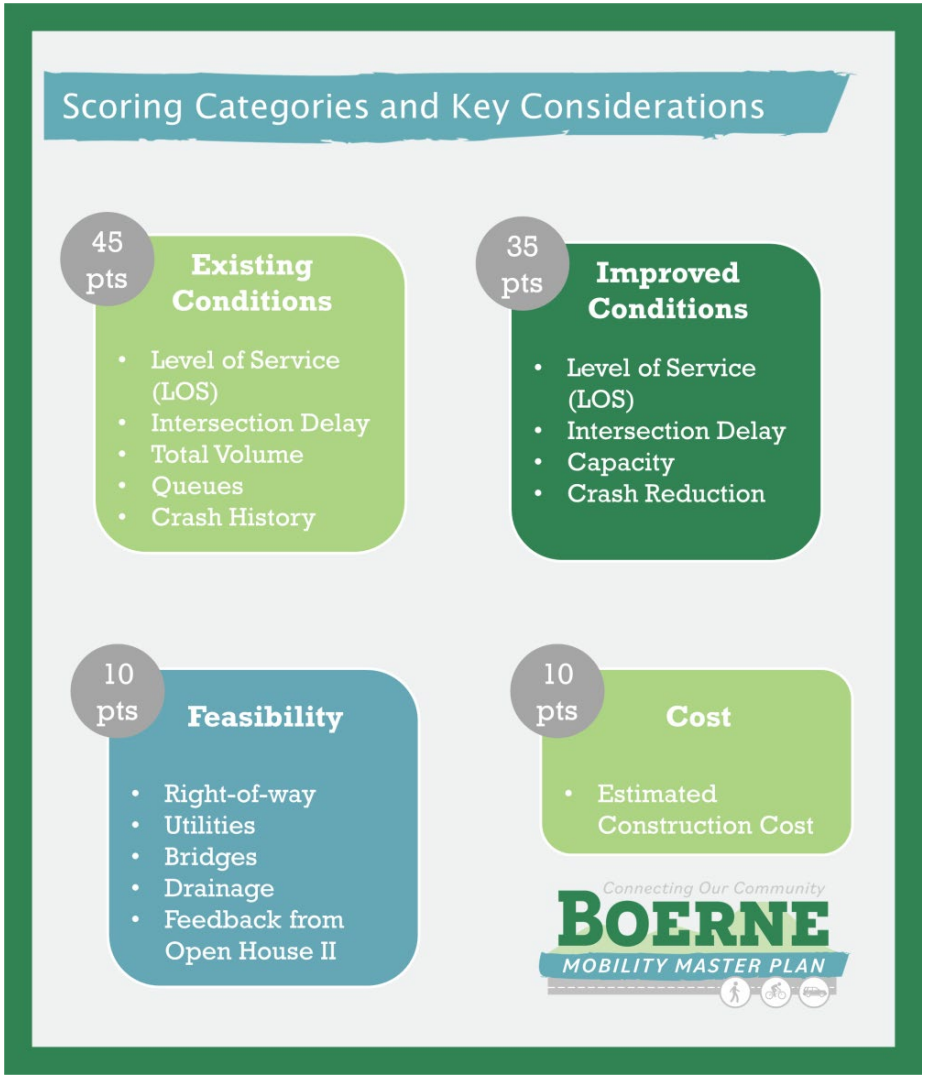
» *Exhibit 23: Intersection Improvements Map*

Note:
See Appendix D for more information regarding the project identified for intersection No. 1/No. 2.

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

Scoring Categories and Key Considerations

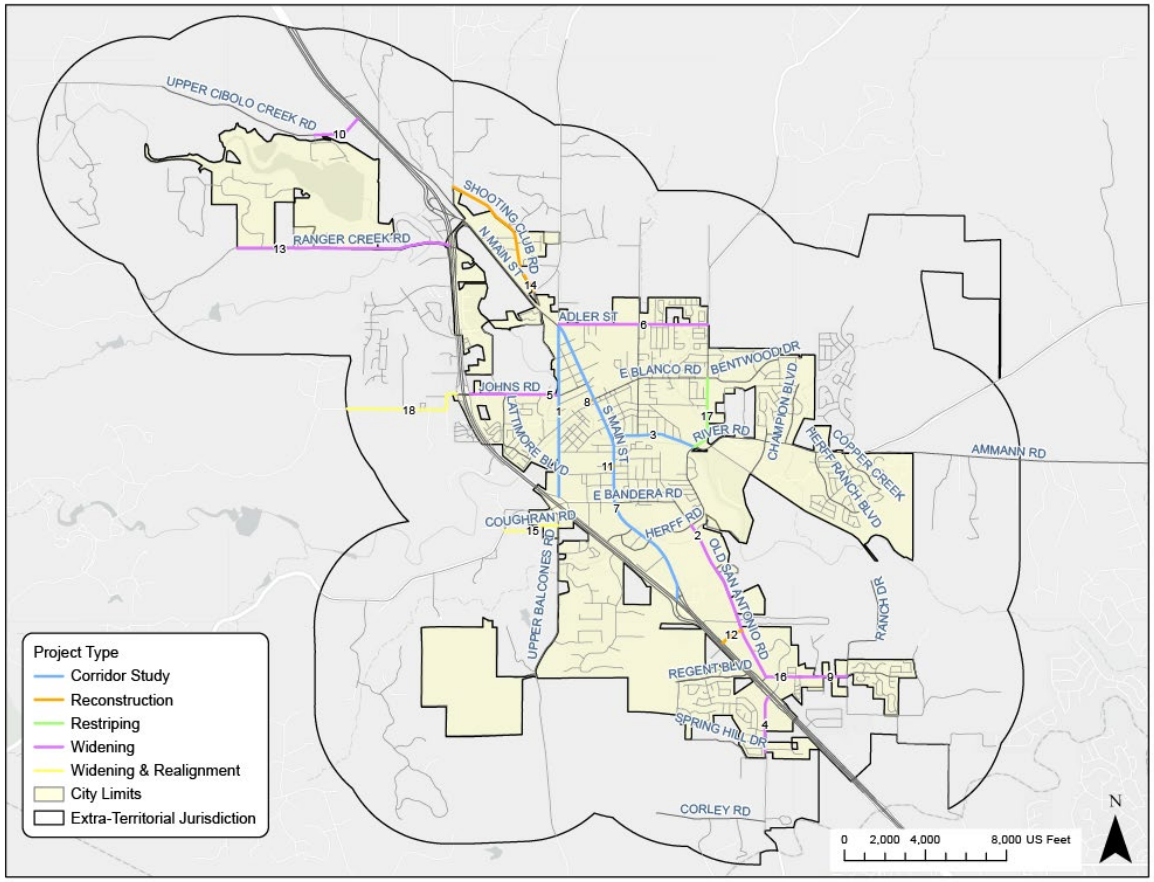


Notes:

- *Following further analysis, additional improvements were recommended for the River Road & Herff Road/Esser Road (Rank No. 1 and No. 2) intersection totaling approximately $21 million. See Appendix D for more information regarding these long-term improvements.*
- *The final scoring of each project reflects 0.25 points added or subtracted for each upvote or downvote received at Open House II.*

Roadway Enhancement Projects

While the intersection 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. Detailed roadway enhancement projects and rankings are provided in **Appendix B**.

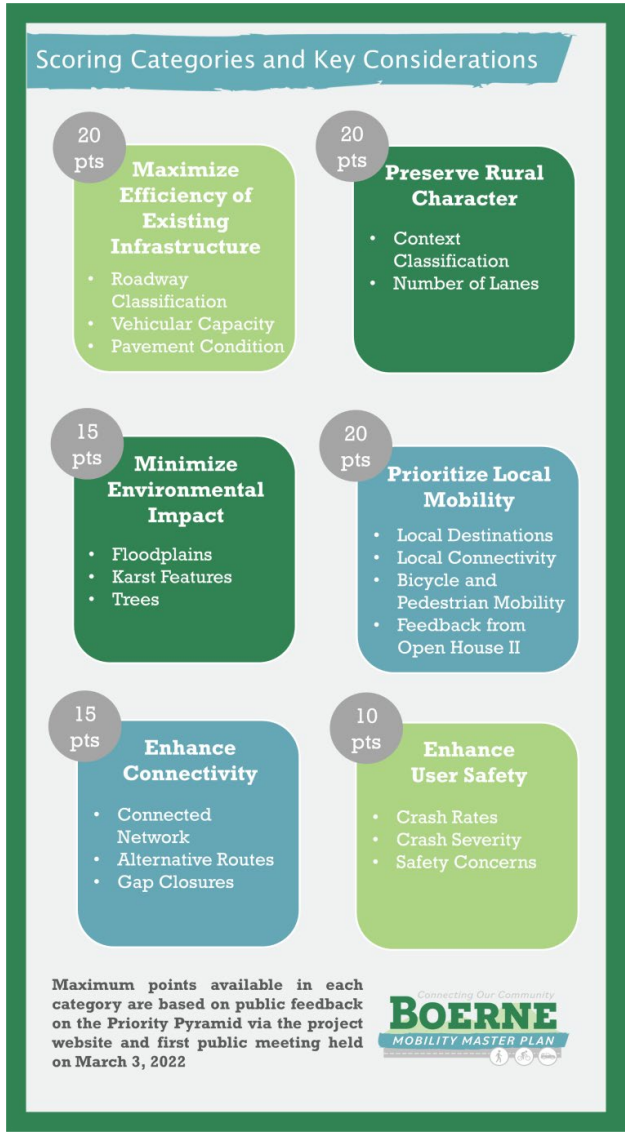


» *Exhibit 24: Roadway Enhancement Projects*

Criteria for prioritizing roadway enhancement projects was divided into seven categories, which included Maximize Efficiency of Existing Infrastructure, Preserve Rural Character, Prioritize Local Mobility, Minimize Environmental Impact, Enhance Connectivity, Enhance User Safety, Community Feedback. These categories directly correspond to the goals established for the Mobility Master Plan and the weights assigned to each category were informed by community input received on the Priority Pyramid activity. Performance measures were then established within each category to further prioritize projects that best meet the needs and goals of the community.

Roadway Enhancement Project Rankings

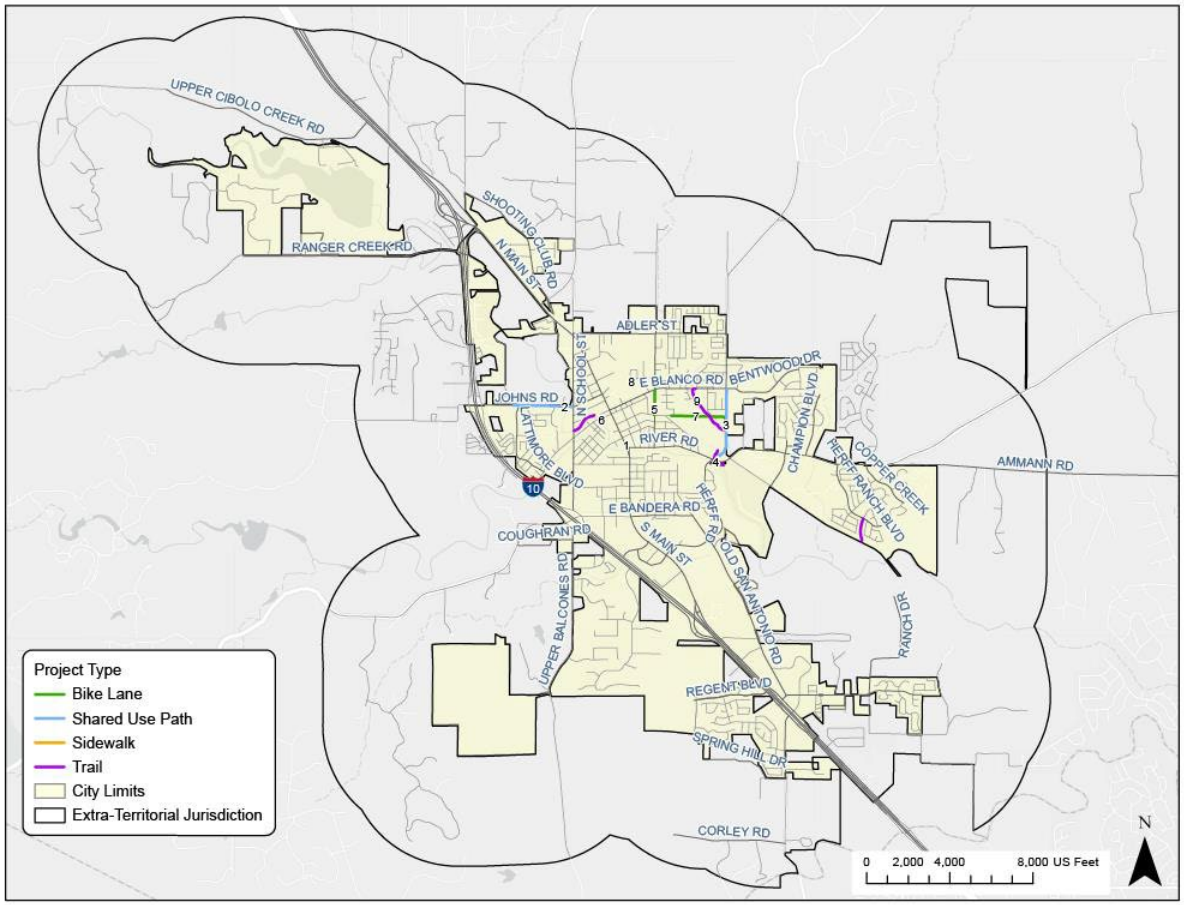
Rank	Project Name	Score (Max. of 100)	Priority	Cost
1	School Street Corridor Study	65.88	High	$500,000
2	Old San Antonio Road Widening	64.00	High	$6,750,000
3	River Road Corridor Study	62.63	High	$500,000
4	Scenic Loop Road Widening	61.76	High	$2,700,000
5	Johns Road Widening	61.41	High	$3,900,000
6	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



» *The final scoring of each project reflects 0.25 points added or subtracted for each upvote or downvote received at Open House II*

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. Details on bicycle and pedestrian projects and rankings are provided in **Appendix B**.



» *Exhibit 25: Bicycle and Pedestrian Projects*

The bicycle and pedestrian projects identified within the Mobility Master Plan were sourced from public input, the City of Boerne, AAMPO, TxDOT, the Boerne Independent School District (BISD), and developed directly by the MMP. Of the 86 total projects, the following is a breakdown of projects sourced:

- Public Input - 26
- City of Boerne - 25
- AAMPO - 23
- TxDOT - 8
- BISD - 3
- MMP - 1

All projects have been screened to ensure they don't directly overlap and offer a mix of bicycle, pedestrian, and trail improvements.

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

Scoring Categories and Key Considerations

25 pts — Connectivity

- Within Downtown
- Within a ¼ Mile of a School
- Within a ¼ Mile of a Park
- Within a ¼ Miles of Commercial Zoning
- Direct Connection to Existing Sidewalk, Bike Lane, or Trail

25 pts — Safety

- Pedestrian and Bicycle Collisions
- Severity of Collisions
- Posted Speed Limit

20 pts — Other

- Identified by Previous Public Input
- Roadway Classification
- Dual Benefit to Pedestrians and Bicyclists
- Feedback Received From Public Meetings*

Connecting Our Community
BOERNE
MOBILITY MASTER PLAN

» *The final scoring of each project reflects 0.25 points added or subtracted for each upvote or downvote received at Open House II*

Bond Project Development

During the development of the Mobility Master Plan, the City of Boerne developed a 2022 Quality of Life bond program to be voted on during the General Election on November 8, 2022. The 2022 Quality of Life Bond allocated $23 million (Proposition A) toward Streets and Mobility projects. Projects that were identified and presented to the community at Open House II were able to then be prioritized based on project characteristics and community input. As a result, a few of these projects developed were able to be incorporated into this bond program. Following the General Election, Proposition A passed with approximately 60% of voter approval.



» *Exhibit 26: 2022 Quality of Life Bond Program*

Plan Implementation



CHAPTER 7

This chapter serves as the "Action Plan" for the Mobility Master Plan. The existing conditions, thoroughfare plan and cross sections, and prioritized projects developed within the plan must be programmed into implementable strategies to ensure the goals of the Mobility Master Plan are achieved. While some projects may be high ranking, many times these are the most costly and lengthiest projects to complete. Therefore, programming projects into a short-term capital plan allows for some lower priority projects with shorter timeframes and budgets to round out a complete Capital Improvement Program (CIP) program. Potential funding sources have been identified for each ranked project to aid in the planning and implementation of projects.



The identification of funding sources for each project will be a continous process as the implementation of this plan takes place. For example, a Safe Streets for All (SS4A) Grant Application for the River Road & Herff Road/Esser Road Intersection Improvements (Long-Term) project in September 2022. Although the application was unsucessful in being awarded funding, opportunities such as this will continue to be explored for all projects identified within the MMP.

Project Implementation

Prioritized projects identified within the Mobility Master Plan were considered alongside potential funding sources such as the 2022 Quality of Life Bond, a short-term capital improvement program, long-term capital improvement program, safety funding, and a 10-year+ funding source. By diversifying the funding sources, projects of various sizes, costs, and complexities can be implemented within each funding source to maintain progress toward plan implementation.

Roadway Enhancement Projects

Project	Description	Potential 2022 Bond Program	General Revenue or CIP (0-5 Yrs)	General Revenue or CIP (5-10 Yrs)	Safety Action Plan	Beyond 10 Years	Cost
Old San Antonio Road Widening	Widen Old San Antonio Road to a collector roadway section from the movie theater to Herff Road	X					**$6,750,000**
Adler Street Widening	Widen Adler Street to a collector roadway section and improve intersections from Sisterdale Cutoff to Esser Road	X			X		**6,300,000**
School Street Corridor Study	Perform a corridor study along School Street to determine the improvements best fit for the corridor from IH-10 Northbound Frontage Road to Main Street.	X					**$500,000**
River Road Corridor Study	Perform a corridor study along School Street to determine the improvements best fit for the corridor from Main Street to Herff Road/Esser Road.	X					**$500,000**
Main Street Corridor Study	Perform a corridor study along School Street to determine the improvements best fit for the corridor from IH-10 to Sisterdale Cutoff.	X					**$500,000**
W Blanco Road Reconstruction	Pavement reconstruction on W Blanco Road from W San Antonio Avenue to Main Street	X					**$500,000**
W Kronkosky Street Reconstruction	Pavement reconstruction on W Kronkosky Street from Mueller Street to Main Street	X					**$500,000**

Roadway Enhancement Projects (Continued)

Project	Description	Potential 2022 Bond Program	General Revenue or CIP (0-5 Yrs)	General Revenue or CIP (5-10 Yrs)	Safety Action Plan	Beyond 10 Years	Cost
Esser Road Restriping	Restripe Esser Road to have one lane in each direction and a two-way-left-turn lane from River Road to Blanco Road		X		X		$100,000
Scenic Loop Road Widening	Widen Scenic Loop Road to a collector roadway section from City Limit to IH-10		X		X		$2,700,000
Johns Road Widening	Widen Johns Road to a collector roadway section from IH-10 Northbound Frontage Road to School Street		X				$3,900,000
Cascade Cavern Widening	Widen Cascade Cavern to a collector roadway section from Buckskin Drive to Ranch Drive			X			$1,350,000
Coughran Road Realignment and Widening	Realign Coughran Road to smooth out horizontal curves and widen to a collector roadway section from Upper Balcones Creek Road to SH 46			X			$2,250,000
Upper Cibolo Creek Road Widening	Widen Upper Cibolo Creek Road to a collector roadway section from Boerne City Lake Entrance to IH-10 Southbound Frontage Road					X	$2,025,000
Ranger Creek Road Widening	Widen Ranger Creek Road to a collector roadway section and install shoulders for bicycle users from City Limit to IH-10 Southbound Frontage Road				X	X	$9,000,000
Johns Road Realignment and Widening	Realign Johns Road to smooth out horizontal curves and widen to a collector roadway section from ETJ Limit to IH-10 Southbound Frontage Road					X	$6,750,000

Intersection Projects

Project	Description	Potential 2022 Bond Program	General Revenue or CIP (0-5 Yrs)	General Revenue or CIP (5-10 Yrs)	Safety Action Plan	Beyond 10 Years	Cost
River Road & Herff Road/ Esser Road Turn-Lane Improvements (Short-Term)	Modify the intersection to have a northbound free right-turn lane	X					$150,000

Intersection Projects (Continued)

Project	Description	Potential 2022 Bond Program	General Revenue or CIP (0-5 Yrs)	General Revenue or CIP (5-10 Yrs)	Safety Action Plan	Beyond 10 Years	Cost
Main Street & River Road Intersection Improvements	Widen to the northeast corner of the intersection to accommodate a dedicated southbound left-turn lane and modify the existing traffic signal to accommodate a northbound right-turn overlap	X					$350,000
Sisterdale Cutoff & Adler Street Intersection Improvements (Short-Term)	Convert the southbound approach of Sisterdale Cutoff to right-in, right-out, allow the westbound approach of Adler Street to operate free of traffic control, and increase the storage length of the westbound right-turn lane	X					$700,000
Main Street & Bandera Road Intersection Improvements	Restripe the eastbound and westbound approaches to unsplit the traffic signal and protect the left-turn movements		X				$50,000
Charger Boulevard & SH 46 Turn-Lane Improvements	Install a westbound right-turn lane and widen into the northbound median to accommodate dual left-turns and one shared through-right lane northbound		X				$300,000
Main Street & Blanco Road Traffic Signal Improvements	Convert the existing left-turn traffic signals to Flashing Yellow Arrows (FYAs)		X				$30,000
Copper Creek/Esperanza Boulevard & SH 46 Intersection Improvements	Modify the existing traffic signal to install Flashing Yellow Arrows (FYA) and restripe the northbound and southbound approaches to include dedicated left-turn lanes and shared through-right lanes		X				$50,000
Esser Road & Adler Street Turn-Lane Improvements (Short-Term)	Increase the storage length for the eastbound channelized right-turn lane		X				$150,000
Esser Road & Blanco Road/Bentwood Drive Traffic Signal Improvements (Short-Term)	Convert the existing left-turn traffic signals to Flashing Yellow Arrows (FYAs) and retime traffic signal to better accommodate pedestrians		X				$25,000
River Road & Herff Road/ Esser Road Intersection Improvements (Long-Term)	Create a quadrant roadway intersection in the northeast quadrant of the intersection in order to introduce two, new continuous green "T" intersections and restrict left-turn movements at the intersection of River Road & Herff Road/Esser Road. The proposed concept is further detailed in Appendix E.			X	X		$21,000,000

Intersection Projects (Continued)

Project	Description	Potential 2022 Bond Program	General Revenue or CIP (0-5 Yrs)	General Revenue or CIP (5-10 Yrs)	Safety Action Plan	Beyond 10 Years	Cost
Main Street & Sisterdale Cutoff/School Street Roundabout	Installation of 5-leg dual-lane roundabout that serves School Street, Main Street, Sisterdale Cutoff, and Adler Street			X	X		
Old San Antonio Road & Herff Road Intersection Improvements	Modify the existing traffic signal and install dedicated turn-lanes on the northbound and southbound approaches to unsplit the traffic signal and implement a northbound right-turn overlap			X			$500,000
School Street & Johns Road Roundabout	Installation of a single-lane roundabout with enhanced pedestrian accommodations			X	X		
Esser Road & Blanco Road/Bentwood Drive Roundabout (Long-Term)	Install a single-lane roundabout in place of the existing traffic signal			X	X		
Esser Road & Adler Street Roundabout (Long-Term)	Installation of a single-lane roundabout						$750,000
Main Street & Herff Road Turn-Lane Improvements	Install a northbound right-turn lane			X			$250,000
Main Street & Johns Road Turn-Lane Improvements	Install an eastbound right-turn lane			X			$200,000

Pedestrian and Bicycle Projects

Project	Description	Potential 2022 Bond Program	General Revenue or CIP (0-5 Yrs)	General Revenue or CIP (5-10 Yrs)	Safety Action Plan	Beyond 10 Years	Cost
South Main St at River Rd Sidewalk Reconstruction	Reconstruction of sidewalk on South Main from River Rd	X			X		$10,650
Johns Road Shared Use Path	Construct shared use path on Johns Rd from Latimore to School St	X			X		$544,000

Pedestrian and Bicycle Projects (Continued)

Project	Description	Potential 2022 Bond Program	General Revenue or CIP (0-5 Yrs)	General Revenue or CIP (5-10 Yrs)	Safety Action Plan	Beyond 10 Years	Cost
Esser Road Shared Use Path	Construct shared use path on Esser Rd from Bentwood Dr to River Rd	X			X		$667,000
Old No. 9 Greenway Connection	Continue Old No. 9 Trail at the intersection of river Rd and Herff Rd	X			X		$319,500
Cibolo Creek Trail Extension 1	Extend Cibolo Creek Trail to School St		X		X		$370,500
South Plant Ave Bike Lane	Construct bike lane on S Plant Ave from Blanco Rd to Rosewood Ave.		X		X		$45,600
Old No. 9 Greenway Extension 4	Extend Old No. 9 Trail to Autumn Ridge		X		X		$55,500
Rosewood Ave Bike Lane	Construct bike lane on Rosewood Ave from Esser Rd to Ebner St			X	X		$121,000
Old No. 9 Greenway Extension 2	Connect Old No. 9 Trail to Herff Ranch Blvd			X	X		$319,500
Cibolo Creek Trail Connection 3	Connect Cibolo Creek Trail at W San Antonio Ave			X	X		$45,000
Currey Creek Trail Extension 1	Extend Currey Creek Trail from Blanco Rd to Esser Rd			X	X		$786,000

Opportunities for Funding

The table below identifies opportunities for project funding. While this is not a comprehensive list of funding sources available, it provides those that are most relative to the projects identified within the Mobility Master Plan.

City Fees and Taxes	
2022 Quality of Life Bond	An allocation of $23 million toward streets and mobility as passed in the November 8, 2022 General Election.
City General Funds (Property Taxes)	General funds are flexible for cities to spend as they see fit. Any roadway infrastructure project could be funded through general funds or used as a match for other funding. Certificates of Obligation (CO) Bonds fall into this category and are not the same as General Obligation (GO) Bonds.
Street Maintenance Fee	A source of revenue to fund street system maintenance based on use of the street system by residential and commercial properties.
Outside Funding Sources	
Unified Planning Work Program (UPWP)	This funding source is managed by AAMPO and provides funding for various transportation studies in the region.
AAMPO Call for Projects	AAMPO solicits a call for projects when developing a Transportation Improvement Program (TIP) with funding for studies, design, and construction to offer funding matches for transportation projects that are competitively awarded.
Highway Safety Improvement Program	The Highway Safety Improvement Program (HSIP) is a federal aid program distributed by the US Department of Transportation (USDOT) with the purpose of reducing traffic fatalities and serious injuries on all public roads.
Safe Streets and Roads for All Grant Program	This program issues grants to jurisdictions either looking to develop or implement projects identified within a Safety Action Plan. As a part of this Mobility Master Plan, a Safety Action Plan was developed, allowing for application to the Safe Streets and Roads for All (SS4A) Grant Program. The Safety Action Plan is included in **Appendix A**.
Developer Contributions	
Impact Fees	A one-time charge assessed to new development and redevelopment, calculated with the methodology outlined in Chapter 395 of the Texas Local Government Code.
Traffic Study Improvements	A traffic study or traffic impact assessment (TIA) can be used to identify the responsible party for the construction of new infrastructure to support a development. The cost may be responsibility of the developer, City, or both.
Special Districts	
Public Improvement District (PID)	A defined geographical area established to provide specific types of improvements or maintenance which are financed by assessments against the property owners within the area.
Tax-Increment Finance (TIF) or Tax-Increment Reinvestment Zone (TIRZ)	Sidewalk and streetscape improvements can often be included as part of larger efforts of business improvements and retail district beautification. TIFs collect levies on businesses in order to fund area-wide improvements that benefit businesses and improve access for customers.

Tracking Implementation

The period following the adoption of the Mobility Master Plan, considered to be the implementation phase, defines the success of the plan by testing recommendations and implementing the projects identified.

Project Tracking

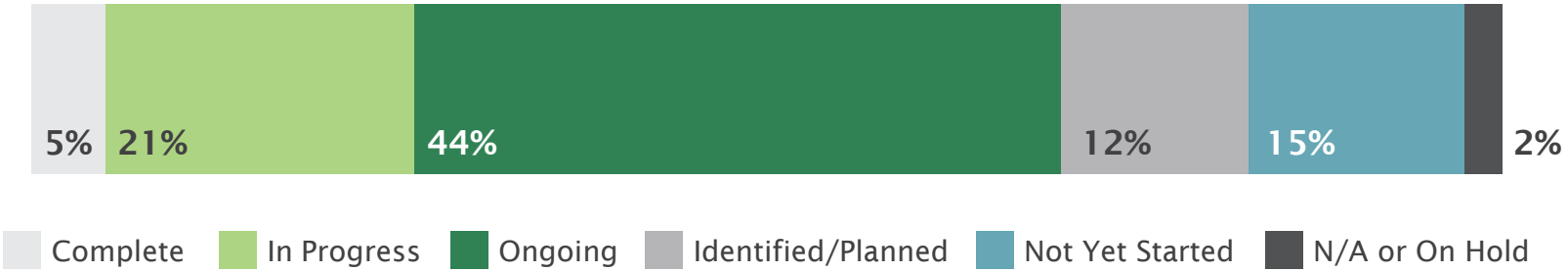
Many cities will use a project dashboard or tracking mechanism to provide updates to City Council and the community at-large on how progress is going on different City programs. The City of Boerne can incorporate updates on the progress of the Mobility Master Plan at regular intervals by tracking what stage recommended projects are in. Some examples of categories for tracking implementation include:

- Not Started
- Planning
- Design
- Construction
- Complete

In addition to the above categories, tracking funding status allows the community to understand the potential of a project being implemented within a specific budget year. This process increases transparency and establishes trust with citizens by making it clear how the plan is progressing.

Plan Updates

It is recommended to revisit and update the Mobility Master Plan on a regular basis, roughly every 5-10 years depending on the growth of the City. As growth occurs, future land uses may vary and roadway alignments may differ from what's shown in this plan. Community priorities may also change over time and new preferences can inform updated project prioritization. In addition, as projects are completed, a fresh look at the short-term capital plan is helpful to inform the annual development of a capital improvement plan and any potential future bonds or new funding opportunities.



» *Exhibit 27: Example Project Tracking Dashboard*



APPENDIX A

APPENDIX
A

SAFETY ACTION PLAN

Introduction

The purpose of the Mobility Master Plan is to develop a long-range plan that casts a vision for future transportation investment for people who walk, drive, bike, ride, or roll in and around the City of Boerne. A key component of the plan is to not only ensure the implementation not only improves mobility but improves the safety of those users.

The purpose of the Safety Action Plan is to serve as a supplemental resource to the Mobility Master Plan to highlight safety concerns within the City of Boerne and prioritize those projects that improve safety for all users navigating throughout the City of Boerne.

Tracking Progress

Project implementation will be monitored by a committee appointed by City Council that will receive annual reports on the progress made in implementing projects to coincide with annual budget and CIP processes. Once projects are implemented, performance will be measured utilizing the Texas Department of Transportation's (TxDOT) Crash Records Information System (C.R.I.S.), which reports traffic incidents monthly including crash type, crash date, crash time, crash severity, weather conditions, lighting conditions, contributing factors, and more. Performance will compare 6 months of crashes after construction is complete for a project with 6 months of data prior to commencement of construction to compare crash rates and types and avoid analysis of construction-related incidents.

APPENDIX A

SAFETY ACTION PLAN

Safety Analysis

A city-wide safety analysis was performed by evaluating historical crash data for the most recent five-years of available data from 2017 to 2021. Crash data was obtained from the Texas Department of Transportation's (TxDOT) Crash Records Information System (C.R.I.S.) which includes crashes reported on and off system. During this five-year period, a total of 2,456 crashes were reported within the City of Boerne, an average of 491 crashes per year.

2,456 TOTAL CRASHES
FROM 2017 TO 2021

Of the 2,456 crashes reported, approximately 80% where vehicular crashes only. Approximately 81% of crashes resulted in no injuries, whereas 1.5% and less than 1% resulted in serious and fatal injuries, respectively.

CRASH SEVERITY

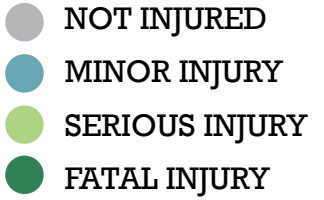
Not Injured	1986	81%
Possible Injury	241	10%
Suspected Minor Injury	180	7%
Suspected Serious Injury	33	1.5%
Unknown Injury	11	0.5%
Fatal Injury	5	0%

CRASH TYPE

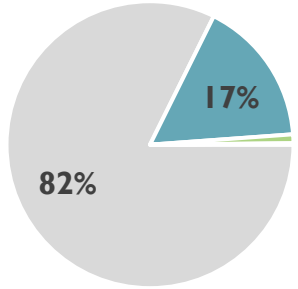
Vehicle	1,967	80%
Fixed Object	284	12%
Other	98	4%
Animal	41	2%
Overturned	33	1%
Pedestrian	21	1%
Bicycle	12	0%

Contributing factors such as surface conditions, lighting, and weather conditions were evaluated over the five-year period. Approximately 9% of crashes occurred during times of inclement weather such as rain, snow, sleet, or fog. Approximately 14% of all crashes occurred under dark conditions and of those 14%, 53% occurred in areas that lacked roadway or intersection lighting.

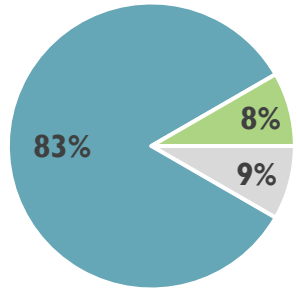
Crash Severity By Mode



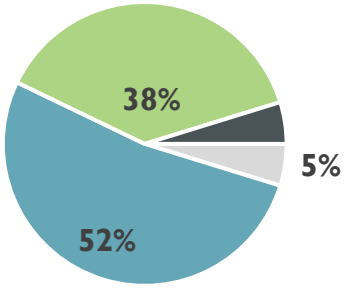
VEHICLE



BICYCLE



PEDESTRIAN

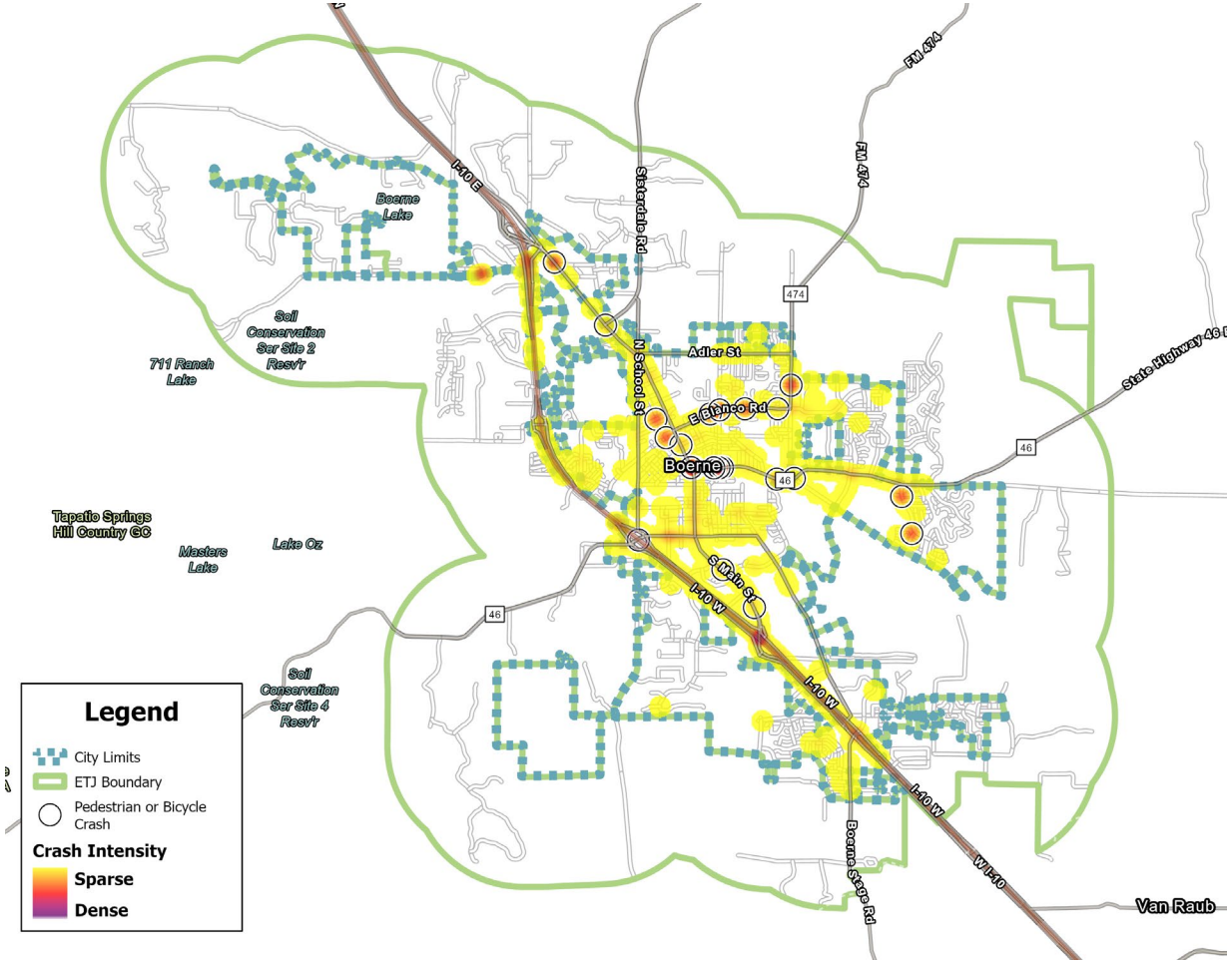


APPENDIX A

SAFETY ACTION PLAN

Safety Analysis

A geospatial analysis of the 2,456 crashes reported from 2017 to 2021 was performed to identify the locations where crash frequency and severity was the highest as shown below. While some corridors and intersections were able to be identified as higher density locations, the frequency of crashes appear to be consistent throughout Boerne.



Corridors within the City of Boerne that exhibited the highest frequency of crashes occurred primarily on TxDOT facilities and include:

- Interstate 10
- Johns Road
- E Blanco Rd
- Main St
- River Rd
- Esser Rd

Corridors that exhibited the highest frequency of bicycle and/or pedestrian crashes included:

- Blanco Road
- Main Street
- School Street

APPENDIX
A

SAFETY ACTION PLAN

Engagement and Collaboration

The Mobility Master Plan was developed with continuous public engagement and collaboration to ensure the needs and desires of the community were reflected in the plan. A combination of in-person and virtual public engagement methods were employed to maximize public participation throughout the process. To complement these public engagement efforts, an Advisory Committee was formed to serve as representatives from the community to provide additional insight into the needs and desires of the community as well as to review and provide feedback on recommended projects. Committee members included representatives from City of Boerne Council, City of Boerne Planning and Zoning Commission, Boerne Independent School District, Texas Parks and Wildlife, and Cibolo Nature Center.

Throughout the development of the Mobility Master Plan, two open houses were held. Open House I was held on Thursday, March 3, 2022 to introduce the goals and objectives of the Mobility Master Plan, present existing conditions, and gather input from the community on perceived concerns, needs, and desires on mobility within the City of Boerne. Geospatial safety analysis was presented at this Open House. Open House II was held on Tuesday, May 17, 2022 to present the recommended bicycle and pedestrian, intersection, and roadway projects and obtain input from the community. Prioritization criteria and results for projects, including safety criteria, were presented at this Open House. In addition to the open houses, all information available at each open house was available on the project website for public review and comment throughout the duration of the process.

In addition, a business stakeholder meeting was held on Thursday, March 8, 2022 to engage local business owners to introduce the plan and obtain input on concerns, needs, and desires for mobility within the City of Boerne. Attendees were encouraged to stay engaged throughout the remainder of the process.

During engagement, safety concerns expressed by the community included a lack of connectivity for bicycle and pedestrian users and specific safety hazards at key congested intersections.

For more information regarding the engagement process, see Chapter 4 of the Mobility Master Plan.

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A

SAFETY ACTION PLAN

Project Selection

Projects were developed in three categories: Bicycle and Pedestrian, Intersection, and Roadway. Within each of these categories, projects were ranked based on several categories, one of which was safety. As a result of projects being ranked on several categories, projects with the highest safety need did not consistently rank high across all categories. Therefore, a safety prioritization matrix was developed to rank projects solely on their need and potential for safety improvement as a supplemental resource to the Short-Term Capital Improvement Plan presented within the Mobility Master Plan. Projects ranked by safety improvement potential are shown below. For project descriptions, see the Short-Term Capital Improvement Plan provided in Chapter 7.

In addition to projects, some safety strategies identified to be implemented City-wide include conversion of permissive left turn signals to flashing yellow arrows, restriping crosswalks with high-visibility markings, implementation of safety lighting where lacking on existing overhead power poles and signals, and enhancing mid-block pedestrian crossings with pedestrian hybrid beacons or rectangular rapid flashing beacons, as has recently been implemented in a PHB on the Old No. 9 Trail. Projects are planned to be implemented as part of the annual CIP budget process and as funding becomes available, but is not programmed at this time into any budgets.

Prioritized Safety Project List: Bicycle and Pedestrian Projects

1. **South Main Street at River Road Sidewalk Reconstruction**
2. **Johns Road Shared Use Path**
3. **Esser Road Shared Use Path**
4. **South Plant Avenue Bike Lane**
5. **Rosewood Avenue Bike Lane**
6. **Old No. 9 Greenway Connection**
7. **Cibolo Creek Trail Extension 1**
8. **Old No. 9 Greenway Extension 4**
9. **Rosewood Avenue Bike Lane**
10. **Old No. 9 Greenway Extension 2**
11. **Cibolo Creek Trail Extension 3**
12. **Currey Creek Trail Extension 1**

APPENDIX A

SAFETY ACTION PLAN

Project Selection

Prioritized Safety Project List: Intersection Projects

1. River Road & Herff Road/Esser Road Turn-Lane Improvements (Short-Term)
2. River Road & Herff Road/Esser Road Intersection Improvements (Long-Term)
3. Charger Boulevard & SH 46 Turn-Lane Improvements
4. Main Street & Bandera Road Intersection Improvements
5. Main Street & River Road Intersection Improvements
6. Main Street & Blanco Road Traffic Signal Improvements
7. Scenic Loop Road & Cascade Cavern Traffic Signal Installation (Committed)
8. Main Street & School Street Roundabout
9. Old San Antonio Road & Herff Road Intersection Improvements
10. Main Street & Herff Road Turn-Lane Improvements
11. Sisterdale Cutoff & Adler Street Intersection Improvements (Short-Term)
12. Sisterdale Cutoff & Adler Street Roundabout (Long-Term)
13. Esser Road & Blanco Road Traffic Signal Improvements (Short-Term)
14. School Street & Johns Road Roundabout
15. Copper Creek/Esperanza Boulevard & SH 46 Intersection Improvements
16. Esser Road & Blanco Road/Bentwood Drive Roundabout (Long-Term)
17. Old San Antonio Road & Cascade Cavern Roundabout (Committed)
18. Esser Road & Adler Street Roundabout (Long-Term)
19. Esser Road & Adler Street Turn-Lane Improvements (Short-Term)
20. Main Street & Johns Road Turn-Lane Improvements

APPENDIX A

SAFETY ACTION PLAN

Project Selection

Prioritized Safety Project List: Roadway Enhancement Projects

1 River Road Corridor Study
2 Main Street Corridor Study
3 Esser Road Restriping
4 School Street Corridor Study
5 Scenic Loop Road Widening
6 Johns Road Widening
7 Adler Street Widening
8 W Blanco Road Reconstruction
9 Ranger Creek Road Widening
10 Old San Antonio Road Widening
11 Parkway Drive Reconstruction
12 Cascade Cavern Widening
13 Upper Cibolo Creek Road Widening
14 W Kronkosky Street Reconstruction
15 N Shooting Club Road Reconstruction
16 Cascade Cavern Improvements
17 Coughran Road Realignment and Widening
18 Johns Road Realignment and Widening



APPENDIX B

APPENDIX
B

PROJECT PRIORITIZATION

Boerne Mobility Master Plan
Roadway Enhancement Project Scoring Matrix

Objective	Weighted Objective Value	Points Available	Objective Category	Performance Measure	Points
Score = Weighted Objective Value * (Points Received / Maximum Points Available)					
Maximize Efficiency of Existing Infrastructure	20.00	55	Functional Classification	Arterial	10
				Collector	5
				Local	0
			Volume to Capacity Ratio	> 0.8 (LOS E/F)	15
				> 0.65 and < 0.80 (LOS D)	10
				> 0.50 and < 0.65 (LOS C)	5
				< 0.50 (LOS A or B)	0
				Not Assessed	0
			Vehicular Capacity	Widening	10
				New Alignment	5
				No Additional Throughput	0
			Growth Potential for Existing Corridor	High (Minimally Developed)	10
				Medium (Moderately Developed)	5
				Low (Mostly Developed) or Not An Existing Corridor	0
			Pavement Condition	Poor (PCI Less than 50)	10
				Decent (PCI Between 50 and 70)	5
				Good (PCI Between 70 and 100)	0
				Not Assessed	0
				Maximum Points Available =	55
Preserve Rural Character	20.00	20	Context Classification	Downtown	10
				Suburban	5
				Rural	0
			Lanes	2 Lane Roadway	10
				3 Lane Roadway	5
				4 or More Lane Roadway	0
				Maximum Points Available =	20
Prioritize Local Mobility	20.00	30	Local Destinations	Enhances Connectivity to Local Destinations (Schools, parks and recreation, grocery stores, shopping)	10
				Does Not Enhance Connectivity to Local Destinations	0
			Local Connectivity	Provides Connectivity between an Arterial and Collector or Local Street	10
				Does Not Provide Connectivity Between an Arterial and Collector or Local Street	0
			Bicycle and Pedestrian Mobility	Enhances Bicycle or Pedestrian Mobility	10
				Does Not Enhance Bicycle or Pedestrian Mobility	0
				Maximum Points Available =	30
Minimize Environmental Impact	15.00	30	Floodplain	No Floodplains Present	10
				Floodplains Present	0
			Karst Features	No Karst Features Present	10
				Karst Features Present	0
			Trees	No Impact to Trees Anticipated	10
				Potential Impact to Trees	0
				Maximum Points Available =	30
Enhance Connectivity	15.00	35	Connected Network	Connectivity to I-10	15
				Connectivity to an Arterial	10
				Connectivity to a Collector or Local Street	5
				No Connectivity Enhancements	0
			Alternative Routes	Parallel to I-10	10
				Parallel to an Arterial	5
				Does not Run Parallel to I-10 or an Arterial	0
			Alignments	Gap Closure or New Alignment	10
				No Gap Closure or New Alignment	0
				Maximum Points Available =	35
Enhance User Safety	10.00	50	Five-Year Corridor Collision Rate	More than 10 Collisions Per Mile Per Lane	15
				Between 5 and 10 Collisions Per Mile Per Lane	10
				Between 2 and 5 Collisions Per Mile Per Lane	5
				<2 Collisions Per Mile Per Lane or a New Roadway	0
			Five-Year Crash Severity	Fatal Collisions Along Corridor	10
				Serious Injury Collisions Along Corridor	5
				No Fatal or Serious Injury Collisions Along Corridor	0
			Safety Issues	Extreme Safety Issues (Low water crossing, sight distance, poor pavement, lack of turn lanes)	15
				Moderate Safety Issues (Vertical or Horizontal Curvature, Vulnerable Road Users)	10
				Minor Safety Issues (Lighting)	5
				No Safety Concerns	0
			Safety Comments	3 or More Safety Comments	10
				1 to 2 Safety Comments	5
				No Safety Comments	0
				Maximum Points Available =	50

APPENDIX
B

PROJECT PRIORITIZATION

Connecting Our Community
BOERNE
MOBILITY MASTER PLAN

Roadway Enhancement Projects Evaluation Matrix

						Maximize Efficiency of Existing Infrastructure						Preserve Rural Character			Prioritize Local Mobility				Minimize Environmental Impact				Enhance Connectivity				Enhance User Safety					
						20.00						20.00			20.00				15.00				15.00				10.00					
Rank	Project ID	Name	Description	Limits		Functional Classification	Volume to Capacity Ratio	Vehicular Capacity	Growth Potential for Existing Corridor	Pavement Condition	Total Score: Maximize Efficiency of Existing Infrastructure	Context Classification	Lanes	Total Score: Preserve Rural Character	Local Destinations	Local Connectivity	Bicycle and Pedestrian Mobility	Total Score: Prioritize Local Mobility	Floodplain	Karst Features	Trees	Total Score: Minimize Environmental Impact	Connected Network	Alternative Routes	Alignments	Total Score: Enhance Connectivity	Five-Year Corridor Collision Rate	Five-Year Crash Severity	Safety Issues	Safety Comments	Total Score: Enhance User Safety	Total Overall Score
1	12	School Street Corridor Study	Perform a corridor study along School Street to determine the improvements best fit for the corridor.	I-10 NB Frontage Road to Main Street		5	0	0	5	5	5.45	5	10	15.00	10	10	10	20.00	0	10	10	10.00	10	5	0	6.43	10	5	15	10	6.00	62.88
2	8	Old San Antonio Road Widening	Widen Old San Antonio Road to a collector roadway section	Movie Theater to Herff Road		10	15	10	5	10	18.18	5	5	10.00	10	10	10	20.00	0	0	0	0.00	10	10	0	8.57	5	0	15	5	4.00	60.75
3	18	River Road Corridor Study	Perform a corridor study along School Street to determine the improvements best fit for the corridor.	Main Street to Herff Road		10	15	0	0	0	9.09	5	10	15.00	10	10	10	20.00	0	0	10	5.00	10	0	0	4.29	15	5	15	5	7.00	60.38
4	11	Scenic Loop Road Widening	Widen Scenic Loop Road to a collector roadway section	City Limit to I-10 SB Frontage Road		5	5	10	10	10	14.55	5	5	10.00	10	10	10	20.00	0	0	0	0.00	15	10	0	10.71	10	0	15	5	5.00	60.26
5	5	Johns Road Widening	Widen Johns Road to a collector roadway section	I-10 NB Frontage Road to School Street		5	10	10	5	5	12.73	5	5	10.00	10	10	10	20.00	0	10	0	5.00	15	0	0	6.43	5	5	15	0	5.00	59.16
6	1	Adler Street Widening	Widen Adler Street to a collector roadway section and improve intersections	Sisterdale Cutoff to N Esser Road		5	5	10	5	10	12.73	5	5	10.00	10	10	10	20.00	0	10	0	5.00	10	0	0	4.29	10	0	15	5	5.00	57.01
7	14	W Blanco Road Reconstruction	Pavement reconstruction on W Blanco Road	W San Antonio Avenue to Main Street		5	0	0	0	10	5.45	10	10	20.00	0	10	0	6.67	10	10	10	15.00	10	0	0	4.29	10	0	15	0	5.00	56.41
8	17	Main Street Corridor Study	Perform a corridor study along School Street to determine the improvements best fit for the corridor.	IH-10 to Sisterdale Cutoff		10	0	0	0	0	3.64	10	0	10.00	10	10	10	20.00	0	0	10	5.00	15	10	0	10.71	15	5	15	10	7.00	56.35
9	2	Cascade Cavern Widening	Widen Cascade Cavern to a collector roadway section	Buckskin Drive to Ranch Drive		10	5	10	10	0	12.73	0	5	5.00	10	10	10	20.00	10	0	0	5.00	15	5	0	8.57	0	0	15	0	3.00	54.30
10	13	Upper Cibolo Creek Road Widening	Widen Upper Cibolo Creek Road to a collector roadway section	Boerne City Lake Entrance to I-10 SB Frontage Road		5	0	10	10	0	9.09	5	5	10.00	10	10	10	20.00	0	10	0	5.00	15	0	0	6.43	0	0	15	0	3.00	53.52
11	15	W Kronkosky Street Reconstruction	Pavement reconstruction on W Kronkosky Street	Mueller Street to Main Street		0	0	0	0	10	3.64	10	10	20.00	0	10	0	6.67	10	10	10	15.00	10	0	0	4.29	0	0	15	0	3.00	52.59
12	9	Parkway Drive Reconstruction	Pavement reconstruction on Parkway Drive	I-10 NB Frontage Road to Old San Antonio Road		0	0	0	0	10	3.64	5	10	15.00	0	10	0	6.67	10	10	10	15.00	15	0	0	6.43	5	0	15	0	4.00	50.73
13	10	Ranger Creek Road Widening	Widen Ranger Creek Road to a collector roadway section and install shoulders for bicycle users	City Limit to I-10 SB Frontage Road		5	0	10	10	5	10.91	5	5	10.00	0	10	10	13.33	0	10	0	5.00	15	0	0	6.43	0	10	15	0	5.00	50.67
14	7	N Shooting Club Road Reconstruction	Pavement reconstruction on N Shooting Club Road	Market Avenue to FM 1376 (Pfeiffer Road)		5	5	0	5	10	9.09	5	10	15.00	0	0	0	0.00	10	10	10	15.00	5	10	0	6.43	0	0	15	0	3.00	48.52
15	3	Coughran Road Realignment and Widening	Realign Coughran Road to smooth out horizontal curves and widen to a collector roadway section	Upper Balcones Creek Road to SH 46		5	0	0	10	10	9.09	5	5	10.00	0	10	10	13.33	0	10	0	5.00	10	5	0	6.43	0	0	10	0	2.00	45.85
16	4	Esser Road Restriping	Restripe Esser Road to have one lane in each direction and a two-way-left-turn lane	River Road to Blanco Road		5	15	0	5	0	9.09	5	5	10.00	0	10	0	6.67	0	0	10	5.00	10	5	0	6.43	15	5	15	5	7.00	44.19

APPENDIX
B

PROJECT PRIORITIZATION

Boerne Mobility Master Plan
Intersection Project Scoring Matrix

Category	Weighted Category Value	Points Available	Category Detail	Performance Measure	Points
Score = Weighted Category Value * (Points Received / Maximum Points Available)					
Existing Intersection Conditions	**45.00**	**75**	Existing Level of Service (LOS)	LOS E/F	15
				LOS D	10
				LOS C	5
				LOS A/B	0
			Total Intersection Delay (hours)	Over 30 Hours of Delay	15
				20-30 hours of Delay	10
				10-20 hours of Delay	5
				<10 hours of Delay	0
			Total Entering Volume (Peak Hour)	>2,500 vehicles	15
				1,750 - 2,500 vehicles	10
				1,000 - 1,750 vehicles	5
				<1,000 vehicles	0
			Queues	Queues Extend Beyond Existing Storage on One or More Approaches	10
				Queues Do Not Extend Beyond Existing Storage on Any Approaches	0
			Five-Year Collision Rate	More Than 10 Collisions Per Year on Average	10
				Between 3 and 10 Collisions Per Year on Average	5
				Less Than 3 Collisions Per Year on Average	0
			Five-Year Collision Severity	Fatal Collisions Over the Past Five Years	10
				Injury Collisions Over the Past Five Years	5
				No Injury Collisions Over the Past Five Years	0
				Maximum Points Available =	75
Intersection Improvements	**35.00**	**40**	Anticipated Level of Service (LOS)	Improved LOS	10
				No Improvement to LOS	0
			Delay	Delay Reduction of 15% or More	10
				Delay Reduction Between 5% and 15%	5
				Delay Reduction Less than 5%	0
			Capacity	Increases Capacity	10
				Does Not Increase Capacity	0
			Safety	Collision Reduction Greater than 30%	10
				Collision Reduction Between 10% and 30%	5
				Collision Reduction Less Than 10%	0
				Maximum Points Available =	40
Feasibility	**10.00**	**40**	Right-of-Way	No Right-of-Way Acquisition Required	10
				Right-of-Way Acquisition Required	0
			Utilities	No Impact to Utilities	10
				Impact to Utilities	0
			Bridges	No Impact to Bridges	10
				Impact to Bridges	0
			Drainage	No Impact to Drainage	10
				Impact to Drainage	0
				Maximum Points Available =	40
Cost	**10.00**	**10**	Construction Cost	Less Than $200,000	10
				Between $200,000 and $500,000	5
				More Than $500,000	0
				Maximum Points Available =	10

APPENDIX B

PROJECT PRIORITIZATION

Connecting Our Community
BOERNE
MOBILITY MASTER PLAN

Intersection Project Evaluation Matrix

				Existing Intersection Conditions							Intersection Improvements					Feasibility					Cost		
				45.00							35.00					10.00					10.00		
Rank	Project ID	Name	Description	Existing Level of Service (LOS)	Total Intersection Delay (hours)	Total Entering Volume (Peak Hour)	Queues	Five-Year Collision Rate	Five-Year Collision Severity	Total Score: Existing Intersection Conditions	Anticipated Level of Service (LOS)	Delay	Capacity	Safety	Total Score: Intersection Improvements	Right-of-Way	Utilities	Bridges	Drainage	Total Score: Feasibility	Construction Cost	Total Score: Cost	Total Overall Score
1	7	River Road & Herff Road/Esser Road Intersection Improvements	Widen to the northwest corner of the intersection and modify the existing traffic signal to accomodate the following approach configuration: one left, one through, two right-turn lanes northbound, one left, one through, and one right turn-lane eastbound, one left, one through, one right turn-lane southbound, and two left, one through, and one unchannelized right turn lane westbound.	15	15	15	10	10	5	42.00	10	10	10	10	35.00	0	0	0	0	0.00	0	0.00	77.00
2	6	Main Street & River Road Intersection Improvements	Widen to the northeast corner of the intersection to accommodate a dedicated southbound left-turn lane and modify the existing traffic signal to accommodate a northbound right-turn overlap	10	15	15	0	10	5	33.00	10	10	10	10	35.00	0	0	0	0	0.00	5	5.00	73.00
3	8	Charger Boulevard & SH 46 Intersection Improvements	Install a westbound right-turn lane and widen into the northbound median to accomodate dual left-turns and one shared through-right lane northbound	15	15	15	10	5	5	39.00	10	10	10	5	30.63	0	10	0	0	2.50	0	0.00	72.13
4	5	Main Street & Blanco Road Traffic Signal Improvements	Convert the existing left-turn traffic signals to Flashing Yellow Arrows (FYAs)	10	10	10	10	5	5	30.00	10	5	0	5	17.50	10	10	10	10	10.00	10	10.00	67.50
5	12	Main Street & Bandera Road Intersection Improvements	Restripe the eastbound and westbound approaches to unsplit the traffic signal and protect the left-turn movements	10	15	15	10	0	10	36.00	0	0	0	10	8.75	10	10	10	10	10.00	10	10.00	64.75
6	16	Scenic Loop Road & Cascade Cavern Traffic Signal Installation (Committed)	Installation of a traffic signal and turn-lanes to be funded through a committed project with AAMPO	15	15	5	10	0	0	27.00	10	10	10	10	35.00	0	0	0	0	0.00	0	0.00	62.00
7	1-S	Sisterdale Cutoff & Adler Street Intersection Improvements (Short-Term)	Convert the southbound approach of Sisterdale Cutoff to right-in, right-out, allow the westbound approach of Adler Street to operate free of traffic control, and increase the storage length of the westbound right-turn lane	10	0	0	10	5	5	18.00	10	10	10	5	30.63	10	0	10	0	5.00	5	5.00	58.63
8	13	Old San Antonio Road & Herff Road Intersection Improvements	Modify the existing traffic signal and install dedicated turn-lanes on the northbound and southbound approacheas to unsplit the traffic signal and implement a northbound right-turn overlap	10	5	10	10	0	0	21.00	10	10	10	0	26.25	0	10	10	0	5.00	5	5.00	57.25
9	2	Main Street & School Street Roundabout - Paired with Project #1-L	Installation of 5-leg dual-lane roundabout that serves School Street, Main Street, Sisterdale Cutoff, and Adler Street	5	5	5	10	5	5	21.00	10	10	10	10	35.00	0	0	0	0	0.00	0	0.00	56.00
10	1-L	Sisterdale Cutoff & Adler Street Roundabout (Long-Term) - Paired with Project #2	Installation of 5-leg dual-lane roundabout that serves School Street, Main Street, Sisterdale Cutoff, and Adler Street	10	0	0	10	5	5	18.00	10	10	10	10	35.00	0	0	0	0	0.00	0	0.00	53.00
11	10	School Street & Johns Road Roundabout	Installation of a single-lane roundabout with enhanced pedestrian accomodations	5	0	5	10	0	5	15.00	10	10	10	10	35.00	0	0	0	0	0.00	0	0.00	50.00
12	9	Copper Creek/Esperanza Boulevard & SH 46 Intersection Improvements	Modify the existing traffic signal to install Flashing Yellow Arrows (FYA) and restripe the northbound and southbound approaches to include dedicated left-turn lanes and shared through-right lanes.	5	5	10	0	0	0	12.00	0	0	10	5	13.13	10	10	10	10	10.00	10	10.00	45.13
13	3-S	Esser Road & Adler Street Turn-Lane Improvements (Short-Term)	Increase the storage length for the eastbound channelized right-turn lane	5	0	0	10	0	0	9.00	10	10	10	5	30.63	10	0	10	0	5.00	0	0.00	44.63
14	3-L	Esser Road & Adler Street Roundabout (Long-Term)	Installation of a single-lane roundabout	5	0	0	10	0	0	9.00	10	5	10	10	30.63	10	0	10	0	5.00	0	0.00	44.63
15	14	Main Street & Herff Road Intersection Improvements	Install a northbound right-turn lane	5	10	10	0	5	5	21.00	0	10	10	0	17.50	0	0	0	0	0.00	5	5.00	43.50
16	4-S	Esser Road & Blanco Road/Bentwood Drive Traffic Signal Improvements	Convert the existing left-turn traffic signals to Flashing Yellow Arrows (FYAs) and retime traffic signal to better accommodate pedestrians	10	5	5	10	0	0	18.00	0	0	0	5	4.38	10	10	10	10	10.00	10	10.00	42.38
17	4-L	Esser Road & Blanco Road/Bentwood Drive Turn-Lane Improvements	Install a single-lane roundabout in place of the existing traffic signal	10	5	5	0	0	0	12.00	0	0	10	0	8.75	10	10	10	10	10.00	10	10.00	40.75
18	15	Old San Antonio Road & Cascade Cavern Roundabout (Committed)	Installation of a single-lane roundabout to be funded through a committed project with AAMPO	5	0	0	0	0	0	3.00	10	10	10	10	35.00	0	0	10	0	2.50	0	0.00	40.50
19	11	Main Street & Johns Road Turn-Lane Improvements	Install an eastbound right-turn lane	0	0	5	0	0	0	3.00	0	5	10	0	13.13	0	10	10	10	7.50	10	10.00	33.63

Notes:

» *Following further analysis, additional improvements were recommended for the River Road & Herff Road/Esser Road (Rank No. 1) intersection, which are further detailed in Appendix D.*

APPENDIX B

PROJECT PRIORITIZATION

Bicycle and Pedestrian Project Prioritization Tool

Performance Measures / Project	Ped&bike = 5pt, ped OR bike = 3pts, none = 0	Ped/bike related crashes = 5pt, 3+ = 10pt	Injury or fatality ped/bike = 10 pt	Road classification (art/trail = 5pt, coll = 3pt, local = 1pt)	Posted Speed (>30mph = 5pt, <30mph = 2pt)	In Downtown boundary = 5pt	Within 1/2 mile school = 3pt, 1/4 mile = 5pt	Within 1/2 mile park = 3pt, 1/4 mile = 5pt	Public input ID= 5pt	Within 1/2mile of commercial = 3pt, 1/4 mile =5pt	Direct connect exist sidewalk to park or trail = 5pt	Final Score (Max = 60)
S Main at River Rd Sidewalk Reconstruction	3	10	10	5	5	5	3	5	5	5	5	61
Johns Road Shared Use Path	5	5	10	3	5	5	5	5	0	3	5	51
Esser Road Shared Use Path	5	5	10	3	5	0	5	5	0	5	5	48
Old Number 9 Connection	5	0	0	5	2	5	3	5	5	5	5	40
South Plant Ave Bike Lane	3	5	10	3	2	0	3	3	0	5	5	39
Cibolo Creek Trail Extension 1	5	0	0	5	2	0	5	5	5	5	5	37
Rosewood Ave Bike Lane	3	5	10	1	2	0	5	5	0	0	5	36
Old No 9 Extension 4	5	0	0	5	2	0	5	5	5	3	5	35
Currey Creek Trail Extension 1	5	0	0	5	2	0	5	5	5	0	5	32
Old No 9 Extension 2	5	0	0	5	2	0	5	5	5	0	5	32
Live Oak St Bike Lane	3	0	0	1	2	5	5	5	0	5	5	31
Theissen Sidewalk 1	3	0	0	1	2	5	5	5	0	5	5	31
Saunders Sidewalk	3	0	0	1	2	5	5	5	0	5	5	31
Turner Sidewalk 1	3	0	0	1	2	5	5	5	0	5	5	31
Turner Sidewalk 2	3	0	0	1	2	5	5	5	0	5	5	31
Harz Sidewalk	3	0	0	1	2	5	5	5	0	5	5	31
E San Antonio Sidewalk	3	0	0	5	2	5	5	5	0	5	0	30
Hosack SUP	3	0	0	1	2	5	3	5	0	5	5	29
Highland SUP	5	0	0	1	2	5	0	5	0	5	5	28
Stand Alone Downtown Greenway Trail	5	0	0	5	2	0	0	0	5	5	5	27
Schweppe Street Sidewalk	3	0	0	1	2	5	0	5	0	5	5	26
Hosack Sidewalk 2	3	0	0	1	2	5	0	5	0	5	5	26
Hickman Sidewalk	3	0	0	1	2	5	0	5	0	5	5	26
Frey Sidewalk	3	0	0	1	2	0	0	3	0	3	5	17
Bentwood Sidewalk	3	0	0	1	2	0	5	0	0	0	5	16
Theissen Sidewalk 3	3	0	0	1	2	0	0	0	0	5	5	16
Theissen Sidewalk 2	3	0	0	1	2	0	0	0	0	5	0	11


DINE
LOCAL
BAERNE
STRONG
SHOP
LOCAL
BAERNE
STRONG
Traditions

APPENDIX C

APPENDIX C

PUBLIC COMMENTS

ID	Type	Jurisdiction	Comment	Up Votes	Down Votes	Latitude	Longitude
1	Congestion Issue	City Limits	Both Elementary and Middle School cause congestion on this 4-way stop. I believe that Cascade Caverns Road needs lane additions as well as curbs/ storm sewer. It seems that there might be a need for some minor ROW acquisition and utility power pole relocations.	7	0	29.756722	-98.703339
2	Safety Issue	ETJ	The low water crossing between Bexar County/ Kendall County has a safety issue because it is very difficult to see incoming traffic and it would be nicer if the lanes were a little wider in this area. I believe the culvert might also need to be upsized and road profile raised to help with the creek drainage.	4	0	29.738836	-98.677011
3	Intersection Concern	City Limits	Alignment is dangerous and awkward.	8	2	29.803784	-98.737543
4	Safety Issue	ETJ	New flashing lights at this intersection are causing more drivers to stop on the flashing YELLOW - I've driven through this intersection multiple times daily for the last 12 years - it seems the confusion is just getting worse.	4	1	29.820205	-98.754323
5	Other Concern	ETJ	The county commissioners need to actually do something about road congestion that is felt primarily in the city. The city is part of the county, but the commissioners act like it's not.	8	4	29.793734	-98.673363
6	Accessibility Concern	City Limits	Sidewalk is not accessible to get to the light to cross main street if you are walking south in front of Kelani.	3	1	29.789496	-98.729485
7	Intersection Concern	City Limits	Cars parked on both sides of North Street at the intersection of Main narrow North street to one lane down the center of the street. Cars parking along the side of Business 87 block view of traffic when turning onto Business 87 as you are leaving the parking lot behind the office building or even when turning left onto to Main from North. Parking along the side of North Main is not practiced anywhere else until you reach downtown.	5	1	29.799028	-98.734839
8	Safety Issue	City Limits	Adler road from Esser to School has many cracks, pot holes and degraded payment the whole road need to be redone	8	1	29.804645	-98.724343
9	New Road Connection Needed		46 to adler and widen adler	6	3	29.804472	-98.714283
10	Intersection Concern	ETJ	Fix Herff Road Hwy 46 intersection. Add left hand turn turn lane from Hwy 46 onto Herff. It can be a combo left and lane that has the option of going straight. Add a right hand turn lane from Herff onto 46.	16	1	29.787554	-98.716536
11	New Road Connection Needed	ETJ	Need connection from Esperanza to Adler.	6	8	29.803885	-98.698082
12	Intersection Concern	City Limits	Fix this poor intersection. Transportation committee has some suggestions.	11	2	29.804469	-98.73765
13	Intersection Concern	City Limits	This is a dangerous and confusing intersection. The addition of a flashing light on has confused drivers further. Drivers unfamiliar with Boerne are stopping at the flashing yellow light although they have the right of way and traffic behind them is driving 60 plus mile an hour in preparation to get onto IH 10. Maybe a full stoplight? Put a flashing yield sign where traffic is attempting to turn right onto the access road from North Main by the TxDOT barns. No one yields at this sign.	4	2	29.818292	-98.752155
14	New Road Connection Needed	ETJ	Transportation Committee has suggestions for connecting Sisterdale Hwy to Johns Road	2	5	29.80808	-98.742746
15	Intersection Concern	City Limits	Traffic on Johns Rod is now worse during school hours after the addition of a stoplight. Traffic builds up waiting for the light to change. Is there a way to adjust the light during peak hours to allowg more time for traffic going over the bridge or add turn lanes?	2	1	29.794836	-98.751512
16	Accessibility Concern	City Limits	Cannot navigate wheelchair/stroller on sidewalk at Kelani Yogurt.	4	0	29.789931	-98.729652
17	New Sidewalk Needed	City Limits	Connect sidewalk on Main Street to Cibolo Creek Trail.	9	0	29.789558	-98.729701
18	Accessibility Concern	City Limits	Add a ramp in lieu of stairs on the sidewalk.	4	0	29.786788	-98.72896
19	Safety Issue	City Limits	Herff/Esser and SH46 is a dangerous intersection for pedestrians/cyclist. Crossing from Cibolo Creek Trail across SH46 has drivers merging onto S Esser that do not yield and the same for vehicles turning right from Herff to SH46.	10	1	29.787732	-98.716182
20	New Sidewalk Needed	City Limits	Connect Cibolo Creek Trail to Ranches at Creekside	2	2	29.776502	-98.692546
21	New Sidewalk Needed	City Limits	Create a trail along Browns Creek that connects from Bentowood, through Woods of Boerne, to the sidewalk near Champion. This will connect to Cibolo Creek Trail via the sidewalk in front of Champion.	7	2	29.800114	-98.699133
22	New Sidewalk Needed	ETJ	Build a trail that connects Herff Elementary to proposed trail at Browns Creek.	7	1	29.804643	-98.69585
23	Congestion Issue	City Limits	Very difficult to get out from this cross street onto River Rd.	5	3	29.788727	-98.718563
24	New Sidewalk Needed	City Limits	Add a trail here for BHS student to be able to walk to/from their neighborhood	7	1	29.796264	-98.706786
25	New Sidewalk Needed	ETJ	Add a trail here so elementary and middle school students can walk to school from their neighborhood.	6	0	29.76386	-98.703889
26	Safety Issue	City Limits	Only a short bit of sidewalk in front of Frost Bank on Bandera Rd; walkers forced to walk in roadway or on ankle-breaker rocks.	9	1	29.779567	-98.729324

APPENDIX C

PUBLIC COMMENTS

ID	Type	Jurisdiction	Comment	Up Votes	Down Votes	Latitude	Longitude
27	Safety Issue	City Limits	Very narrow rough rock sidewalk dangerously close to Main St traffic without any barrier for protection.	10	2	29.786215	-98.729174
28	Safety Issue	City Limits	Uneven sidewalk, tripping hazard, several places on Main St	6	1	29.790282	-98.730124
29	Safety Issue	City Limits	Needs a marked crosswalk here	9	3	29.793819	-98.731931
30	Other Concern	City Limits	City Hall contractor should repair the rough road they caused here.	4	2	29.796822	-98.732666
31	Safety Issue	City Limits	Speed bumps desperately needed to slow speeding traffic on Bess and Water Streets; might force drivers to notice the STOP signs too [and hopefully start obeying them!]	3	6	29.782236	-98.730268
32	Other Concern	City Limits	Need to make existing sidewalks safer/smoother and continuous [some end abruptly] BEFORE adding any new sidewalks anywhere else	5	1	29.79221	-98.731191
33	New Road Connection Needed	City Limits	Add a road to get to Boerne City Park or Champion from the southeast side. This would reduce so much traffic at the corner of Herff and Hwy46 during peak times.	5	5	29.78222	-98.710527
34	Other Concern		How will any environmental impacts be assessed? Will there be public discussions on these? There are many concerns regarding protecting groundwater from contaminated runoff (Kendall County has one of the most extensive karst networks in the US). Will the public be updated regarding the details of environmental impact studies, potential methods to reduce that impact, long term data supporting the effectiveness of these? For example, use of vegetation mats to manage road runoff.	3	0	29.918724	-98.609918
35	Congestion Issue	City Limits	Due to close proximity to I-10, the adjacent middle school (Boerne Middle School South) and elementary school (Kendall Elementary), this area is EXTREMELY congested. In addition, there are apartment units and other residential areas close by. 4-lanes with turn lanes would help with traffic volumes and movements. ROW would need to be acquired and monies should be set aside for such.	10	0	29.756475	-98.703382
36	Intersection Concern	City Limits	The Intersection of Johns Road/IH 10 needs improvement. Overpass bridge needs to be replaced with wider bridge to accommodate current and future traffic. Eventually improvements are needed to IH 10 frontage roads, ramps and intersections between SH 46 and BS 87 North similar to what is currently under construction from SH 46 to the South/East in order to accommodate current and future traffic demand.	4	0	29.794955	-98.752374
37	Congestion Issue	City Limits	Scenic Loop (SL) needs to be expanded in order to accommodate current and future traffic. The large development that is currently underway south/west of Boerne Heights will generate a significant amount of traffic and will create congestion issues along SL and at SL/IH 10. There is accommodation for additional lanes under the new overpass at IH 10, but there will also need to be improvements made to SL on the East/North side of IH 10 in order to accommodate additional turning lanes.	22	0	29.752198	-98.705605
38	Other Concern		This map omits information that is critical for comprehensive/holistic long-range planning necessary to accommodate development in Kendall County, not just Boerne. A Water Control and Improvement District (WCID) No.4 was created east of the city beyond the ETJ and along the fast-growing SH 46 corridor between Boerne and Bergheim. As Boerne has decided to provide water to WCID No. 4, a map in this area must include this District, Boerne's ETJ, the city's two-mile buffer and the "extended ETJ".	1	1	29.809298	-98.629877
39	Intersection Concern	City Limits	Needs a "left turn barrier" This area creates stopped traffic in a highly congested area.	3	0	29.793859	-98.73191
40	New Sidewalk Needed	City Limits	Extend the Old # 9 Rail line south to the Bexar County line	5	0	29.776485	-98.692117
41	New Road Connection Needed		I know it is not a popular opinion, but there needs to be an additional limited access connector between 46 and 10. Please note this line is simply representative of need, not where I believe it should be explicitly.	8	1	29.738721	-98.687782
42	New Sidewalk Needed	City Limits	I would love to see the trail system extended to Northrup Park.	6	1	29.793618	-98.734689
43	New Sidewalk Needed	City Limits	I think the Currey Creek Trail should be extended south and connect to Old No. 9.	3	1	29.797184	-98.719711
44	New Bicycle Route Needed	City Limits	There needs to be some additional E/W bike lanes in our community. If done well and in the right places. there can be a reasonable expansion without a large cost	3	0	29.784232	-98.737564
45	New Bicycle Route Needed	City Limits	Not sure of the exact space limitations on School Street, but a bike path or sidewalk in this area could allow this side of town to connect to other portions of the City.	3	0	29.782072	-98.737607
46	New Road Connection Needed	ETJ	Maybe a connector between 474 and 1376 would allow some traffic that bypass having to utilize Boerne roads.	6	2	29.822928	-98.737221

APPENDIX C

PUBLIC COMMENTS

ID	Type	Jurisdiction	Comment	Up Votes	Down Votes	Latitude	Longitude
47	Other Concern	City Limits	I would love to see some big improvements to Johns Road. Dedicated left turn lanes, better sidewalks or an adjoining bike path. With several schools and homes in this area, would be a great way to improve overall mobility for drivers and pedestrians.	7	0	29.795088	-98.743916
48	New Bicycle Route Needed	City Limits	If Blanco Road can't have better bike access, maybe look at Old San Antonio. It would be a good E/W connector and could tie right into Old No. 9 Trail.	4	0	29.795997	-98.726449
49	New Sidewalk Needed	City Limits	Trail expansion and connection with Menger Springs. I hope Cibolo Nature Center would work the community to make this possible. Would love to be able to explore more of our natural areas by foot.	3	0	29.774877	-98.729024
50	New Road Connection Needed	City Limits	Take down the gate and connect these areas. There is no need for anyone to force drivers to use major road ways when there is a single piece of iron stopping folks.	9	56	29.753051	-98.710442
51	Other Concern		Y'all need to figure out another way to get traffic to I-10 without taking people's property that has been in the family for generations! Widen the existing roads, most have ample space to do that. You are punishing the long time citizens of Kendall County and rewarding all the newcomers. They are the ones making all this mess.	0	1	29.768832	-98.665466
52	Intersection Concern	City Limits	Difficult pedestrian crossing- cars do not stop with yellow blinking lights. Need red light option like on E. Blanco at trail	5	1	29.788925	-98.725451
53	Safety Issue	City Limits	Oversized vehicles parked permanently on S. Plant obscure view when attempting to cross street at trail.	2	2	29.794939	-98.725387
54	Intersection Concern	ETJ	need three way stop light	1	3	29.807874	-98.742529
55	Intersection Concern	City Limits	need left turn lights	4	2	29.804388	-98.73785
56	Intersection Concern	City Limits	need left turn signals	3	2	29.792559	-98.731094
57	Safety Issue		Horrid intersection. I would suggest installing a traffic signal at Main and 1376 and permanently closing the North end of School Street.	0	1	29.796559	-98.66684
58	Other Concern		This area has been under threat of a greenfield road by the City of Boerne. It has karsts, swallets, historic preservation areas, conservation easements and residential development that makes this a poor location. It was a careless suggestion made by a developer 20+ years ago and needs to be abandoned. If Vista Roble or the Grossmans want to put a road through their property to enhance their downtown investments,that's an inadequate reason for a road here and is a poor mobility solution.	3	0	29.822054	-98.699309
59	New Sidewalk Needed	City Limits	Complete the connection of the Old #9 trail across the drainage swale so the sidewalk connects to SH 46 sidewalk	1	0	29.78775	-98.714561
60	Other Concern	City Limits	Great job on new HAWK signal!!	2	0	29.796438	-98.726717
61	Safety Issue	City Limits	The gate between Regent Park and Boerne Heights must remain closed! We have ONE entrance and exit and already have to share it with Kendall Creek residents. We cannot have 400+ more cars using our only entrance/exit. We already have to wait sometimes 10+ minutes just to get out of our neighborhood because we are at the mercy of drivers on Scenic Loop to let us out. Too many drivers speeding through our neighborhood is already a safety hazard to our children!	34	2	29.753028	-98.710068
62	Safety Issue	City Limits	Please do not put an access into our neighborhood!! We already experience cars who live here in this neighborhood who travel to fast through here!! Leaving our neighborhood to scenic loop road is already a struggle, please do not add to it! Thank you	44	1	29.753089	-98.710227
63	Congestion Issue	City Limits	This intersection is already very congested in the mornings with Boerne Heights residents along with Kendall Creek residents using this to leave our neighborhoods. We have no way to exit unless drivers on Scenic Loop lets us out. The gate between Boerne Heights and Regent Park must remain closed! We cannot have anymore vehicles use our neighborhood as a thoroughfare!	20	0	29.749295	-98.70577
64	Other Concern	ETJ	Too environmentally sensitive to put roads in this area, from Cave Without a Name all the way toCascade Caverns. TXDOT and City keep proposing this, but it should not happen	0	1	29.7744	-98.669187
65	Other Concern	ETJ	Too environmentally sensitive to put roads in this area, from Cave Without a Name all the way toCascade Caverns. TXDOT and City keep proposing this, but it should not happen	0	1	29.782221	-98.668416
66	Safety Issue	City Limits	Not in favor of opening the gate between Regent Park and Boerne Heights subdivisions. There are numerous walkers & children within Regent Park who need to continue to feel safe without having to worry about additional traffic/speeders. Wildlife within our Neighbourhood also must be allowed to flourish & not become victims of speeders who aren't familiar with our neighbourhood surroundings. Keeping our neighbourhood, families & environment safe must continue to be a high priority.	38	2	29.75284	-98.710227

APPENDIX C

PUBLIC COMMENTS

ID	Type	Jurisdiction	Comment	Up Votes	Down Votes	Latitude	Longitude
67	Other Concern	City Limits	Open this gate between the neighborhoods. Keep it for when it may be necessary to close on temporary basis. It is unsafe to have only one entrance to Regent Park, and it is ridiculous to have to go up and turn around in the construction zones when turning on Scenic Loop to enter Regent Park will reduce congestion and reduce school bus route times. If the complain is speeding drivers then let's add some speed bumps and traffic cameras during peak hours.	0	35	29.753141	-98.710511
68	Other Concern		This line goes through a completed development and would necessitate demolition of long established homes. How is this possible?	0	0	29.747688	-98.668605
69	Safety Issue	City Limits	I fear everyone in Regent that commutes south on Scenic Loop Road will drive down through Kendall Creek Estates to turn right on Scenic Loop further congesting our exit and making it extremely hazardous for our many children who walk to the bus stop at Sage Canyon and Deer Wood Oaks. When the new sub-division south of us is complete, we'll need a traffic signal at Sage Canyon and Scenic Loop to get out to go either direction.	14	2	29.746834	-98.705678
70	Safety Issue	City Limits	Keep the gate but place a key pad to enter/exit - it will slow traffic from entering/exiting & keep children safe. There are many people and kids walking through the area.	3	18	29.753	-98.710071
71	Safety Issue	City Limits	The I-10 on-ramp here is way too short and very dangerous. Drivers on the highway are going far too fast, can't see you coming up the ramp because it is below their view point, people are not getting over to allow for merging traffic. This has caused many people trying to merge to have to stop on the on ramp, causing all kinds of other safety issues.	5	0	29.766643	-98.71802
72	Safety Issue	City Limits	The I-10 on-ramp here is way too short and very dangerous. Drivers on the highway are going far too fast, people are not getting over to allow for merging traffic. This has caused many people trying to merge to have to stop on the on ramp, causing all kinds of other safety issues.	2	0	29.771989	-98.726821
73	New Sidewalk Needed	ETJ	There is no sidewalk between the Nursery and the corner at Scenic Loop and with the construction and narrow lanes, there is not a safe way to walk here.	2	1	29.756533	-98.707877
74	Intersection Concern	City Limits	With the added homes and businesses down Scenic Loop, traffic is getting quite congested. Part of this issue is that the light is on a long cycle. So even if no one is coming from other directions, you have to wait several minutes for the lights to cycle. These should be programed with peak and night time cycles or be vehicle sensing to adjust accordingly.	7	0	29.753881	-98.705045
75	Safety Issue	City Limits	This gate needs to be available only to safety personnel (fire/ems/leo) for emergency access. Use a lock that only they can access. Gates communities use these locks to grant access for emergency use.	17	0	29.753074	-98.710075
76	Congestion Issue	City Limits	This is not a Congestion Problem but more of a Traffic Problem. Since Regent Park isn't completed, by opening the gate, Boerne Heights will have more large commercial vehicles driving thru our neighborhood tearing up Jordan Pl. & Sophia Cir. and how long will it take the city to repair the damage, years?	13	1	29.752328	-98.708317
77	Safety Issue	City Limits	Please keep this gate closed. The traffic does not need to increase in the neighborhood, which is what will happen.	14	0	29.753396	-98.710275
78	Safety Issue	City Limits	The streets in Boerne Heights were not designed to safely support a multiple neighborhood thruway. The streets are narrow and heavily used by residents for parking. Additional traffic, especially for drivers who are seeking a speedy exit from another neighborhood, would place Boerne Heights residents and property at risk. Exiting onto Scenic Loop is already heavily congested. Please keep the current gate locked.	17	0	29.753211	-98.710037
79	Other Concern	City Limits	I live on Michelle Lane in Boerne Heights and do NOT want the gate to be opened. We have lots of kids in the neighborhood and do not want additional traffic coming through our streets just to get out to the highway. I personally walk my dog every morning and do not want the additional traffic coming through. Please leave the gates closed! Thanks, Ellen	3	1	29.753927	-98.706987
80	Safety Issue	ETJ	Elementary School Bus Stop there. Many children running there at times. Would also create a traffic problem at Scenic Loop. Neighborhood does not need the extra traffic.	2	0	29.754672	-98.696752
81	Other Concern	City Limits	I live on Michelle Lane in Boerne Heights and do NOT want the gate to be opened. We have lots of kids in the neighborhood and do not want additional traffic coming through our streets just to get out to the highway. I personally walk my dog every morning and do not want the additional traffic coming through. Please leave the gates closed! Thanks, Ellen	5	1	29.755129	-98.7085
82	Safety Issue	City Limits	This neighborhood was not designed for increased traffic flow for access outside of the neighborhood. To open a gateway to another area would only increase traffic, cause safety issues for a small quiet neighborhood designed for families. This opened gate is not necessary	19	0	29.753033	-98.709932

APPENDIX C

PUBLIC COMMENTS

ID	Type	Jurisdiction	Comment	Up Votes	Down Votes	Latitude	Longitude
83	Safety Issue	City Limits	We have already been experiencing big construction trucks on Jordan as they try to go through, only to turn around and leave since the gate is closed. As I live on Jordan, we do not need either more traffic or the construction vehicles on our street. We do have smaller children on our street. Additionally, we have to wait up to 10 minutes to get our of the track due to all the Scenic Loop Traffic as it is, we do not need more problems with this intersection.	13	0	29.753156	-98.709957
84	Safety Issue	City Limits	We have already been experiencing big construction trucks on Jordan as they try to go through, only to turn around and leave since the gate is closed. As I live on Jordan, we do not need either more traffic or the construction vehicles on our street. We do have smaller children on our street. Additionally, we have to wait up to 10 minutes to get our of the track due to all the Scenic Loop Traffic as it is, we do not need more problems with this intersection.	7	0	29.753078	-98.710049
85	New Road Connection Needed	City Limits	Why can't there be a code to get into Regent Gate? It can be helpful. There are people I know over there. It is so hard to get around Boerne since the roads aren't finished. I have seen this in other areas. It would be a good way to solve it., with code!	1	7	29.751872	-98.708826
86	Safety Issue	City Limits	The home owners of Boerne Heights should NOT have to pay the price for POOR planning in neighboring subdivisions!!! Opening the gate would create a HUGE safety risk for our children and adults!! It would also make it VERY difficult to get out of our own neighborhood due to increased traffic at an intersection that ALREADY backs causing delays. All of this would NEGATIVELY affect the appeal and market value of our homes. DO NOT OPEN THE GATE!!!!!	9	0	29.75308	-98.710003
87	Other Concern	City Limits	We have been in Boerne Heights since 2005, watched all of the homes be built, even enjoyed that our neighborhood was safer because of the single entrance. As the years go by and progress happens, too many things are replaced in its name. And replacing a gate for emergency access for commuter convenience is not progress for both neighborhoods; it benefits only one. There is no shared burden because Boerne Heights streets will be serving Regent Oaks and getting no reciprocation.	7	0	29.750769	-98.708838
88	Safety Issue	City Limits	We experience extreme difficulty in getting out of of Boerne Heights neighborhood at times when Scenic Loop traffic is backed up. There are more subdivisions going up just down the road from us! This problem will only get worse. Opening the gate to Regent will interfere with the heavy traffic and our exiting capabilities we already face. As a mom of children who's bus stop is at Jordan and Michele, numerous times vehicles do not stop and a child will get hurt.	13	0	29.752944	-98.710066
89	Safety Issue	City Limits	Gate should continue to be used for emergency use only. Moving into Boerne Heights, I already knew there was one entrance to get in and out. Regent residents are full aware they had one entrance to get in and out from the highway. No need to accommodate opening an entrance for the convenience of one neighborhood, when Boerne Heights residents have to face heavy traffic on Scenic Loop already.	12	0	29.752642	-98.710077
90	Safety Issue	City Limits	this will only make current traffic within boerne heights even worse. there is no way this should happen.	11	0	29.753032	-98.710275
91	Other Concern	City Limits	traffic is very heavy on W San Antonio Ave. Cars drive very fast for a residential area	0	0	29.793221	-98.733895
92	Congestion Issue	City Limits	Cars parking on both sides of road limit traffic and visibility	0	1	29.789803	-98.733643
93	Safety Issue	City Limits	very heavy traffic on W San Antonio Ave for a residential area, and cars drive too fast over speed limit.	2	0	29.7919	-98.736019
94	Safety Issue	City Limits	Stop allowing delivery truck parking in the street at the corner of Esser Road and Blanco Road to deliver to the convenience store this should be done on private property.	2	0	29.796265	-98.725338
95	Other Concern	City Limits	The extra empty grounds (aside from overflow parking area) & the space in the wooded area away from picnic areas should be developed into mountain biking trails and obstacles. Trails and obstacles that can be integrated into the existing geographical features. Cibolo Nature preserve is off limits for mountain biking, which leaves no place to ride in all of Boerne. Just look at Bentonville, AR; They turned it into a mountain biking Mecca that brougt $137 million revenue for NW Arkansas in 2017!	0	0	29.828587	-98.775195
96	Safety Issue	City Limits	Please do not open this gate. Congestion is already bad leaving Boerne Heights to get on to Scenic Loop road. Having many more cars from a completely different neighborhood (which is still building and expanding) will only worsen the issue. Please leave our quiet and peaceful neighborhood the way it was intended.	8	0	29.753376	-98.710053

APPENDIX C

PUBLIC COMMENTS

ID	Type	Jurisdiction	Comment	Up Votes	Down Votes	Latitude	Longitude
97	Safety Issue	City Limits	As a resident on Jordan Pl, I beg you to keep the gate locked! We already frequently yell at drivers to slow down. Let's not add more drivers on our street! Please don't jeopardize our children's lives. Drivers already run the stop sign at Jordan Pl and Amalia Breeze and you want to add more drivers coming through that intersection.	5	0	29.751684	-98.707815
98	Safety Issue	City Limits	The I-10 entrance lane at this location is dangerous. It's impossible to see existing highway traffic if you are entering the ramp. The ramp itself is way too short. Who designed this hazardous highway entry??	1	0	29.766054	-98.716578
99	Safety Issue	City Limits	Please do not open the gate to allow thru traffic. Boerne Heights is at capacity and opening the gate would be detrimental to child safety and we have many people who walk and ride bikes continuously throughout the neighborhood. We already are experiencing lots of congestion when trying to exit on to Scenic Loop road. Regent Park residents knew they would only have one exit and it needs to remain that way.	7	0	29.751411	-98.708704
100	Safety Issue	City Limits	This gate needs and should remain closed. Boerne Heights is a small neighborhood with lots of kids playing and people walking with pets and we knew we had one entrance/exit when we moved in just like Regent Park. We are not responsible for their traffic and frustration of having moved into a neighborhood on a frontage road that is only a one direction road. They knew this. We need to keep our families safe from more traffic and possible speeders.	5	0	29.753091	-98.710041
101	Congestion Issue	City Limits	It would be good if the right turn lane extended further up Scenic Loop. Cars turning right would make the line of cars shorter. The cars in line going straight through the light would move up faster.	1	0	29.753557	-98.705059
102	Intersection Concern	City Limits	There needs to be a long right turn lane on the north bound side of main by Herff so the traffic that is trying to turn right onto Herff is not stacking up waiting for the traffic light to change. The right turn lane should start just north of the Dog and Pony.	0	0	29.780023	-98.728037
103	Intersection Concern	City Limits	There needs to be a long right turn lane on the north bound side of main street at the intersection on main and herff. The traffic that is trying to turn right onto herff is stacking up because there is no turning lane. The turning lane needs to start just north of the Dog & Pony.	0	0	29.774455	-98.722466
104	Intersection Concern	City Limits	Dangerous Intersection, not much room coming from Adler to turn south on School st.	1	0	29.804635	-98.737527
105	Intersection Concern	City Limits	There is no protected left turn on to Herff coming up North on Old San Antonio.	0	0	29.777256	-98.716975
106	Intersection Concern	City Limits	Need to add a 5 way stop light system by adding one light at Adler and School that works in conjunction with the stop lights on main to eliminate the congestion issues.	0	0	29.803962	-98.736388
107	Congestion Issue	City Limits	Major congestion issue	2	0	29.78798	-98.716297
108	Intersection Concern	City Limits	add left turn lanes to the north bound and south bound lanes of Old San Antonio for turning onto Herff	0	0	29.776273	-98.716819
109	Safety Issue	City Limits	No sidewalks along north school for kids walking from Stone Creek Apartments to Boerne North Middle School. I see kids struggling to stay safe walking to & from school.	0	0	29.797887	-98.737551
110	Intersection Concern	City Limits	Dangerous Intersection	2	0	29.756637	-98.705399
111	New Sidewalk Needed	City Limits	Sidewalk and perhaps a bike lane needed on Old San Antonio Rd.	1	0	29.77451	-98.716578
112	Other Concern	City Limits	More traffic on Old San Antonio Rd since the I-10 frontage roads are now one way and which has caused more people to drive on Old San Antonio Road. Makes it difficult leaving the Police and Municipal Court Complex.	0	0	29.7654	-98.710254
113	Safety Issue	City Limits	No sidewalk or cross walk for children walking to and from school.	0	0	29.804634	-98.717165
114	Other Concern		What about all of the private property and family ranches that have been passed down generation to generation? Is the city really demanding these sacred family spaces be given up? What happens in 5 years when growth continues coming in and this isn't enough? Will the city demand more?	0	0	29.800507	-98.783913
115	Safety Issue	City Limits	As an owner on Michelle Lane, I oppose the gate being opened. This is an EMERGENCY Gate only and needs to stay that way. Through traffic will cause a major safety concern in our small neighborhood as well as additional congestion trying to exit. There are many children in our community, and we need to keep them safe. Opening this up will increase the traffic speed and jeopardize our children's safety.	3	0	29.753381	-98.70978
116	Safety Issue	City Limits	Opening up the gate between Boerne Heights and Regent park is a very bad idea. We've already experienced what opening up the gate does for a weekend during a phase of I-10 construction. It poses a significant safety risk due to increased traffic.	3	0	29.753091	-98.709937

APPENDIX C

PUBLIC COMMENTS

ID	Type	Jurisdiction	Comment	Up Votes	Down Votes	Latitude	Longitude
117	Other Concern		A Thoroughfare Road should not intersect existing Neighborhoods nor should it be placed in areas that the Property owners have stated they do not intend to sell for future Development. Kendall County Hill Country is now in the Camp Bullis Sentinel Landscape Partnership and we need to strengthen the preservation not weaken it with "Convenience Roads" for Regional transportation planning.	0	0	29.81888	-98.695887
118	Safety Issue	City Limits	Adding more traffic to Boerne Heights will endanger our children and folks who walk or ride bikes for exercise. Our community has no place for kids to play together so they often end up playing in or near the streets. Please do NOT open the gate between us and Regent Park and add to our congestion and lack of safety.	5	0	29.750431	-98.707535
119	New Road Connection Needed	City Limits	Horrible frontage road! This road is not smooth at all. I understand there is construction going on but the road is absolutely horrible. I should not feel like I just put my infant through a roller coaster everyday just to get home.	0	0	29.758296	-98.708736
120	Accessibility Concern	ETJ	Please allow me to help you create a transportation plan to include and provide transportation for individuals with disabilities. Approx 15% of our population is disabled. And if a person is not disabled…your time is coming. I want everyone to have equal access and support. Please email or call me. I have studied this.	1	0	29.736955	-98.724518
121	Safety Issue	City Limits	Need a light going into/ out of Boerne High school. Or a policeman directing traffic. Too many accidents, almost accidents. Families car totaled here going straight by HS.	1	0	29.798567	-98.714433
122	Safety Issue	City Limits	Tripping Hazard at Johnny's Feed	0	0	29.795589	-98.732623
123	Congestion Issue	City Limits	I spend approx. 30 minutes everyday waiting on this stop sign. There are parents dropping kids at BMSS as well as Geneva and there are several apartments and neighborhoods working to access I-10/Boerne here. Desperately need turn lanes and a light here.	0	0	29.756712	-98.703001
124	New Road Connection Needed	City Limits	There is no link from this busy area in the south to the thoroughfares running east west. There is only ONE access out of this area in the south, Cascade Caverns, unless you drive much further south on windy narrow roads. To relieve in-town congestion, a new access really needs to be discussed that travels north/south along the east side of Boerne.	0	0	29.756782	-98.692975
125	Safety Issue	City Limits	This section of main needs to be widened for a turn lane and passing traffic. It has a lot of emergency vehicle use, large trucks, standard personal vehicles, etc. There are not enough lights on it, resulting in alot of brakes slamming to avoid rear ending folks turning into businesses or industrial park. In addition, there is no pedestrian access, this should be addressed.	0	0	29.815289	-98.748786
126	Intersection Concern	City Limits, ETJ	Takes a very long time, and is quite dangerous trying to edge into the constant traffic on Old San Antonio Rd. (from the neighborhood as well as all streets and businesses.	0	0	29.7643	-98.709626
127	Congestion Issue	City Limits	Major backup here with schools' traffic every day. Old SA Rd. really needs to have a turn lane the entire length of the road for all the streets and businesses. Much too narrow. EVEN stopping traffic just for the trash haulers to do their job. This is a major thorough fare (especially to connect to east Boerne from the south) and should be treated so!	0	0	29.759306	-98.707352



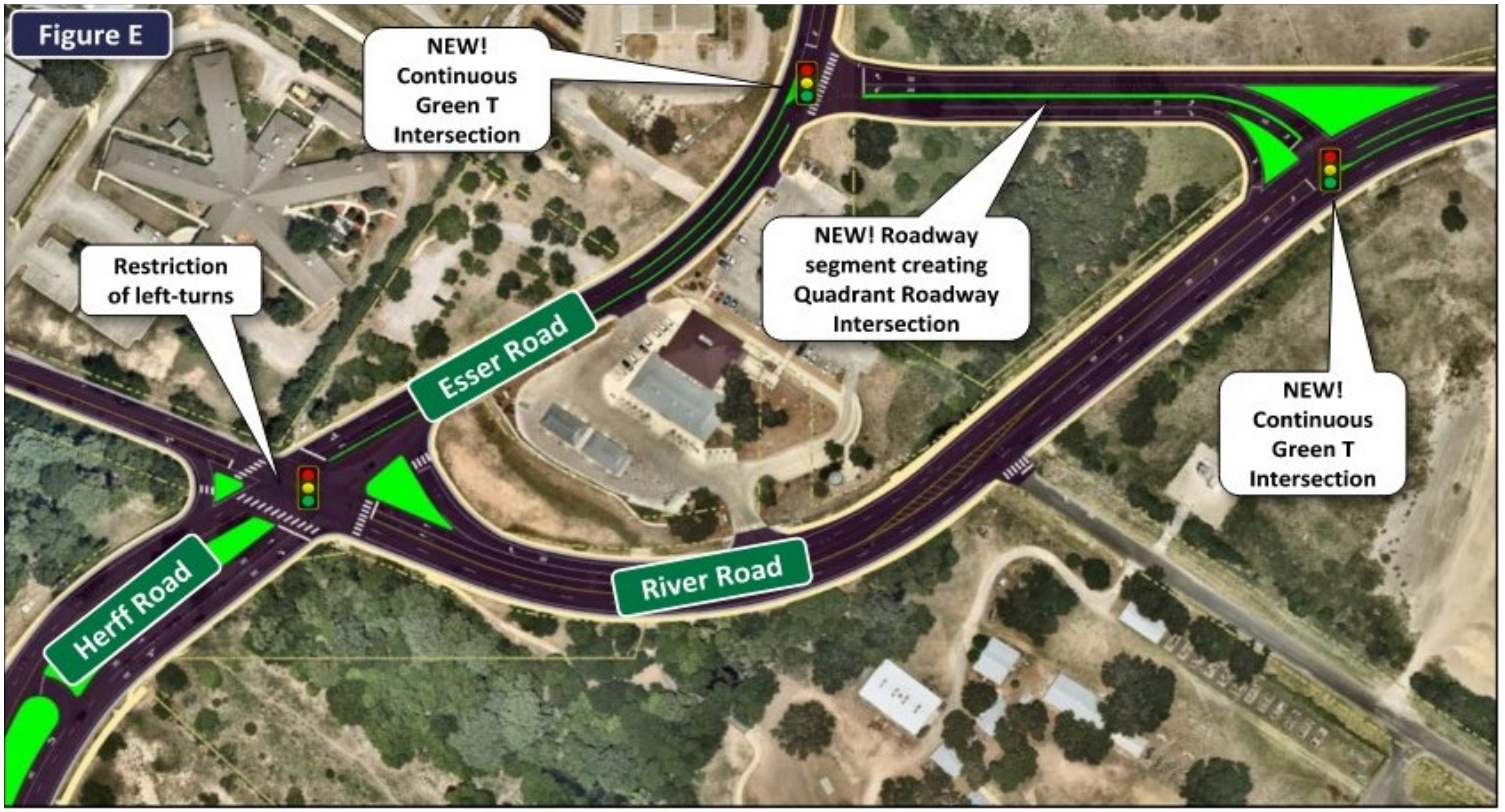
APPENDIX D

APPENDIX
D

RIVER ROAD & HERFF ROAD/ESSER ROAD IMPROVEMENTS (LONG-TERM)

As previously mentioned, throughout the course of the Mobility Master Plan, significant needs were expressed by the community for improvements at the intersection of River Road & Herff Road/Esser Road. As a result, further analysis was performed for this intersection to evaluate alternative intersection configurations that have the potential to improve both safety and operations of the intersection in the long-term. As a result, a concept to convert the existing four-leg intersection to a quadrant roadway with T-intersections using City-owned land located northeast of the intersection was developed.

Following analysis and concept development, this new concept shown below was vetted through preliminary coordination with TxDOT San Antonio District and submitted for consideration of grant funding in the Safe Streets for All discretionary grant program in September 2022. The planning, design, and construction of this intersection improvement and new roadway connection is anticipated to be approximately $21 million. Although this project was unsuccessful at being awarded funding, additional avenues for funding will continue to be explored. Further details and benefits of the project can be found detailed in the grant application that follows within Appendix D.



APPENDIX
D

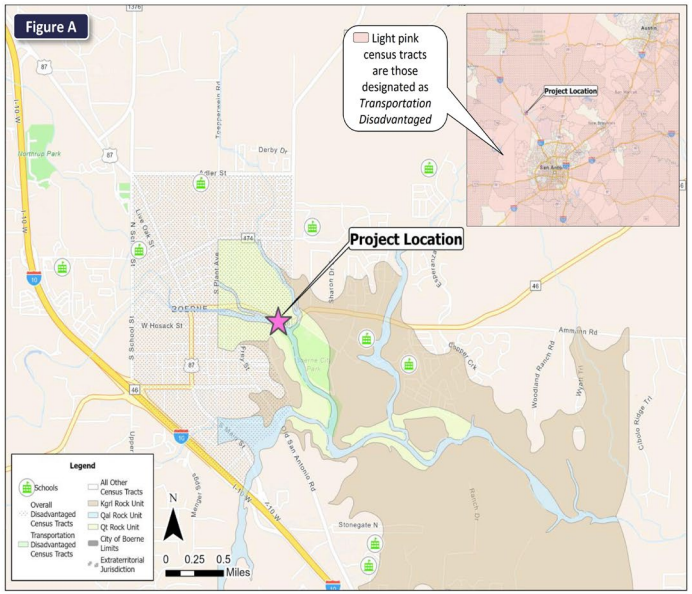
SAFE STREETS FOR ALL GRANT

NARRATIVE

OVERVIEW (1 OF 3)

The Herff Road/Esser Road & River Road Intersection Improvement project located within the City of Boerne aims to improve safety by implementing a quadrant roadway intersection that will reduce the number of conflict points and subsequently, reduce the severity of crashes that have the potential to occur at this location. Due to its geographical location, this intersection is vital to local and regional mobility as it is the only intersection connecting the eastern, rural side of Boerne to downtown, schools, and Interstate 10. As shown on **Figure A**, this intersection is the easternmost node providing a north-south connection between State Highway 46 and Interstate 10. With existing rivers, parks, and geological features present, the existing roadway network on the east side of town is limited making this a vital intersection now and for the future of Boerne as development continues to occur. Currently, over 20,000 vehicles per day traverse this intersection and is expected to continue to grow at the historical annual rate of 6% creating a high potential for a fatal or serious injury crash to occur. Because of its location, improvements to this intersection would serve the community at-large as the intersection is located entirely within designated Transportation Disadvantaged Census Tracts and partially within an Overall Disadvantage Census Tract.

Figure A



NARRATIVE

OVERVIEW (2 OF 3)

In existing conditions, the intersection of Herff Road/Esser Road & River Road is a four-legged signalized intersection with the current traffic volumes shown in **Figure B** and current lane assignment and configuration shown in **Figure C**. As depicted, this intersection experiences a high volume of northbound right-turning traffic, eastbound through traffic, and westbound traffic across all movements during 2022 peak hour conditions. These movements which experience the highest concentration of traffic volumes also have the highest potential of meeting at a "crossing" conflict point, creating a significant safety risk. Observations made during intersection peak hours further revealed significant congestion and queuing on all approaches resulting in driver impatience.

Figure B

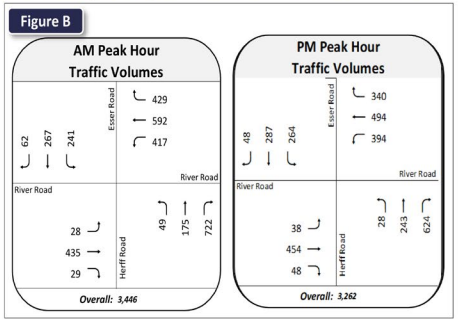
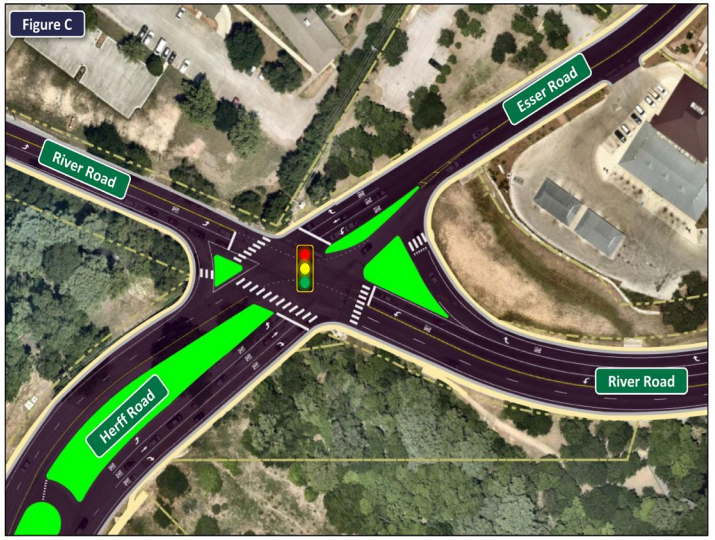


Figure C



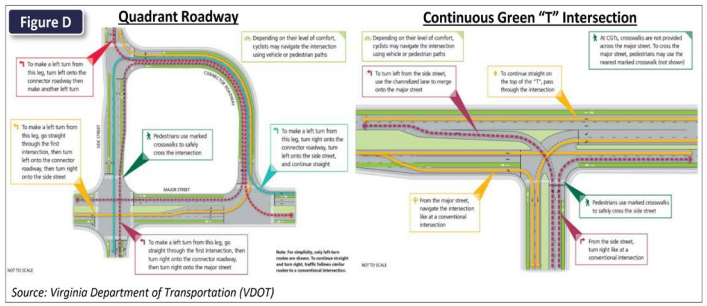
APPENDIX D

SAFE STREETS FOR ALL GRANT

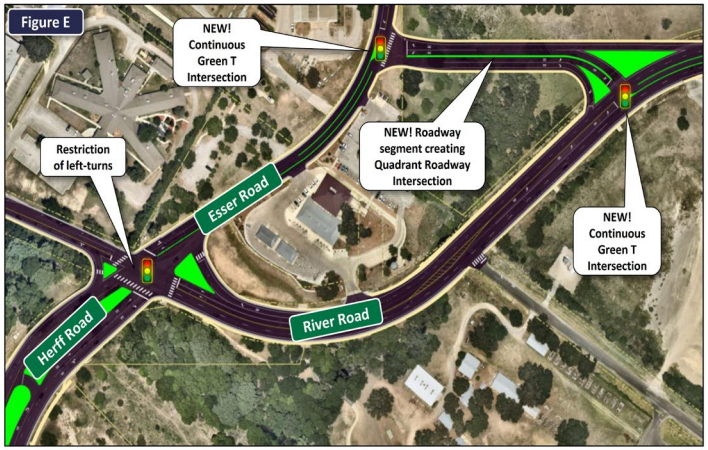
NARRATIVE

OVERVIEW (3 OF 3)

The proposed project, as shown in **Figure E**, implements a quadrant roadway to create two new three-legged signalized intersections in order to restrict all left-turn movements at the four-legged signalized intersection of Herff Road/Esser Road & River Road. The two newly created three-legged intersections will operate as continuous green "T" intersections which allow the primary through movements to operate continuously, free of traffic control while protecting the left-turn movements with a physical barrier. The flow of traffic through these intersections is illustrated in **Figure D**. By implementing the quadrant roadway and continuous green "T" intersections, the number of conflict points are reduced which eliminates the potential for collisions, especially left-turn and angle collisions.



Source: Virginia Department of Transportation (VDOT)

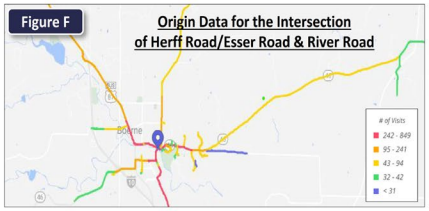


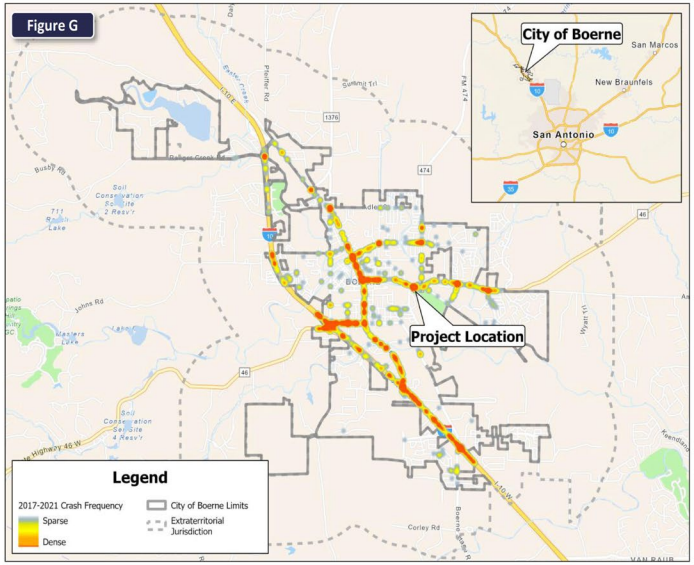
Safe Streets for All (SS4A) Implementation Grant Application
Herff Road/Esser Road & River Road Intersection Improvements

NARRATIVE

LOCATION

The City of Boerne located in Kendall County, Texas is approximately 30-miles northwest of the San Antonio, Texas. Crash data for the City of Boerne was obtained from 2017 to 2021 using the Texas Department of Transportation's (TxDOT) Crash Records Information System (C.R.I.S.) and is depicted on the heat map in **Figure G**. The project location is the existing signalized intersection of Herff Road/Esser Road & River Road, which has experienced the second highest number of crashes at an intersection within the City of Boerne, a total of 117 crashes over the five-year period. Additionally, the east-west corridor of this intersection, River Road, is one of the City's highest crash frequency corridors. This intersection serves as a key point of connectivity for the City, providing both local and regional connectivity. As shown in the *Placar* data (**Figure F**) obtained by the City of Boerne in February 2022, visits to this intersection originate locally and regionally from all sides of the City.





APPENDIX D

SAFE STREETS FOR ALL GRANT

NARRATIVE

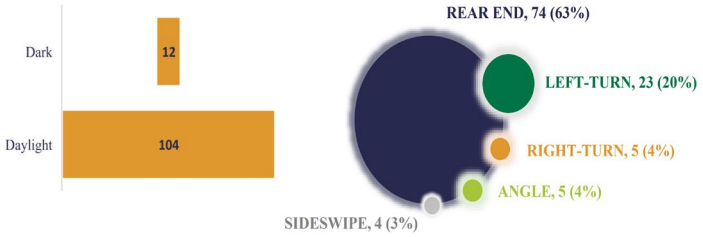
SELECTION CRITERION #1: SAFETY IMPACT (1 OF 2)

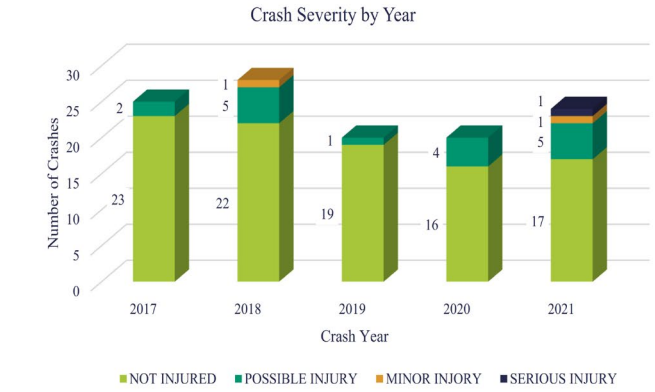
Over the five-year period from 2017 to 2021, this intersection experienced a total of 117 crashes. Of those crashes, none resulted in fatalities, one (1) resulted in a serious injuries, two (2) resulted in a minor injuries, 17 resulted in possible injuries, and 97 resulted in no injuries. Crashes of significance include 1 pedestrian, 1 bicycle, and 1 school bus crash that occurred during this time period as these crashes involve vulnerable road users with a high potential of resulting in serious injury. Rear end crashes were the most common (63%) while left-turn crashes were the second most comment (20%). The occurrence of rear end crashes often indicate congestion which aligns with public input, observational evaluations, and operational analyses of this intersection. Similarly, the angle and left-turn crashes experienced correspond with the high volume of traffic traveling through this intersection.

1 PEDESTRIAN CRASH

1 BICYCLE CRASH

1 SCHOOL BUS CRASH





Safe Streets for All (SS4A) Implementation Grant Application
Herff Road/Esser Road & River Road Intersection Improvements

NARRATIVE

SELECTION CRITERION #1: SAFETY IMPACT (2 OF 2)

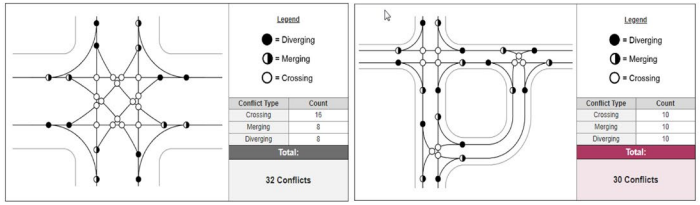
The proposed improvements intend to reduce the occurrence of left-turn, angle, and right-turn crashes by implementing a quadrant roadway intersection which will result in a reduction of the number of conflict points as shown in **Figure H**, subsequently limiting the potential for crashes. In addition to a reduction in total conflict points, the number of crossing conflict points reduces from 16 to 10 which is significant as crossing conflicts (i.e. left-turn crashes, angle crashes) frequently result in a higher crash severity. According to FHWA's *A Safe System-Based Framework and Analytical Methodology for Assessing Intersections*, benefits of a quadrant roadway intersection include:

- ✓ Removal of all left turn movements from main intersection, reducing crossing conflicts.
- ✓ Simplification of crossing for nonmotorized road users, as there are no left turn vehicles intersecting crosswalks at the main intersection.
- ✓ Increase in capacity and improved operational efficiency due to removal of all direct left turns from main intersection.

Furthermore, according to FHWA's *Safety Evaluation of Continuous Green T Intersections*, the implementation of the continuous green T intersections proposed for the two new intersections that will be created as part of this project is considered favorable over traditional intersections and is estimated to have a Crash Modification Factor of 0.96.

Figure H

Conventional Intersection | Quadrant Roadway Intersection



For pedestrians and bicyclists, the reduction in conflict points limits and the restriction of left-turn movements at the primary intersection reduces the potential for a collision to occur. Additionally, by restricting left-turns at the primary intersection, more time can be given to pedestrians and bicycle users utilizing the crosswalks by introducing a leading pedestrian interval. This will give those vulnerable road users dedicated time to begin crossing without any vehicular conflicts. According to FHWA, implementing a leading pedestrian interval reduces pedestrian-vehicle crashes at intersections by 13%.

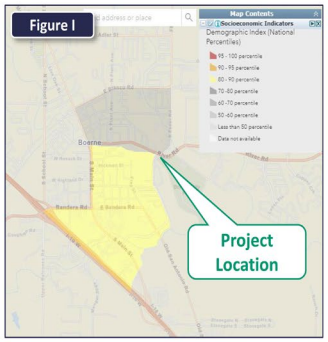
APPENDIX D

SAFE STREETS FOR ALL GRANT

NARRATIVE

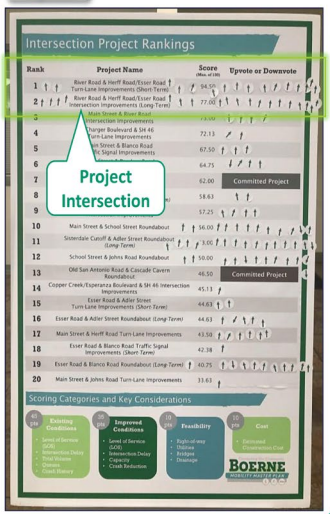
SELECTION CRITERION #2: EQUITY, ENGAGEMENT, AND COLLABORATION

Figure I



As indicated on *Page 1*, the proposed project is located partially within an Overall Disadvantage Census Tract and entirely within a designated Transportation Disadvantaged Census Tract. Utilizing the EPA's Environmental Justice Screening Tool, the proposed project is in a location that would directly serve those in the 70th to 90th percentile of the demographic index, a combined indicator of low-income and minority, as shown in **Figure I**.

Figure J



As part of development of the City's Mobility Master Plan and Safety Action Plan, several public engagement opportunities took place that include both in-person events and online platforms consisting of mapping and prioritization activities. Additionally, an advisory committee was formed to support informed decision making as part of this process and was made up of representatives from City Council, Planning and Zoning Commission, Boerne Independent School District Board, Texas Parks and Wildlife, and the Cibolo Nature Center. Overwhelming, between public comments, advisory committee feedback, and intersection ranking activities (**Figure J** and **Figure K**), this intersection received the most community support amongst all proposed intersection projects.

Figure K



Safe Streets for All (SS4A) Implementation Grant Application
Herff Road/Esser Road & River Road Intersection Improvements
City of Boerne | Kimley»Horn

NARRATIVE

SELECTION CRITERION #3: EFFECTIVE PRACTICES AND STRATEGIES

SAFE SYSTEM APPROACH

The proposed project aligns with the safe system approach by *mitigating for human error, accounting for human vulnerability,* and *implementing proactive solutions*. Fortunately, the severity of crashes that have occurred at the intersection of Herff Road/Esser Road & River Road over the previous five years is low, however, consistent with the safe system approach, the potential for risk at this location remains high due to traffic volumes, conflict points, and driver impatience indicated through public engagement necessitating this *proactive solution*.

Implementation of the proposed quadrant roadway intersection allows the restriction of left-turn movements at the existing four-legged signalized intersection while creating two new continuous green T intersections, which *mitigates for human error* by reducing the number of conflict points and allowing the heavier traffic movements to operate free of traffic control with physical separation from turning traffic.

Furthermore, the two newly created signalized intersections and existing modified signalized intersection will *account for human vulnerability* by incorporating pedestrian signals with leading pedestrian intervals which will allow pedestrians the opportunity to enter the crosswalk prior to vehicles receiving a green indication limiting the potential for conflict.

INNOVATIVE PRACTICES AND STRATEGIES

The proposed project aligns with the innovative practices and strategies value by introducing a quadrant roadway intersection and continuous green T intersections, both considered to be innovative intersection solutions. To ensure the project will serve the intersection and future growth beyond a safety capacity, a traffic operational analysis was performed using *Synchro 11* software and Highway Capacity Manual (HCM) methodologies to evaluate peak hour operations during Existing 2022, Build 2028, and Horizon Year 2038 Conditions. Existing 2022 Conditions reflect the current traffic volumes and intersection configuration without the proposed improvements while the Build 2028 and Horizon 2038 Conditions reflect implementation of the proposed improvements with traffic volumes grown 4% annually. Based on this analysis (**Figure L**), the proposed project is expected to perform well through the Horizon 2038 Conditions and even better than the existing intersection performance.

Figure L

Intersection	Existing 2022 Conditions				Build 2028 Conditions				Horizon 2038 Conditions			
	AM Peak		PM Peak		AM Peak		PM Peak		AM Peak		PM Peak	
	LOS	Delay[1]	LOS	Delay[1]	LOS	Delay[1]	LOS	Delay[1]	LOS	Delay[1]	LOS	Delay[1]
1	**F**	187.7	**F**	107.0	**B**	12.8	**B**	16.4	**C**	33.3	**D**	47.9
2	DOES NOT EXIST IN EXISTING CONDITIONS				**A**	9.2	**B**	10.8	**D**	46.0	**B**	14.9
3					**C**	20.4	**C**	21.0	**E**	56.1	**E**	75.5

[1] *Delay is in seconds*

APPENDIX D

SAFE STREETS FOR ALL GRANT

NARRATIVE

SELECTION CRITERION #4: CLIMATE CHANGE AND SUSTAINABILITY, AND ECONOMIC COMPETITIVENESS

As a result of improving traffic operations and reducing delay with the proposed project, gas emissions are significantly reduced. Utilizing *Synchro 11* software, emissions of carbon monoxide (CO), nitrogen oxide (NO_2), and volatile oxygen compounds (VOC) were computed based on fuel consumption, delay, and number of stops using existing traffic volumes. A before and after comparison of emissions within the study area is shown in **Figure M,** revealing the significant improvement in emissions indicating that the proposed project will be sustainable in the long-term based on safety, traffic operations, and climate evaluations.

Figure M

EMISSIONS REDUCTIONS

	CO	NO_2	VOC
AM	-8,925 gal/hour	-1,735 gal/hour	-2,070 gal/hour
PM	-1,793 gal/hour	-347 gal/hour	-413 gal/hour

Gas Emissions (gallons/hour)					
Intersection	Gas	Before (2022)		After (2022)	
		AM	PM	AM	PM
4-Leg Intersection	CO	18,996	11,908	4,948	5,213
	NO_2	3,696	2,317	963	1,014
	VOC	4,403	2,760	1,146	1,209
3-Leg Continuous Green "T" Intersection	CO	*INTERSECTIONS DO NOT EXIST IN BEFORE SCENARIO*		3,099	2,820
	NO_2			603	550
	VOC			718	655
3-Leg Continuous Green "T" Intersection	CO			2,024	2,082
	NO_2			395	406
	VOC			469	483
Cumulative Study Area	**CO**	***18,996***	***11,908***	***10,071***	***10,115***
	NO_2	***3,696***	***2,317***	***1,961***	***1,970***
	VOC	***4,403***	***2,760***	***2,333***	***2,347***

Additionally, by improving mobility at this intersection for vehicle, bicycle, and pedestrian users, the likelihood for economic and business activity to expand east increases in the rural, undeveloped areas of Boerne due to improved access and connectivity.

Safe Streets for All (SS4A) Implementation Grant Application
Herff Road/Esser Road & River Road Intersection Improvements
City of Boerne
Kimley»Horn

NARRATIVE

PROJECT READINESS

Indicators of project readiness for the proposed project include:

- ✓ No right-of-way acquisition required, all impacted parcels are owned by the City of Boerne
- ✓ Engineering traffic operational analysis for proposed improvements performed for Existing 2022, Build 2028, and Horizon 2038
- ✓ Public engagement efforts performed
- ✓ Coordination ongoing with stakeholders such as representatives on the Kendall County Boerne Fair Oaks Transportation Committee and TxDOT
- ✓ Preliminary project schedule established

The proposed project is anticipated to include coordination with several agencies and stakeholders, considerable drainage accommodations, utility relocations, environmental documentation in compliance with NEPA, and programming into the State Transportation Improvement Program (STIP). Based on this information, a preliminary project schedule was developed as shown in **Figure N** and assumes execution of a grant agreement by the third quarter of 2023, which allows for planning, design, environmental, and construction activities to be completed within the allotted five-year time period.

Figure N

Herff Road/Esser Road & River Road Intersection Improvements	Total Months	2023				2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning	15																								
Execution of Grant Agreement	1																								
Procure Engineering and Environmental Services	2																								
Preliminary Engineering and Design	4																								
STIP Programming	9																								
Design	16																								
Data Collection	2																								
Prepare 30% Schematic and Estimates	3																								
Local Government Review of 30% Plans	1																								
Prepare 60% Design Plans, Specifications, and Estimates	6																								
Local Government Review of 60% Plans	1																								
Prepare 90% Design Plans, Specifications, and Estimates	3																								
Local Government Review of 90% Plans	1																								
Approval of 100% Plans, Specifications, and Estimates	1																								
Environmental	12																								
Perform Environmental Surveys and Assessments	4																								
Prepare Environmental Documentation	7																								
Local Government Review of Environmental Documentation	1																								
Approval of Environmental Documentation	1																								
Construction	26																								
Project Letting and Award	1																								
Notice To Proceed	1																								
Construction	21																								
Project Inspection	2																								
Project Complete	1																								
Total Project Development Time	63																								



CITY OF BOERNE

Comprehensive Safety Action Plan

DRAFT MARCH 2026

Safety Action Plan
BOERNE

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- Plan Vision

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- Safety Analysis

Chapter 4: Community Impact

Chapter 5: Engagement and Collaboration

Chapter 6: Strategy and Project Selections
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- Implementation Plan Framework
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Chapter 9: Safety Action Plan

Appendices

Acknowledgements

The Comprehensive Safety Action Plan was developed by the City of Boerne, as well as agencies, organizations, and stakeholders from the Boerne Area. This report documents a comprehensive set of projects and strategies to eliminate roadway fatalities and serious injuries within Boerne. The information presented herein is planning level only and is not meant to represent the support or commitment of any potential partners.

DISCLAIMER

This material was funded in part through grant(s) from the Federal Highway Administration of the U.S. Department of Transportation. The views and opinions of the authors expressed herein do not necessarily state or reflect those of the U.S. Department of Transportation or the Texas Department of Transportation.

23 United States Code Section 407
Discovery and admission as evidence of certain reports and surveys

Notwithstanding any other provision of law, reports, surveys, schedules, lists, or data compiled or collected for the purpose of identifying, evaluating, or planning the safety enhancement of potential accident sites, hazardous roadway conditions, or railway-highway crossings, pursuant to sections 130, 144, and 148 of this title or for the purpose of developing any highway safety construction improvement project which may be implemented utilizing Federal-aid highway funds shall not be subject to discovery or admitted into evidence in a Federal or State court proceeding or considered for other purposes in any action for damages arising from any occurrence at a location mentioned or addressed in such reports, surveys, schedules, lists, or data.

BOERNE CITY COUNCIL
- **Frank Ritchie** – Mayor
- **Ty Wolosin** – Council District 1 | Mayor Pro Tem
- **Joe Bateman** – Council District 2
- **Kyle Mickelson** – Council District 3
- **Bret Bunker** – Council District 4
- **Joseph Macaluso** – Council District 5

SAFETY TASK FORCE
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- **Richard Chapman** – Kendall Co. Commissioner, Pct. 3
- **Reagan Harris** – Resident
- **Laurie Saunders** – Resident
- **Jonah Evans** – Resident
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- **Andres Gonzalez, PE** – TxDOT, Kerrville Area Engineer
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Executive Summary

The City of Boerne Comprehensive Safety Action Plan (CSAP) establishes a clear, data-driven roadmap to **eliminate roadway fatalities and serious injuries on City maintained streets over the next 20 years**. Building on the City's adopted Vision Zero commitment and leadership in transportation safety, the CSAP affirms that traffic deaths and serious injuries are preventable and unacceptable and that safety must be proactively embedded into every transportation decision from planning and design to operations and policy.

The CSAP was developed through a multidisciplinary and community-informed process guided by a Safety Task Force composed of City staff, elected officials, regional partners, public safety agencies, school district representatives, and community stakeholders. The plan aligns local priorities with state and federal safety initiatives, including the Texas Strategic Highway Safety Plan (SHSP), the Safe System Approach, and the U.S. Department of Transportation's (USDOT) National Roadway Safety Strategy, ensuring consistency with best practices while tailoring solutions to Boerne's unique Hill Country context.



Figure ES.1. Safe System Approach | Source: Federal Highway Administration (FHWA)

2,342
CRASHES

24
PEDESTRIAN AND BICYCLE RELATED CRASHES

10%
OF THE CRASHES ARE FATAL AND SEVERE-INJURY CRASHES

8%
OF FATAL AND SEVERE-INJURY CRASHES INVOLVE VULNERABLE ROAD USERS

48%
OF CRASHES ARE INTERSECTION RELATED

PLANNING STRUCTURE

The vision of the CSAP is to create a transportation system where no one is killed or seriously injured on Boerne's streets, regardless of age, ability, or mode of travel. Guided by Vision Zero principles and the Safe System Approach, the CSAP establishes a long-term goal of achieving zero roadway fatalities and serious injuries within the next 20 years by prioritizing safety over speed and convenience. This plan advances that vision through data-driven decision-making and proactive safety investments. By focusing on reducing crash severity, protecting vulnerable road users, and targeting high-risk locations, the CSAP provides a clear and accountable framework to deliver measurable safety outcomes and foster a lasting culture of safety throughout the Boerne community.

STRATEGIC PRIORITIES FOR ADVANCING TRANSPORTATION SAFETY

ROADWAY AND INTERSECTION SAFETY

Improve road design and infrastructure through proven safety countermeasures to reduce crash frequency and severity for all road users, including pedestrians, bicyclists, and motorists.

COMMUNITY FOCUSED SAFETY INVESTMENTS

Prioritize safety improvements in locations where crash history and roadway conditions have the greatest impact on community activity areas, including schools, parks, downtown districts, civic centers, and recreational areas.

PUBLIC EDUCATION AND AWARENESS

Foster a culture of safety through public awareness and promote safe behaviors through educational campaigns, outreach programs, and community events.

DATA-DRIVEN DECISION MAKING AND ACCOUNTABILITY

Guide safety investments using data analysis to identify high-risk areas, measure outcomes, and ensure accountability through ongoing evaluation and transparent reporting.

COLLABORATION AND STRATEGIC PARTNERSHIPS

Leverage the City's leadership in transportation safety by fostering and strengthening partnerships with government agencies, law enforcement, and community organizations to plan and implement safety strategies.

SAFETY ANALYSIS

A comprehensive analysis of crash data from 2020 to 2024, supplemented by a Downtown Pedestrian Study and community input, identified systemic safety challenges across the roadway network. While fatal crashes are relatively infrequent, injury crashes persist and disproportionately affect vulnerable road users, particularly pedestrians and bicyclists. Forty-eight percent (48%) of all crashes occur at intersections, and a small portion of the roadway network accounts for a majority of fatal and serious injury crashes. These findings reinforce the need to focus on crash severity reduction, not just crash frequency, and to prioritize locations with high pedestrian activity and complex traffic interactions.

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Using a critical crash rate methodology consistent with Federal Highway Administration (FWHA) guidance, the City identified a High-Injury Network (HIN) representing approximately 15% of City roadway mileage while capturing the majority of fatal, serious, and vulnerable road user crashes. The HIN provides the analytical foundation for prioritizing investments where they can deliver the greatest safety benefit. The HIN is shown in **Figure ES.2.**

TARGETED APPROACH

Focus locations were selected through a targeted, severity-based process that combined crash history, critical crash rate analysis, public input, and guidance from the Safety Task Force (STF). While priority corridors and intersections within the High-Injury Network (HIN) were identified for further evaluation, downtown Boerne was advanced as a focused pedestrian priority area due to its elevated pedestrian activity, closely spaced intersections, and higher risk of severe outcomes for vulnerable road users.

A dedicated downtown pedestrian evaluation was used to supplement crash data with on-the-ground observations of pedestrian behavior, crossing demand, roadway geometry, and operational conditions, ensuring that locations with high exposure and safety risk were captured even where crash frequency alone was limited. The downtown Boerne Pedestrian Study is provided in the **Appendix**. Findings from this targeted approach directly informed the development of location-specific safety recommendations presented in **Chapter 6** of the CSAP.

SYSTEMIC APPROACH

In addition to targeted, location-specific investments, a systemic safety approach was applied to address common risk factors that contribute to fatal and serious injury crashes across the roadway network. Rather than focusing solely on individual high-crash locations, the systemic approach identifies roadway characteristics, behaviors, and conditions that are repeatedly associated with severe crashes and applies proven countermeasures broadly where similar conditions exist. These lower cost, scalable treatments prioritize roadways within the HIN while improving baseline safety citywide, particularly for pedestrians and other vulnerable road users.

The systemic approach complements the downtown pedestrian evaluation and targeted projects by delivering near-term safety benefits, supporting rapid implementation, and reinforcing the Safe System principle that safer outcomes are achieved through redundancy and network-wide risk reduction. Systemic countermeasures and implementation strategies are detailed in **Chapter 6** of the CSAP.

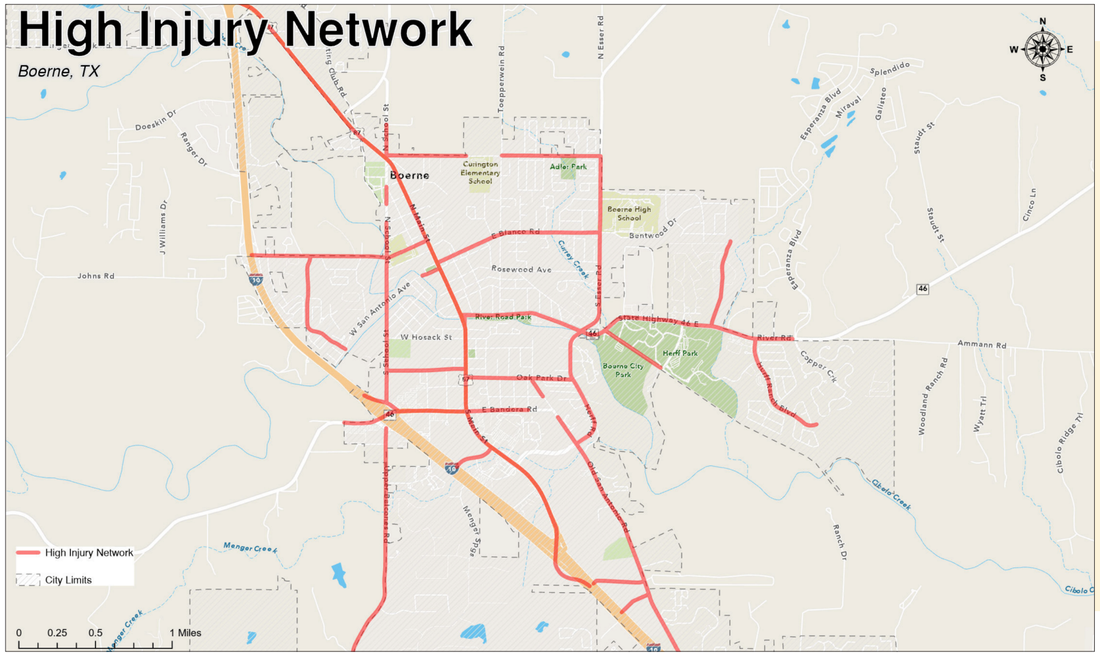


Figure ES.2: High Injury Network | Source: City of Boerne, TxDOT, FWHA; 7/20/2025.

ENGAGEMENT AND COLLABORATION

Public engagement was paramount to the development of the CSAP. Through online surveys, interactive mapping tools, pop-up events, and in-field audits, more than 1,100 mobility-focused responses were collected. **Community members consistently identified intersection safety, downtown conditions, and pedestrian safety as top priorities.** Nearly all intersections and corridors identified by the public fall within the High-Injury Network, validating the data-driven approach and reinforcing alignment between technical analysis and community identified priorities.









		FY 2025							FY 2026					
		JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
ENGAGEMENT	SAFETY TASK FORCE MEETING		●		●	●								
	PUBLIC ENGAGEMENT ACTIVITY					●		●		●	●	●		
	ONLINE ACTIVITY				●	●								

● STF Workshop (Planning Structure) ● Survey ● Council Meeting (Leadership Commitment) ● Public Meeting

IMPLEMENTATION PLAN

The CSAP outlines a balanced implementation program that combines targeted infrastructure projects, systemic safety countermeasures, non-infrastructure initiatives, and policy and process updates. Priority infrastructure projects focus on high-risk intersections and corridors and include proven countermeasures such as roundabouts, improved intersection geometry, pedestrian refuge islands, rapid-flashing beacons, and signal upgrades. Systemic improvements such as sidewalks, enhanced pavement markings, flashing yellow arrows, retroreflective signal backplates, and leading pedestrian intervals provide cost-effective opportunities to improve baseline safety across the network.

Recognizing that not all safety benefits require immediate capital investment, the plan also advances near-, mid- and long-term non-infrastructure actions, including Safe Routes to School planning, corridor studies, intersection control evaluations, and road safety audits. **These efforts establish a strong foundation for future projects, improve readiness for grant funding, and deliver early safety benefits.**

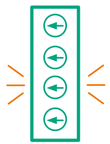
To ensure long-term success, the CSAP recommends policy and procedural updates that institutionalize safety into development review, capital planning, and operations. The plan emphasizes accountability, transparency, and continuous improvement through regular monitoring, annual progress reporting, and updates to the HIN as conditions evolve.

Together, the strategies and actions outlined in this CSAP provides the City with a clear, implementable, and community-supported roadmap to reduce traffic-related fatalities and serious injuries.Since adopting its Vision Zero commitment in August 2022, Boerne has affirmed that safety is a shared responsibility and a core value. Through data-driven investments, strong partnerships, and the integration of safety into everyday decision-making, the City is positioned to make measurable progress toward a transportation system that is safe for all users, regardless of age, ability, or mode of travel.

STRATEGY AND PROJECT SELECTIONS

INFRASTRUCTURE PROJECTS THAT INCLUDE LOCATION-SPECIFIC AND SYSTEMIC IMPROVEMENTS:

- Targeted intersection projects are shown in **Figure ES.3**
- Targeted corridor projects are shown in **Figure ES.3**.
- Systemic projects include:



FLASHING YELLOW ARROW



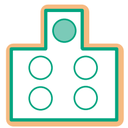
SIDEWALKS



LEADING PEDESTRIAN INTERVALS



ENHANCED PAVEMENT MARKINGS



RETROREFLECTIVE BORDERS

SAFETY PLANNING PROJECTS INCLUDE:

- Safe Routes to School Plan
- Corridor Study – W. Bandera St. from IH-10 to S. Main St. as shown in **Figure ES.3**.
- Intersection Control Evaluations (ICE), as shown in **Figure ES.3**.
- Road Safety Audits (RSA), as shown in **Figure ES.3**.

POLICY AND PROCESS CHANGES

- **Improve roadway and intersection safety** by updating design standards and operational guidance to incorporate proven safety countermeasures, including enhanced crosswalk guidance, modernized traffic signal timing, improved intersection analysis for development along the HIN, and updated roundabout design practices.

- **Prioritize community-focused safety investments** in locations with the greatest safety impact on daily activity, including downtown Boerne, school areas, parks, and civic destinations, through pedestrian-focused parking management, Safe Routes to School planning, and continued implementation of ADA accessibility improvements.

- **Strengthen public education and awareness**s by promoting safe travel behaviors through community education campaigns, bicycle and roundabout safety outreach, distracted-driving education for students, and youth engagement programs in partnership with Boerne ISD.

- **Advance data-driven decision-making and accountability** by coordinating with regional and state partners, maintaining and regularly updating a community-focused HIN, monitoring pedestrian activity and roadway conditions, and using performance data to guide annual investment priorities.

- **Expand collaboration and strategic partnerships** by formalizing a public-facing transportation safety forum to support Vision Zero implementation, align enforcement and education efforts, and sustain coordinated action among City departments, law enforcement, schools, regional agencies, and community organizations.

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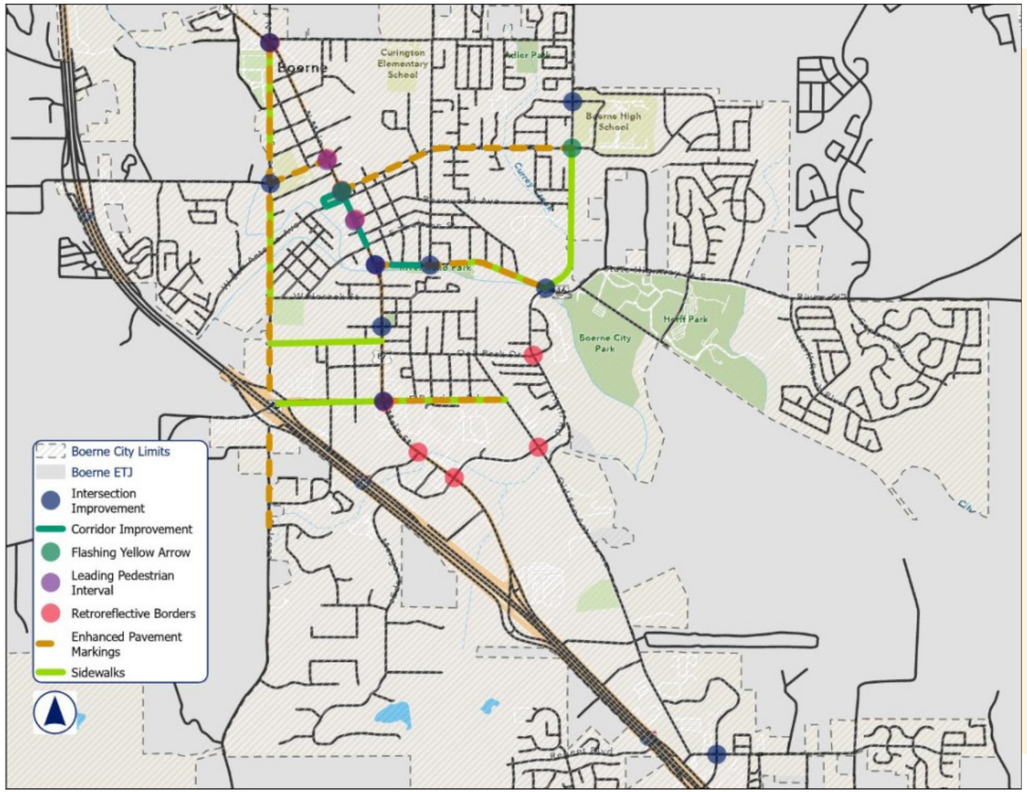


Figure ES.3. Implementation Plan Projects

CHAPTER 1
Leadership Commitment

The City of Boerne is committed to eliminating transportation related fatalities and serious injuries on city-maintained streets and reaffirms its **Goal Zero** target to achieve this outcome within the next 20 years. This commitment builds upon the City's Vision Zero statement, which was formally adopted in 2022, and reflects Boerne's continued leadership in prioritizing safety as a core transportation value.

Through this Comprehensive Safety Action Plan, the City affirms that traffic deaths and serious injuries are preventable and that safety is a shared responsibility across planning, engineering, operations, enforcement, and community engagement. Boerne commits to a Safe System approach that emphasizes proactive, data-driven strategies, advances safety outcomes that benefit all users, and establishes accountability, sustained investment, and measurable progress to ensure safe travel for people of all ages and abilities, regardless of how they move.

SAFE STREETS AND ROADS FOR ALL (SS4A) HISTORY

Vision Zero is a global road safety strategy focused on eliminating traffic fatalities and serious injuries by recognizing that crashes are preventable and must be addressed through a multidisciplinary, systems-based approach. First implemented in Sweden in the 1990s, Vision Zero has since been adopted by communities worldwide to create safer, more resilient transportation systems. In Texas, this philosophy was reinforced in May 2019 when the Texas Transportation Commission adopted the Road to Zero policy, directing TxDOT to work toward eliminating traffic fatalities statewide by 2050. This commitment is further advanced through TxDOT's Texas Strategic Highway Safety Plan (SHSP), which establishes a statewide, data-driven framework for reducing roadway fatalities and serious injuries by focusing on priority emphasis areas, proven countermeasures, and coordinated action among transportation agencies, local governments, law enforcement, public health, and community partners.

For growing Hill Country communities like Boerne, the goals and strategies outlined in the SHSP are especially relevant, as the community experiences a mix of local traffic, regional through-traffic, rural local roadways, and vibrant downtown.

Aligning local safety efforts with the SHSP helps ensure consistency with statewide priorities while allowing solutions to be tailored to Boerne's unique roadway context and community needs.

At the federal level, the Infrastructure Investment and Jobs Act (IIJA), enacted in November 2021, established the Safe Streets and Roads for All (SS4A) discretionary grant program, providing $5 billion over five years (2022–2026) to support local and regional efforts to prevent roadway deaths and serious injuries. In support of this program, the U.S. Department of Transportation released the National Roadway Safety Strategy (NRSS) in January 2022, which embraces the Safe System Approach prioritizing roadway designs that reduce the likelihood of crashes and minimize the severity of injuries when crashes do occur. This approach is further reinforced through USDOT's Complete Streets guidance, which promotes roadway designs that safely accommodate all users, regardless of age, ability, or travel mode.

SAFETY GUIDING PRINCIPLES

SAFE SYSTEMS APPROACH

The Safe Systems Approach was pioneered in the 1990's by Swedish road safety expert, Claes Tingvall and serves as the framework and mechanism for implementing the Vision Zero Action Plan. This approach recognizes shared responsibility among policymakers, system designers, operators, and roadway users, and prioritizes creating a transportation system that is resilient, forgiving, and centered on protecting human life. There are six key principles that can be utilized to implement the elements of the Safe Systems Approach, and are as follows:

DEATH OR SERIOUS INJURY IS UNACCEPTABLE

Focusing attention on preventing fatal and severe crashes over minor crashes so residents are better protected on the City's roads.

HUMANS MAKE MISTAKES

Human error is inevitable, leading to crashes, but a roadway system that accounts and accommodates for this fact can mitigate the effects (avoiding serious injury or death).

HUMANS ARE VULNERABLE

Human tolerance to crashes is a recognized and measurable benchmark (kinetic energy transfer can be measured) and should be incorporated into design considerations.

RESPONSIBILITY IS SHARED

No single party is responsible for crash prevention alone, but collectively all parties are responsible. This includes transportation designers and engineers, users, law enforcement, vehicle manufacturers, and publicly appointed decisionmakers.

SAFETY IS PROACTIVE

Rather than responding to tragedy, measures should be taken beforehand to identify and mitigate potential risk.

REDUNDANCE IS CRUCIAL

Affecting change requires strengthening all Safe Systems elements. If one element fails, redundancy prevents systemwide failure, ensuring people are protected.

There are five complementary objectives outlined by the U.S. Department of Transportation (USDOT) that correspond and support implementation of the Safe Systems Approach are as follows:

1. **SAFER PEOPLE** – Encourage safe and responsible behavior by all roadway users and create conditions that support everyone's ability to travel safely and reach their destination unharmed.
2. **SAFER ROADS** – Design roadway environments that mitigate human mistakes and account for injury tolerances, encourage safer behaviors, and protect the most vulnerable roadway users.
3. **SAFER VEHICLES** – Expand the availability and use of vehicle technologies and features that help prevent crashes and minimize the severity of injuries for both occupants and non-occupants.
4. **SAFER SPEEDS** – Promote safer speeds across all roadway environments through a combination of roadway design, targeted education and outreach, and consistent enforcement.
5. **POST-CRASH CARE** – Improve crash survivability through timely access to emergency medical services, safe and effective traffic incident management, and protection for first responders and roadway users during incident response.

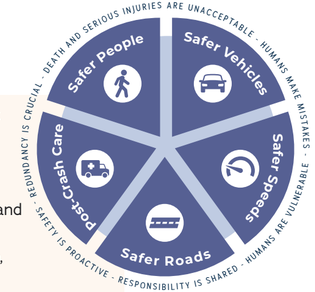


Figure 1.1: Safe System Approach

TEXAS STRATEGIC HIGHWAY SAFETY PLAN (SHSP)

SAFE SYSTEMS APPROACH

As an additional strategy to support Boerne's Vision Zero commitment, the City will align its local safety efforts with the Texas Strategic Highway Safety Plan (SHSP). Developed by TxDOT, the SHSP is a comprehensive, data-driven framework that guides statewide efforts to reduce traffic fatalities and serious injuries through crash data analysis, identification of high-risk locations, and prioritization of evidence-based countermeasures. The SHSP focuses on eight safety emphasis areas and promotes coordinated action among state, regional, and local partners to advance the shared goal of zero roadway fatalities. **The eight safety emphasis areas are:**



DISTRACTED DRIVING

Addressing incidents caused by driver distraction, including mobile device use and in-vehicle distractions.



IMPAIRED DRIVING

Reducing incidents where at least one driver was identified as having consumed alcohol, drugs, or other impairing



INTERSECTION SAFETY

Improving safety where crashes occur within the boundary of an intersection or when the first harmful approach occurs on an approach to or exit from an intersection.



OCCUPANT PROTECTION

Increasing the use of seat belts, child safety seats, and other occupant protection measures.



ROADWAY AND LANE DEPARTURES

Preventing incidents involving vehicles running off the road or head-on collisions.



SPEED-RELATED

Addressing crashes involving excessive or unsafe speeds as the contributing factor.



VULNERABLE ROAD USERS

Improving safety for pedestrians and bicyclists, who are at greater risk of serious injury.



POST CRASH CARE

Enhancing the survivability of crashes through emergency response, traffic incident management, and efficient crash investigation.

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CHAPTER 2
Planning Structure

A clear and transparent planning structure supports the City of Boerne's Vision Zero commitment by ensuring roadway safety efforts are coordinated across departments, partner agencies, and community stakeholders. This structure defines roles and responsibilities, establishes decision-making and advisory processes, and integrates technical expertise, community input, and leadership direction to guide how safety initiatives are developed, prioritized, and implemented. By providing a consistent framework aligned with state and federal safety principles, including the Safe System Approach, Boerne is positioned to sustain long-term progress toward eliminating traffic fatalities and serious injuries.

PLANNING COMMITTEE MEMBERSHIP

The Safety Task Force (STF) was established to guide development of the Boerne CSAP, build shared understanding and ownership of the plan, and provide critical input at key milestones throughout the planning process. The STF was composed of City of Boerne staff and elected officials, Kendall County elected officials, local independent school district representatives, emergency response team members, along with public representatives including local organizations and business owners, ensuring a multidisciplinary and community-informed perspective. The STF convened for a series of structured meetings and activities to support plan development, including:



MEETING 1
Kick-Off & Goal-Setting
July 31, 2025

MEETING 2
Safety Analysis
(High-Injury Network, Downtown Ped Study)
September 11, 2025

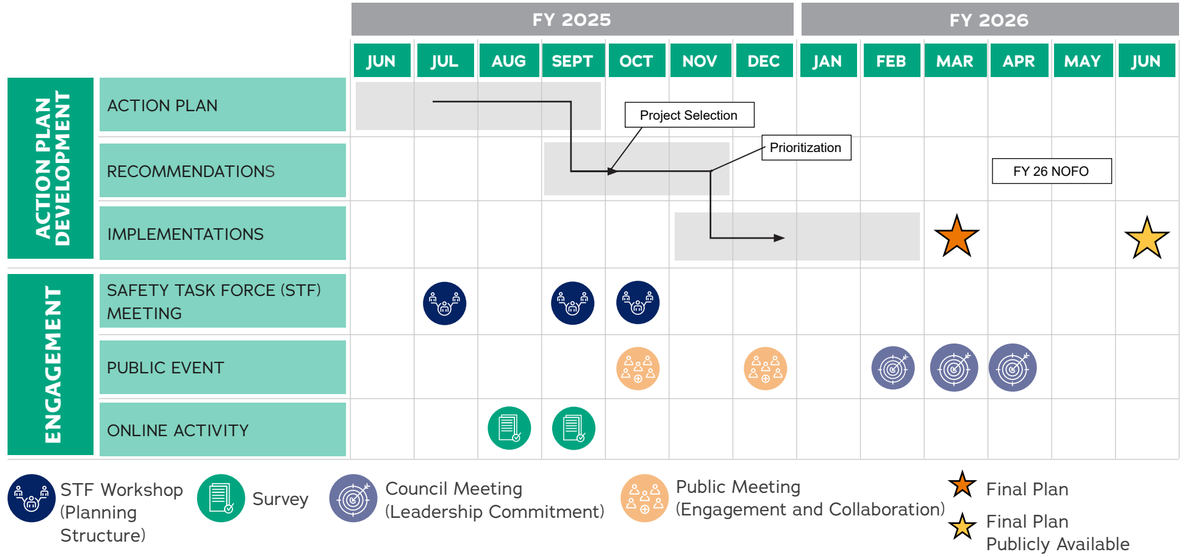
MEETING 3
Priority Considerations and Project Selection
October 23, 2025

INTERSECTION SAFETY ASSESSMENT
STF In-Field Review
October 24, 2025

Throughout the process, the STF played an active role as champions of the plan, helping to build internal alignment and community awareness that will carry forward into implementation. During multiple work sessions, the STF collaboratively developed a mission statement that clearly articulates the purpose of the plan and Boerne's commitment to supporting the safety of all roadway users now and into the future by **achieving zero roadway fatalities and serious injuries on Boerne's roadways within the next 20 years.**

PROJECT TIMELINE

The timeline for STF and Public Meetings for the City's CSAP is shown below:



SAFETY ANALYSIS

A comprehensive analysis of crash data from 2020 to 2024, supplemented by a Downtown Pedestrian Study and community input, identified systemic safety challenges across the roadway network. While fatal crashes are relatively infrequent, injury crashes persist and disproportionately affect vulnerable road users, particularly pedestrians and bicyclists. Nearly half of all crashes occur at intersections, and a small portion of the roadway network accounts for a majority of fatal and serious injury crashes. These findings reinforce the need to focus on crash severity reduction, not just crash frequency, and to prioritize locations with high pedestrian activity and complex traffic interactions.

VISION AND GOALS

VISION FRAMEWORK

The vision for the Boerne CSAP, shaped through meaningful community input, provides a clear foundation for creating a safer and more connected transportation system. This vision is organized around three integrated components: **Guiding Principles**, **Goal Statements**, and **Actions**.



The Guiding Principles define the City's core safety themes, emphasizing Safe System design, community-focused mobility, a strong culture of safety, data-informed decision-making, and collaborative partnerships. These principles inform the Goal Statements, which articulate the City of Boerne's long-term safety objectives. Building on these goals, the Actions identify the practical steps needed to achieve them, including policy and process updates, operational strategies, infrastructure improvements, education efforts, and coordinated partnership initiatives.

The goal statements and associated actions are compiled into an implementation program to guide the City and its partners on its road to zero traffic deaths and serious injuries in the next 20 years.

CSAP GUIDING PRINCIPLES

The Guiding Principles and associated Goal Statements are outlined below. The associated actions for each Guiding Principle can be found in **Chapter 8: Progress and Transparency.**

ROADWAY AND INTERSECTION SAFETY

Improve road design and infrastructure through proven safety countermeasures to reduce crash frequency and severity for all road users, including pedestrians, bicyclists, and motorists.

COMMUNITY FOCUSED SAFETY INVESTMENTS

Prioritize safety improvements in locations where crash history and roadway conditions have the greatest impacts on community activity areas, including schools, parks, downtown districts, civic centers, and recreational areas.

PUBLIC EDUCATION AND AWARENESS

Foster a culture of safety through public awareness about road safety and promote safe behaviors through educational campaigns, outreach programs, and community events.

DATA-DRIVEN DECISION MAKING AND ACCOUNTABILITY

Guide safety investments using data analysis to identify high-risk areas, measure outcomes, and ensure accountability through ongoing evaluation and transparent reporting.

COLLABORATION AND STRATEGIC PARTNERSHIPS

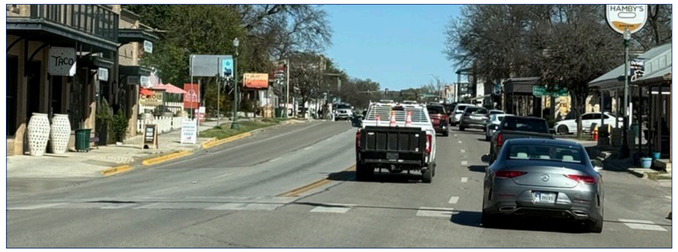
Leverage the City's leadership in transportation safety by fostering and strengthening partnerships with government agencies, law enforcement, and community organizations to plan, implement, and sustain safety strategies.

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CHAPTER 3
Boerne State of Transportation Safety

An understanding of the City's current State of Safety is established through a comprehensive, data-driven analysis of crash history, community impacts, existing roadway conditions, key safety observations, and other contributing factors. This analysis is informed by both quantitative data and qualitative insights, including a focused Downtown Pedestrian Study that examines pedestrian activity, crossing behavior, roadway design, and crash patterns within Boerne's historic downtown. Together, these analyses highlight how roadway safety issues affect residents, visitors, businesses, and overall community vitality, and provide a foundation for identifying priority locations, shaping safety strategies, and guiding project selection throughout the plan.

Findings from the Downtown Pedestrian Study were incorporated into the broader safety analysis by supplementing crash data with on-the-ground observations of pedestrian activity, roadway design, and operational conditions. This information helped identify locations where risk may be elevated due to high pedestrian exposure or design constraints, even where crash history alone is limited. Integrating these insights strengthened the High-Injury Network and informed project prioritization by ensuring that safety strategies address both documented crash patterns and real-world community use.



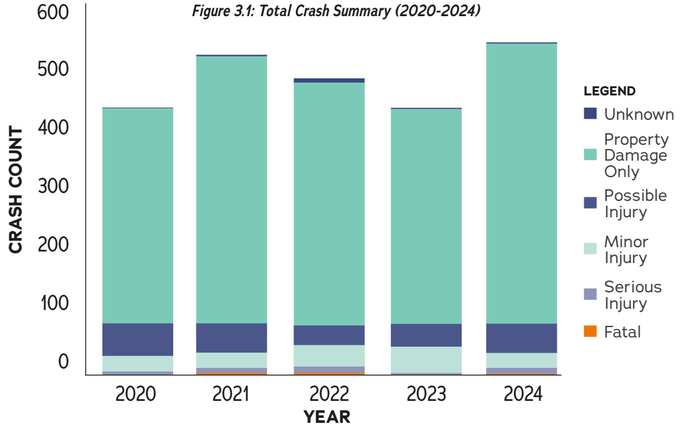


Figure 3.1: Total Crash Summary (2020-2024)

CITYWIDE CRASH TRENDS

Citywide crash severity trends in Boerne from 2020 through 2024 indicate that the transportation system is characterized by a high proportion of non-injury (N) crashes, with injury crashes comprising a smaller but persistent share of total reported crashes each year. Among injury outcomes, suspected minor injury (B) crashes and possible injury (C) crashes account for the largest proportion and show higher percentages in the most recent years of analysis, indicating a continued presence of moderate-severity crash outcomes across the network.

Suspected serious injury (A) crashes exhibit year-to-year variability, with higher percentages observed in select years, reflecting fluctuations in crash severity rather than a consistent trend. Fatal (K) crashes were infrequent over the five-year period, occurring only in 2021 and 2022; however, even isolated fatal events represent unacceptable outcomes under a Safe System approach.

Overall, these trends highlight the importance of prioritizing strategies that reduce crash severity and mitigate the risk of serious and fatal injuries, consistent with FHWA guidance emphasizing severity-based analysis over crash frequency alone and a focus on protecting vulnerable road users.

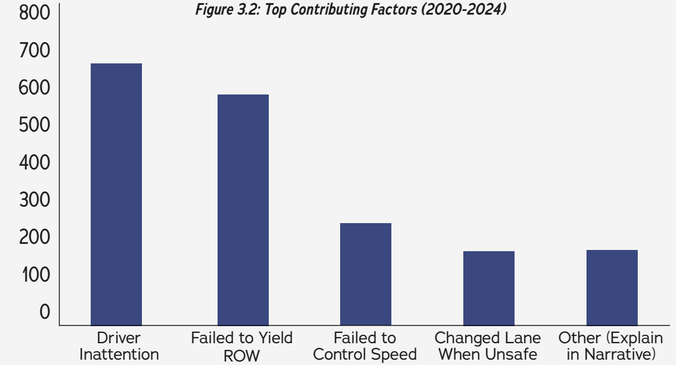
YEAR	K FATAL INJURY		A SUSPECTED SERIOUS INJURY		B SUSPECTED MINOR INJURY		C POSSIBLE INJURY		N NOT INJURED		99 UNKNOWN	
2020		0%	4	13%	25	13%	51	27%	340	18%	1	7%
2021	2	40%	7	23%	32	17%	40	21%	440	23%	3	21%
2022	2	40%	9	29%	38	20%	30	16%	388	20%	5	36%
2023		0%	3	10%	44	23%	37	19%	302	16%	3	21%
2024	1	20%	8	26%	52	27%	33	17%	440	23%	2	14%

Table 3.1: Total Crashes By Severity (2020 – 2024) *Shaded = the two highest years by percentage*

The top contributing factors for crashes in the City for the past five years are represented in **Figure 3.2**. “Distraction” or “Driver Inattention” and “Failed to Yield ROW” are the most cited contributing factor for crashes in Boerne representing 29% and 26% of the crashes, respectively. These contributing factors were listed in more than double the number of crashes when compared to the third most common contributing factor – “Failure to Control Speed” or “Speeding”.

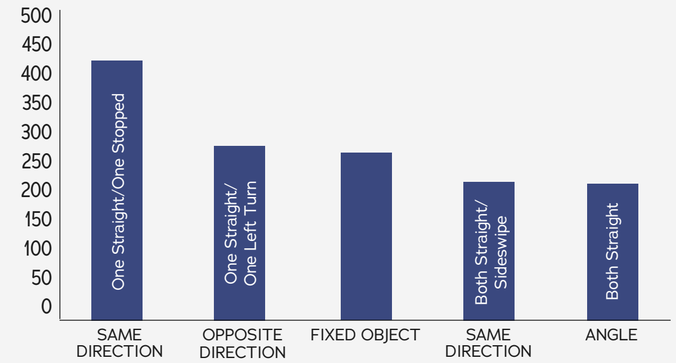
These results identify that the City of Boerne has a unique issue with distraction and failure to yield ROW since more than 25% of its crashes involved these top contributing factors.

Figure 3.2: Top Contributing Factors (2020-2024)



The predominant manners of collision for crashes involving vehicles in Boerne are shown in **Figure 3.3**. The most common collision types include ‘Same Direction – One Straight – One Stopped’ (18%), ‘Opposite Direction – One Straight – One Left Turn’ (12%), and Fixed Object (11%). ‘Same Direction – One Straight – One Stopped’ represents rear-end crashes, typically occurring in congested or stop-and-go traffic conditions. ‘Opposite Direction – One Straight – One Left Turn’ describes crashes in which a vehicle making a left turn is struck by an opposing vehicle traveling straight, often at intersections or driveway access points. ‘Fixed Object’ crashes involve a single vehicle striking a non-motorized object, such as roadside infrastructure or other stationary features, and are often associated with roadway lane departure events.

Figure 3.3: Top Contributing Factors (2020-2024)



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CRASH HEAT MAP

A crash heat map was created to highlight the density of crashes within the City of Boerne from 2020 – 2024 as seen in Figure XX. This map is a visual representation of the pure density of crash counts at various locations in Boerne. While the crash heat map does not account for traffic volumes, number of lanes, or speed limits, these factors do affect the frequency of crashes.

The highest concentration of crashes occur along IH-10, SH 46, W. Bandera Road and Main Street, particularly in the downtown area between Johns Road and River Road. The largest densities on the crash heat map are near the intersections of River Road & Herff Road/Esser Road and River Road & Main Street. A summary of the crash count from 2020 to 2024 for each crash severity is provided in **Table 3.2**.

CRASH SEVERITY	CRASH COUNT	PERCENTAGE
K – Fatal Injury	5	0.2%
A – Suspected Serious Injury	31	1%
B – Suspected Minor Injury	191	8%
C – Possible Injury	191	8%
N – Not Injured	1910	82%
99 - Unknown	14	0.6%

Table 3.2: Crash Severity Breakdown

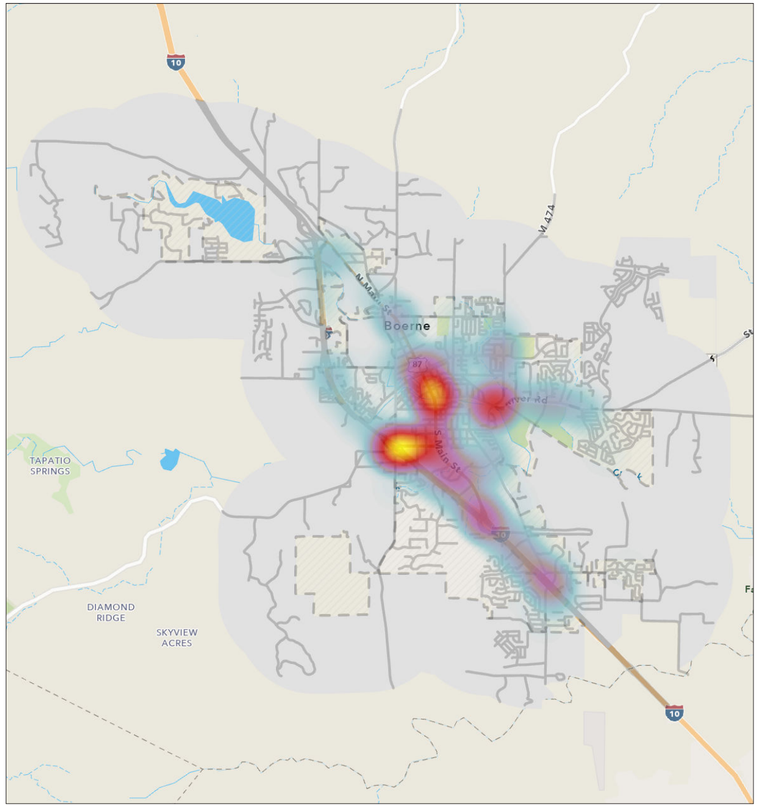


Figure 3.4: Crash Heat Map

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HIGH CRASH INTERSECTIONS

Approximately 49% of all the crashes in Boerne occur at intersections. Intersections can easily become safety hazards for all roadway users since these are areas where the most conflicts for vehicles, pedestrians, and bicyclists occur. In the City of Boerne, the intersection at River Rd & Herff Rd had the most crashes over the five-year study period. **Figure 3.4** contains a map that contains the locations of the high crash intersections in the City.

RANK	INTERSECTION	TOTAL NUMBER OF CRASHES
1	River Rd & Herff Rd	107
2	River Rd & Main St	99
3	E. Blanco Rd & Main St	36
4	Christus Pkwy & Main St	33
5	Herff Rd & Main St	29
6	W. Bandera Rd & Main St	26
7	Adler St. & N. School St	24
8	Charger Blvd & River Rd	24
9	Scenic Loop Rd & IH 10	20
10	Plant Ave & E Blanco Rd	18

Table 3.3: High Crash Intersections

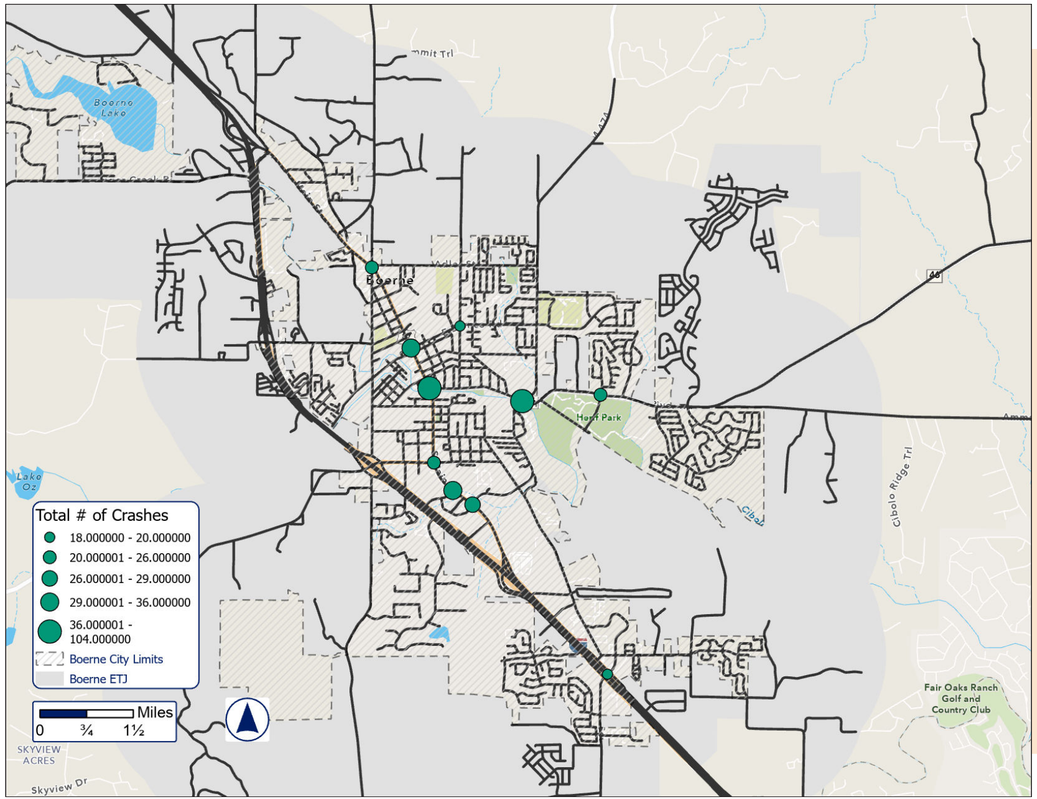


Figure 3.4: High Crash Intersections Map

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BICYCLE & PEDESTRIAN CRASHES

During a crash involving vulnerable road users, the most vulnerable to fatal or serious injuries are the pedestrian or bicyclist. This fact is further supported by the crash history in Boerne. In the past five years, the City has experienced 16 pedestrian crashes and 8 bicyclist crash as shown in **Figure 3.5**. Of the 24 crashes that involved pedestrians or bicyclists, 18 of them resulted in fatality, suspected serious injury or suspected minor injury.

On average pedestrian and bicycle crashes are more severe than vehicle-only crashes in the City. While only 9% of vehicle-only crashes are fatal, suspected serious, or suspected minor injury crashes, 75% of pedestrian and bicyclist crashes are a KAB crash. A comparison between bicycle/pedestrian and vehicle-only crashes by severity is shown in **Table 3.4**.

Highlight Vulnerable Road Users disproportionately experience higher-severity crashes (+)

CRASH SEVERITY	VEHICLES	BICYCLE/PEDESTRIAN	DIFFERENCE
K – Fatal Injury	0.1%	13%	12.4%
A – Suspected Serious Injury	1%	25%	23.9%
B – Suspected Minor Injury	8%	38%	29.6%
C – Possible Injury	8%	17%	8.6%
N – Not Injured	82%	8%	-74.0%
99 - Unknown	0.6%	0%	-0.6%

Table 3.4: Vehicles by Bicycles & Pedestrian by Crash Severity

There is a notable concentration of pedestrian and bicycle crashes within Boerne's downtown area, reflecting a convergence of higher pedestrian activity, closely spaced intersections, and access-oriented land uses. Downtown environments typically experience elevated exposure for vulnerable road users due to increased walking and bicycling activity, frequent crossing movements, and interactions with turning vehicles. As a result, even when overall crash frequencies are lower than on higher-speed corridors, the risk of serious injury is elevated due to the inherent vulnerability of pedestrians and bicyclists.

This pattern indicates a need for targeted improvements to pedestrian and bicycle facilities in downtown Boerne, including measures that reduce vehicle speeds, improve crossing visibility, and minimize conflict points. A technical memorandum documenting a City of Boerne Downtown Pedestrian Study is included in **Appendix XX**.

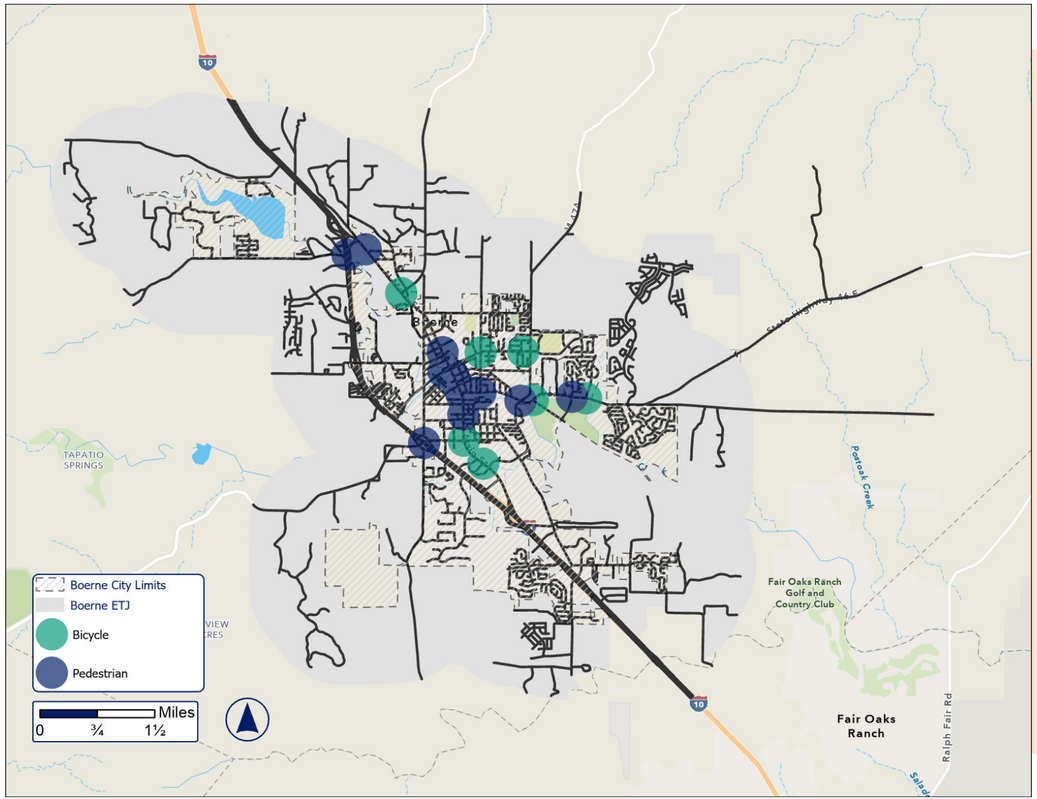


Figure 3.5 Bicycle & Pedestrian Crashes

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CRITICAL CRASH RATE METHOD

The Federal Highway Administration (FHWA) outlines methods to calculate crash rates to prioritize locations where safety improvements are most needed. Outlined in the Highway Safety Manual, Section 4.4.4.5 on Page 4-41, the critical crash rate method identifies crash hotspots by comparing the observed crash rate at a roadway segment to the expected crash rate based on similar functional classification and traffic volumes. If the observed crash rate exceeds the expected crash rate, the roadway segment is considered to have a critical crash rate and is considered for the HIN.

An ArcGIS Pro model was created to calculate the critical crash rate and supporting calculations for each roadway segment in the City. The model assigns crashes to an adjacent segment and performs the calculations in the order outlined by the FHWA. The following section outlines the process used in the calculation of the critical crash rate using fatal and severe crashes from the previous five years (2020-2024) in Boerne.

CRITICAL CRASH RATE CALCULATION

The following three steps were followed to calculate the critical crash rate for each road segment in Boerne:

ASSIGNING DATA TO ROAD SEGMENTS

Calculating the critical crash rate requires three data inputs: roadway functional classification, daily traffic volumes, and crash counts. Since different factors, such as higher traffic volumes, more travel lanes, and higher speed limits, can inflate crash rates, the normalization and comparison of these rates are crucial. The critical crash rate compares road segments that have similar roadway functional classification and normalizes daily traffic volumes to calculate crashes at a more even level based on their commonalities.

CALCULATE VARIABLES OF CRITICAL CRASH RATE

The critical crash rates were calculated using the equations outlined in the FHWA's Highway Safety Manual. The observed crash rate represents the existing KAB crashes on each road segment per 100 million vehicle-miles traveled. For the expected average crash rate per 100 million vehicle-miles traveled calculations, the daily volumes for each functional class were normalized. Furthermore, roadways were only compared to other roadways that were similar; for example, local roads were only compared to local roads. **Figure 3.6** outlines the data inputs needed to calculate the critical crash rate.

CALCULATE CRITICAL CRASH RATE RATIO

A ratio is used to identify the magnitude of difference between the observed and expected crash rates. If the ratio is greater than 1.0 or the observed crash rate is higher than the expected crash rate, then that road segment's crash history was greater than the other road segments that share the same functional classification. Any segments with a ratio of 1.0 or greater were flagged as potential HIN segments.

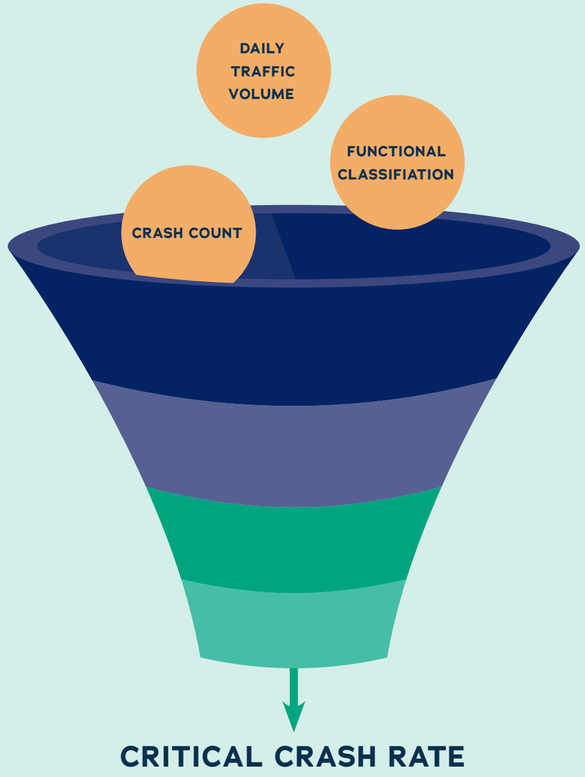


Figure 3.6 Critical Crash Rate

HIN DEVELOPMENT AND RESULTS

A high-injury network (HIN) is defined as a set of roadway segments, intersections, or other transportation facilities that exhibit a disproportionately high occurrence of crashes resulting in fatal or serious injury outcomes. The HIN is identified using traffic crash data and quantitative performance measures that account for crash frequency and severity. The primary purpose of the HIN is to support data-driven prioritization of transportation safety investments and to guide the allocation of limited resources toward locations with the greatest potential for safety benefit.

Identification and prioritization of facilities within the HIN is a critical component of a Safe System based approach to reducing fatal and severe crashes. Establishing the HIN provides a foundational analytical framework that informs subsequent evaluation and selection of safety countermeasures and roadway improvement strategies. The objective of the analysis was to maximize the capture of vehicle-only KAB crashes as well as bicycle and pedestrian KAB crashes while minimizing the total percentage of City maintained roadway mileage included in the network. To refine the initial model output, assumptions were applied to account for roadway segments with limited or incomplete exposure data. Specifically, 15% of total roadway miles were assumed within the analysis to ensure appropriate representation of the overall network. In addition, Interstate Highway 10 (IH-10) was excluded from the HIN, as it falls outside City jurisdiction and is not representative of facilities typically addressed through municipal transportation planning, design, and implementation.

These refinements ensured that the resulting HIN reflects facilities over which the City has direct control and can reasonably implement safety improvements.

In addition to the corridor-based analysis, the downtown pedestrian area was included as a **focused component of the HIN due to its higher concentration of pedestrian activity, conflict points, and access-oriented land uses**. Although crash frequencies in downtown areas may be lower on a per-segment basis, the elevated exposure of vulnerable road users and the severity potential of conflicts warranted inclusion of this area within the HIN framework. This approach ensures that pedestrian-oriented environments with high safety risk relative to use are appropriately reflected in the City's safety prioritization process.

The final HIN includes roadway segments exhibiting a concentration of KAB crashes over the most recent five-year analysis period and demonstrating higher than expected crash occurrence relative to the broader network. While not all segments within the HIN experienced a KAB crash, the spatial influence of severe crashes often extends beyond the immediate crash location. To improve network continuity and analytical coherence, gaps between adjacent high-crash segments were filled to better reflect the functional and safety context of the roadway system. Boerne's HIN consists of approximately 23 miles of roadway while capturing 72% of KAB crashes, 40% of K crashes, and 87.5% of bicycle and pedestrian crashes.

A summary of all segments included in the HIN is shown in **Table 3.5,** and a map of the City's HIN is shown in **Figure 3.6**.

	LENGTH (MILES)	INJURY CRASH COUNT				TOTAL CRASH COUNT
		KAB	K	A	B	
Within City Limits Network	153	227	5	31	191	2,342
High-Injury Network	23	164	2	19	143	1,721
High-Injury Network Percentage of Total	**15%**	**72%**	**40%**	**61%**	**75%**	**73%**

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HIN SEGMENT	LIMITS		LENGTH (MILES)	CRASHES				DAILY VOLUMES
	FROM	TO		K	A	B	TOTAL KABS	
W Bandera Bridge	Backage Rd	Backage Rd	0.22	1	0	10	11	56,906
W Bandera	Wanda	Water St	0.11	0	0	6	6	15,755
W Bandera	HEB Access	Norris Ln	0.14	0	0	6	6	15,755
River	Champion	Herff Ranch	0.3	0	1	4	5	7,300
E Blanco	S Esser	Stonegate Rd	0.12	0	0	4	4	7,322
N Esser	Greyhound Ln	Deer Creek	0.06	0	0	4	4	7,322
River	City Park	Sharon	0.16	0	0	4	4	10,748
S Main	Rosewood	W San Antonio	0.1	0	0	3	3	19,904
E Blanco	Main	Saunders	0.11	0	0	1	1	9,200
River	South Main	Pecan St	0.08	0	0	1	1	12,883
S Main	E Theissen	James	0.05	0	1	0	1	19,904
South Main	James	Rosewood	0.08	0	0	0	0	19,904
W Bandera	WB IH 10 Frontage Rd	Whataburger Access	0.08	0	0	0	0	9,603
E Blanco	Saunders	Harz	0.1	0	0	0	0	9,200

Crashes from TxDOT's CRIS for 2020-2024. Crash Rate per 100 million vehicle miles traveled. K = Fatal Crash I A = Suspected Serious Injury Crash I B = Suspected Minor Injury Crash

Table 3.5 Top 14 High-Injury Network Segments

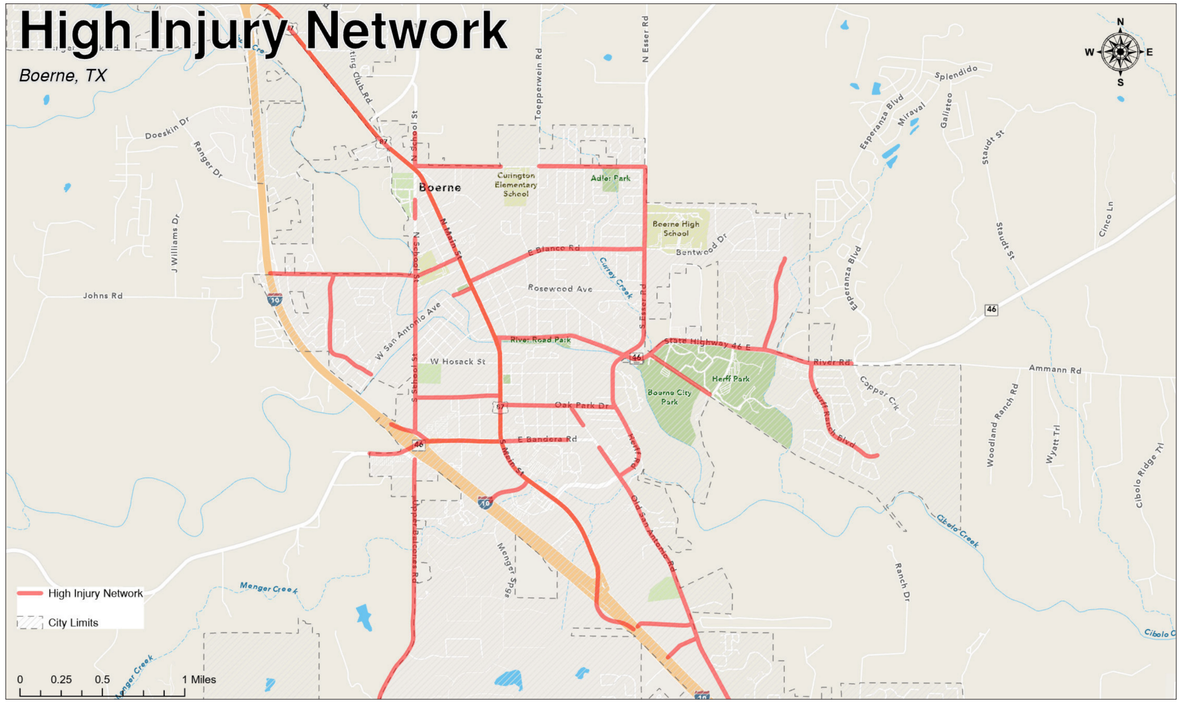


Figure 3.6 Boerne High-Injury Network

DRAFT MARCH 2026

CHAPTER 4
Community-Focused Safety Outcomes for All Road Users

For the City of Boerne CSAP, a community-focused approach guides how safety needs are identified and how future investments are prioritized. This approach recognizes that different areas of the City and different road users experience varying levels of exposure, risk, and access to safety infrastructure, and that safety strategies should be tailored accordingly. Rather than applying uniform solutions citywide, the Plan emphasizes directing resources to locations and user groups where safety concerns are most pronounced such as areas with high pedestrian activity (focused on downtown), frequent conflicts with vulnerable road users and vehicles, and a history of severe crashes.

By focusing on local conditions and community needs, the City is better able to address uneven safety challenges, reduce the likelihood of fatal and serious injury crashes, and deliver practical, effective safety improvements that benefit all road users.



COMMUNITY CONCERNS AND IDENTIFICATION OF VULNERABLE USER AREAS

While the City is not located within census tracts designated as USDOT-defined Underserved Communities, this CSAP applies a Safe System Approach consistent with Vision Zero principles. Equity within this plan is defined by observed safety outcomes and exposure, rather than solely by federal demographic thresholds. This approach reflects USDOT guidance and best practices, which recognize that serious and fatal injury risk can be highly localized and context-dependent.

For Boerne, locally underserved areas are identified based on disproportionate safety risk to vulnerable roadway users, including pedestrians, bicyclists, older adults, and people with disabilities who are typically overrepresented in fatal and serious injury crashes. Analysis of local crash data, roadway characteristics, traffic speeds and volumes, and land-use context indicates that downtown Boerne and areas near parks, trailheads, and plaza centers experience higher pedestrian exposure and elevated crash risk compared to other parts of the city. These conditions are driven by concentrated walking activity, frequent street crossings, on-street parking, tourism and special events, and interactions between local traffic and regional through-traffic.

Consistent with Safe System principles, the Plan emphasizes proactive, data-driven identification of risk rather than reactive responses to individual crash locations. Crash history and systemic safety analysis show that fatal and serious injury crashes in Boerne are concentrated:

- Along higher-speed corridors that transition into lower-speed downtown streets,
- At complex or closely spaced intersections, particularly where turning movements and pedestrian crossings overlap, and
- In locations with limited or inconsistent pedestrian and bicycle infrastructure, including gaps in sidewalks, crossings, and accessible facilities.

Although these areas may not meet federal definitions of underserved communities, the **documented concentration of severe crash outcomes and high pedestrian exposure demonstrates a disproportionate safety burden**, particularly in and around downtown Boerne. These findings support targeted safety strategies and investments focused on preventing roadway fatalities and serious injuries, with priority given to locations where vulnerable users are most exposed and at risk.

Figure 4.1 illustrates locally identified vulnerable user areas, highlighting downtown Boerne and other priority corridors and intersections with elevated pedestrian exposure and crash risk.

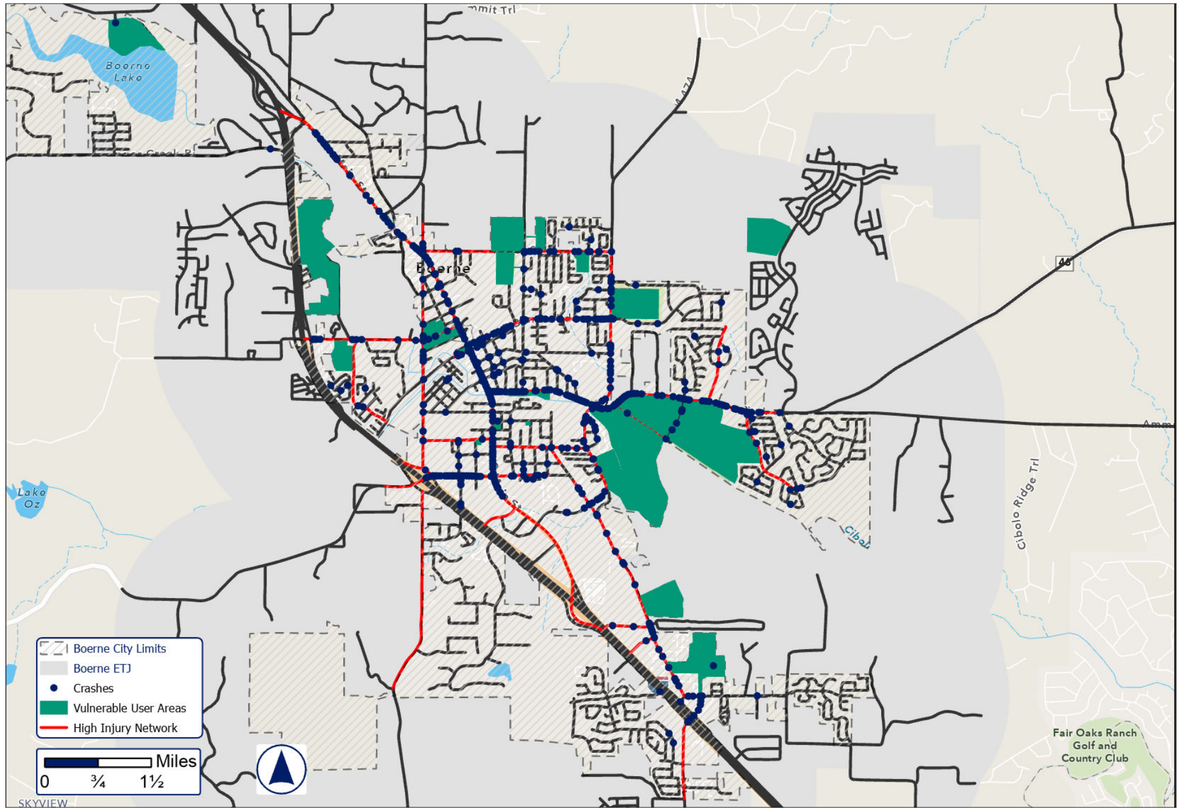


Figure 4.1 Vulnerable User Area

DRAFT MARCH 2026

LOCAL DEMOGRAPHICS, TRAVEL PATTERNS, AND DOWNTOWN CONTEXT

Boerne's demographic and travel characteristics reflect its role as a **regional destination and growing Hill Country community** within the San Antonio-New Braunfels Metropolitan Statistical Area (MSA). Daily commuting, regional pass-through traffic, tourism, and special events contribute to fluctuating traffic volumes on a roadway network that includes both neighborhood streets and higher-speed state and regional corridors. These travel patterns introduce **higher-speed vehicle traffic into areas with significant pedestrian activity**, particularly in the historic downtown core.

Downtown Boerne functions as a multimodal activity center, with a high concentration of shops, restaurants, civic uses, trails, and community events that generate substantial walking activity throughout the day and evening. Pedestrians frequently cross streets mid-block and at unsignalized intersections, interact with on-street parking maneuvers, and share space with bicyclists and delivery vehicles. When combined with vehicle speeds, turning conflicts, and constrained right-of-way, these conditions increase the likelihood that conflicts may result in severe outcomes for vulnerable users.

Compared to outlying areas of the city, downtown Boerne exhibits:

- Higher pedestrian exposure, including older adults, visitors unfamiliar with local streets, and people with mobility or visual impairments;
- Short, local trips made on foot or bicycle that intersect with regional traffic; and
- Limited recovery margin in the event of a crash due to lower tolerance for speed and design inconsistencies.

Figure 4.2 summarizes travel characteristics, including commute patterns and mode share, to contextualize pedestrian exposure and safety risk within Boerne and its downtown core.

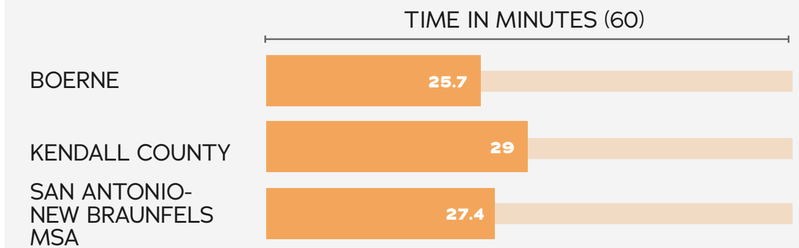


Figure 4.2 Commute Times

The median commute time to work for Boerne residents is 25.7 minutes. In comparison to Kendall County residents commute is about 29 minutes, and in comparison with the San Antonio-New Braunfels MSA, Boerne residents commute 1.7 minutes minutes less.

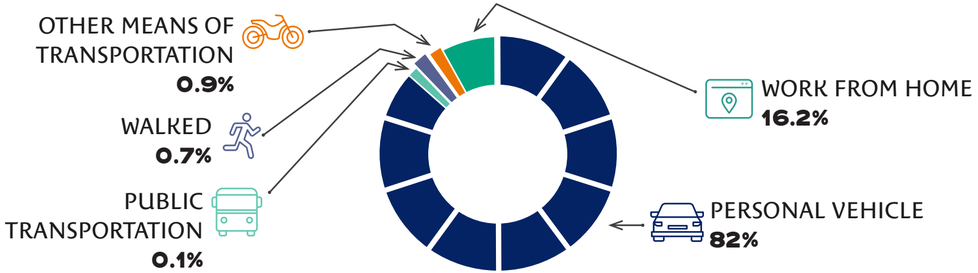


Figure 4.3 Transportation to Work

CRASH HISTORY AND SEVERITY TRENDS IN VULNERABLE USER AREAS

There were 158 total KAB crashes within the vulnerable user area over the last five years (2020-2024), representing approximately 70% of all KAB crashes observed in the City over the same period. Additionally, over the last five years, 19 out of the 24 total bicycle and pedestrian crashes were in the vulnerable user areas (79%).

Throughout the City, 9.7% of all crashes are KABs, whereas in disadvantaged census tracts, this number is 10.4%. Although the difference is modest, the higher percentage of KAB crashes within the vulnerable user areas (10.4% compared to 9.7% citywide) suggests disproportionate crash severity, reinforcing the need for targeted safety strategies in these locations.

CRASH SEVERITY	CITYWIDE	VULNERABLE USER AREAS	DIFFERENCE
K – Fatal Injury	0.2%	0.1%	-0.1%
A – Suspected Serious Injury	1%	2%	0.2%
B – Suspected Minor Injury	8%	9%	0.6%
C – Possible Injury	8%	7%	-0.8%
N – Not Injured	82%	81%	-0.1%
99 - Unknown	0.6%	0.7%	0.1%

Shaded = Vulnerable Road Users disproportionately experience higher-severity crashes

Table 4.1 Citywide vs. Vulnerable User Area Crash Severity

DRAFT MARCH 2026

CHAPTER 5
Engagement and Collaboration



Public engagement for the Boerne Comprehensive Safety Action Plan utilized a combination of online tools, in-person pop-up events, and targeted promotional materials to gather input from the community. This approach was intended to reach a broad range of road users and encourage participation from residents, community leaders, and key stakeholders with firsthand knowledge of local transportation conditions.

Engagement activities were designed to capture perspectives on roadway safety across all travel modes, including driving, walking, and bicycling. Feedback collected through surveys, public events, and outreach efforts helped identify safety concerns, high-risk locations, and areas where improvements are most needed.

ONLINE ENGAGEMENT

Online engagement materials prioritized clear communication and ease of participation, allowing community members to provide input at their convenience. Multiple online touchpoints supported continued involvement throughout the planning process and helped maintain consistent communication with residents and stakeholders.

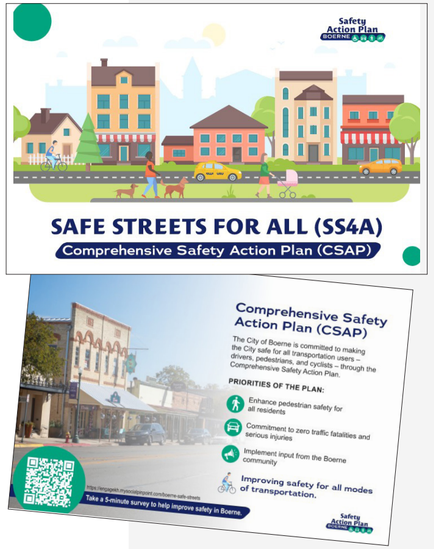
Social Pinpoint was used throughout the development of the Comprehensive Safety Action Plan as a central online hub. The platform provided information on upcoming engagement opportunities, hosted survey links, and served as a repository for plan materials. Through online surveys and interactive maps, Boerne residents had two opportunities to share feedback on transportation safety within the City. Overall, the online engagement effort was well received and generated positive feedback from both residents and stakeholders.

SURVEY

The Boerne CSAP Safety Survey aimed at collecting information on demographics, commute, mode choice, and roadway safety concerns. The survey was comprised of 33 questions. This survey was available on the project website and at the in-person public events, where a postcard was given with a QR code that directed you to the survey on the website.

To capture a comprehensive understanding of community needs and priorities, the City of Boerne placed a strong emphasis on gathering direct public input throughout the planning process. Multiple surveys and engagement activities were evaluated to ensure community perspectives meaningfully informed the Comprehensive Safety Action Plan therefore, reflecting the City's commitment to understanding how safety improvements will impact residents' everyday experiences.

Across the Boerne Community Survey, the Boerne ADA Transition Plan Survey, the Boerne Safety Action Plan Survey, the Boerne Market Days CSAP activity, and the Alamo Area Metropolitan Planning Organization (AAMPO) Long Range Transportation Plan exercise, **a total of 1,149 mobility focused responses were collected**. As shown in the graph on the following page, **Figure 5.1,** 36% of the responses identified pedestrian and vehicle safety as the highest priorities, while 7% of the responses focused on bicycle safety emerging as an additional concern.



CSAP Survey Postcard

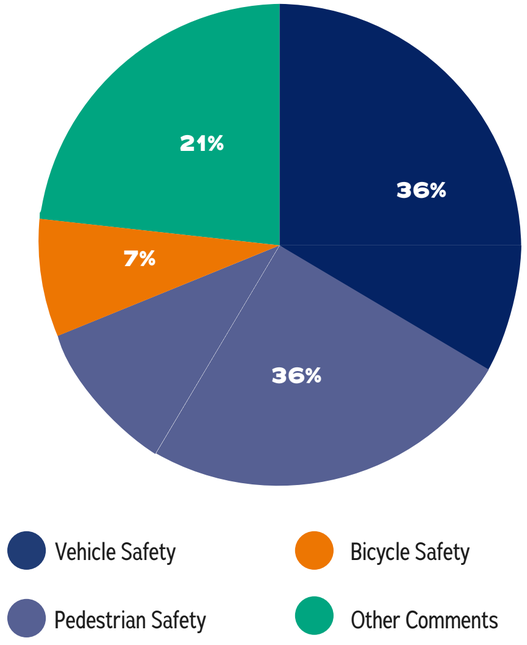


Figure 5.1 Mobility Focused Public Input

To further illustrate these mobility focused priorities, the graph below provides a detailed breakdown of the specific transportation priorities the community wants to focus on.

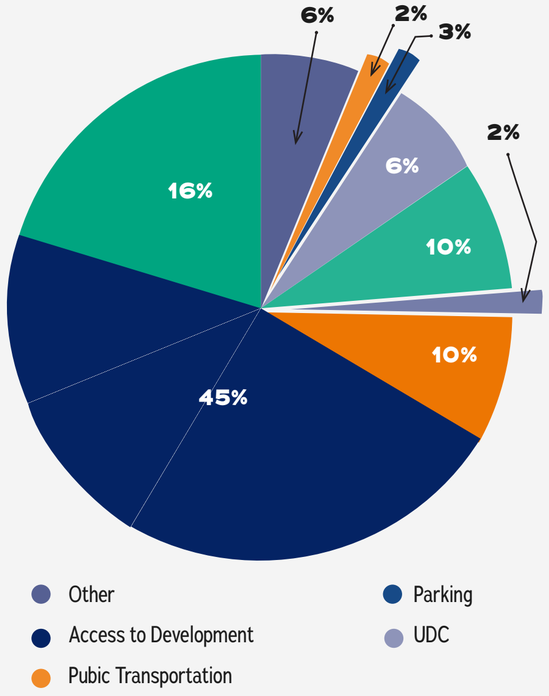


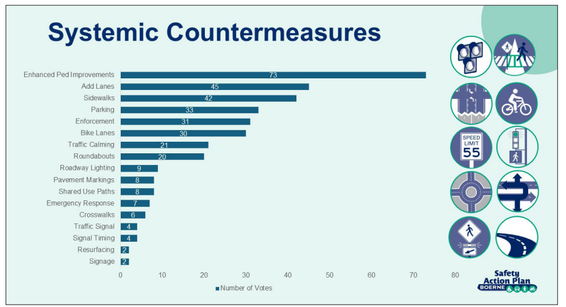
Figure 5.2 Transportation Priorities

Based on the focus area selection results, intersection safety emerged as the highest-priority emphasis area, followed by safety concerns within the downtown network, particularly along Main Street and River Road.

In addition to selecting focus areas, participants were asked to prioritize specific intersections and corridor segments identified along the High-Injury Network (HIN). This input was used to further refine and validate priority locations for evaluation and potential countermeasure development. The resulting prioritized intersections and corridors are summarized to the right.

Of the results shown to the right, 98% of the intersections and 71% of the corridors identified by the community fall within the High Injury Network (HIN). As part of the survey, participants were also asked to select which systemic countermeasures they would want to see implemented throughout the City of Boerne.

The results of those selections are presented below.



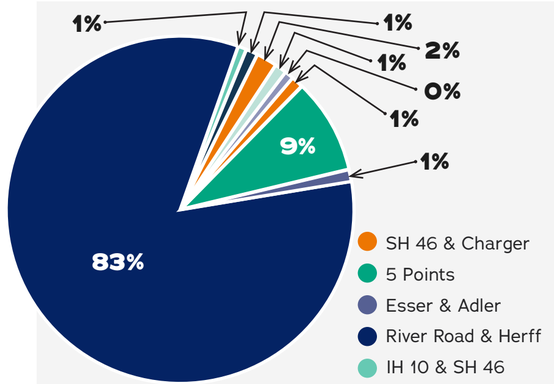


Figure 5.3 Focus Intersections

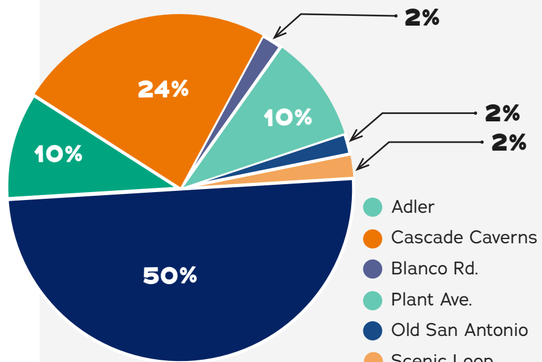


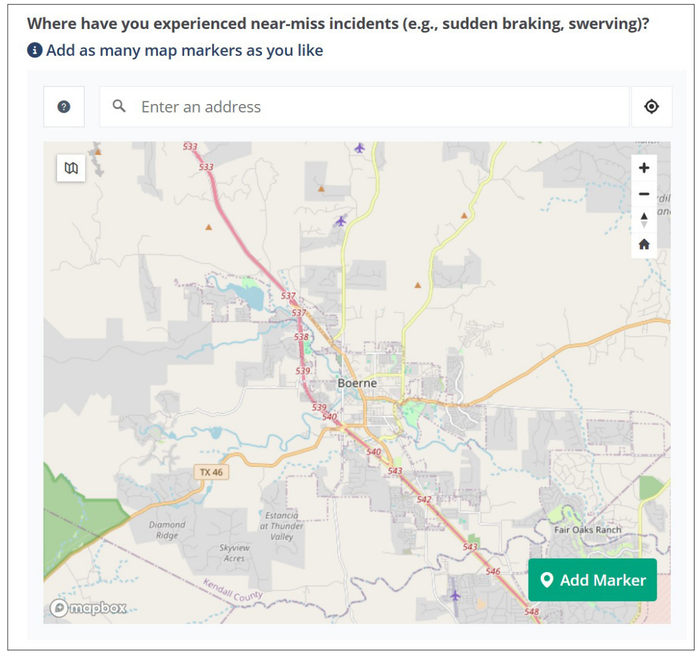
Figure 5.3 Focus Corridors

INTERACTIVE MAP

Using interactive maps in the Boerne Safety Action Plan Survey, visitors could provide feedback on the following:

- Where they have experienced near-miss incidents?
- Where they notice pedestrians walking outside of a marked crosswalks?
- Where downtown Boerne could benefit from safety countermeasures?
- Where lighting conditions are poor at night?
- Which intersections had poor visibility due to being blocked by landscaping, signage or parked vehicles?

This engagement tool allowed users to place a point on the map and provide their own comment about the location. The image to the right represents a visual example of one of the interactive map questions on the survey.



Interactive Map survey example

IN-PERSON ENGAGEMENT

In-person engagement activities were conducted during periods of heightened community activity to maximize visibility and participation. One such opportunity occurred on Saturday, September 13, 2025, when engagement coincided with Boerne Market Days and a first responder support event ("Tug the Truck"), with active participation from the Boerne Fire Department, Boerne Police Department, and Kendall County Sheriff's Office. The overlap of these events contributed to elevated pedestrian and vehicle activity across the downtown area and surrounding corridors, creating a highly effective environment for direct outreach. Leveraging this context allowed project staff to engage with a broad cross-section of residents, visitors, and public safety personnel, strengthening the quality and relevance of feedback collected during the in-person engagement effort.



Boerne Market Days Pop-up

During the pop-up event, participants were asked to identify their top three intersections where they would like to see transportation safety improvements by placing dots on a roll-plot showing multiple intersections throughout the City of Boerne that had been previously prioritized by the Safety Task Force. Participants were also invited to identify desired safety improvements along two downtown roadway segments that are a focus of the Downtown Pedestrian Study: Main Street from Johns Road to Kronkosky and River Road from Main Street to Plant Street. For each segment, participants placed sticky notes on separate roll-plot sheets to share specific safety concerns and project ideas. In addition, informational flyers were distributed that provided a brief overview of the Comprehensive Safety Action Plan and included a QR code directing participants to the online survey hosted on the project website.

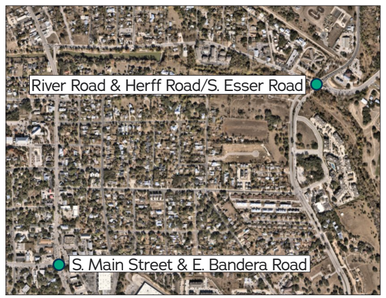
The second in-person engagement activity occurred on October 24, 2025 and consisted of an Intersection Safety Audit (ISA) field review conducted at two intersections identified by the STF as top safety priorities.

The intersections of River Road & Herff Road/S. Esser Road and S. Main Street & E. Bandera Road were selected based on their location on the HIN and documented patterns of severe and frequent crashes.

The ISA provided an opportunity for the project team, City representatives, public safety partners and members of the STF to observe existing conditions in the field and evaluate how roadway design, traffic control, operations, and surrounding land uses may be contributing to safety concerns for all modes of transportation. Observations focused on identifying potential conflict points, visibility constraints, operational challenges, and vulnerable user crossing conditions. Findings from the ISA were used to inform the identification of targeted, context-sensitive safety improvements and to support the development of data-driven recommendations for inclusion in the CSAP. The ISA pre- and post- assessment documents can be found in the Appendix.



In-field



ISA In-Field Review Locations

CHAPTER 6
Strategy and Project Selections

The CSAP was developed to reduce traffic-related fatalities and serious injuries through data-driven analysis, community engagement, and targeted infrastructure and policy improvements, with particular attention to downtown Boerne and other areas with high pedestrian exposure and elevated safety risk. The CSAP framework includes Strategy and Project Selections, Policy and Process Changes, and Progress and Transparency; and organizes the components of the Plan. All projects and activities are grounded in Safe System Approach principles and draw from the Vision Zero Toolkit (FHWA SA-23-026) and other USDOT guidance.

To identify near-, mid-, and long-term actions, the Safety Task Force (STF) participated in an action-planning workshop focused on selecting strategies, projects, policies, and activities. During the workshop, STF members reviewed detailed concepts for potential safety improvements along priority corridors, intersections, and downtown activity areas identified as vulnerable user locations. This process allowed participants to identify specific safety needs and opportunities within these high-risk environments. The STF then evaluated and discussed each option to develop a prioritized list of improvements for inclusion in the Action Plan.

1. **Projects were primarily prioritized based on the following criteria:**
2. **Does the project improve safety, particularly for pedestrians and other vulnerable roadway users?**
3. **Does the project support CSAP goals (accommodate multiple modes, improve mobility, and implement adopted plans)?**
4. **Does the project have strong potential for near-term implementation?**



TARGETED INFRASTRUCTURE PROJECTS

Safety analysis, community input, and stakeholder feedback informed the development of planning-level recommendations for focus corridors, priority intersections, and systemic safety countermeasures. The STF refined these recommendations to produce a prioritized list of infrastructure projects **(Table 6.1)** for the implementation plan. These projects incorporate proven safety countermeasures designed to address identified crash patterns and create a safer built environment for all users.

Although safety needs were identified along high-crash corridors and intersections, implementing these improvements requires time for planning, environmental review, design, and funding. Accordingly, the infrastructure project list emphasizes safety upgrades along corridors within the High-Injury Network and at identified high-crash intersections. Planning level concepts and details for each infrastructure project are provided below.

LOCATION	DESCRIPTION	BENEFITS
INTERSECTION PROJECTS		
River Rd & Plant Ave	Improve intersection geometry	Removes conflict points, improves traffic flow and improves pedestrian safety.
Main St & River Rd	Install a southbound left-turn deceleration lane and improve intersection geometry.	Channelizes traffic flow, improves mobility, and removes conflict points.
Main St & Adler/ School St	Install a traffic signal for the Addler St approach.	Controls traffic flow, improves pedestrian safety, and removes conflict points.
S. Main St & W. Bandera Rd	Improve intersection geometry on the northeast corner and directionalize pedestrian ramps.	Channelizes traffic flow, improves mobility, removes conflict points, and improves pedestrian safety.
Cascade Caverns Rd & Scenic Loop	Install a traffic signal and turn lane	Controls traffic flow, improves pedestrian safety, and removes conflict points.
INTERSECTION PROJECTS		
S. Main St. (E. San Antonio Ave to E. Theissen St)	Install an enhanced pedestrian refuge island, a northbound left-turn lane along S. Main St, a rectangular rapid flashing beacon, and curb extensions.	Improves pedestrian safety, channelizes traffic flow, improves mobility, and removes conflict points.
W. Blanco Rd (Main Plaza) (N. Main St to S. ain St)	Partially convert W. Blanco Rd to a one-way street, install a roundabout, a rectangular rapid flashing beacon, and improve pavement markings.	Increases traffic capacity, removes conflict points, improves traffic flow, and improves pedestrian safety.
River Rd (Pecan St to Mesquite St)	Install an enhanced crossing pedestrian refuge island and a rectangular rapid flashing beacon.	Improves pedestrian safety.

Table 6.1 Prioritized list of infrastructure projects

→ Intersection 1: River Rd & Plant Ave

PROJECT INFORMATION:

Description: Install a roundabout.

Located on HIN.

Estimated cost: $2,030,000

SAFETY IMPACT:

Benefits: Removes conflict points, improves traffic flow and improves pedestrian safety.

Expected Crash Reduction: 35%

Combined Crash Modification Factor (CMF): 0.65

Benefit-Cost Ratio: 5.13

**Crash history from TxDOT CRIS 2020-2024, based on crashes reported within 200 ft of intersection center.*

PROJECT READINESS:

May Require Utility Relocation

May Require ROW Acquisition



River & Plant Conceptual Layout

→ Intersection 2: Main St & River Rd

PROJECT INFORMATION:

Description: Install a southbound left-turn deceleration lane and improve intersection geometry.

Located on HIN.

Estimated cost: $305,000

SAFETY IMPACT:

Benefits: Channelizes traffic flow, improves mobility, and removes conflict points.

Expected Crash Reduction: 43%

Combined Crash Modification Factor (CMF): 0.572

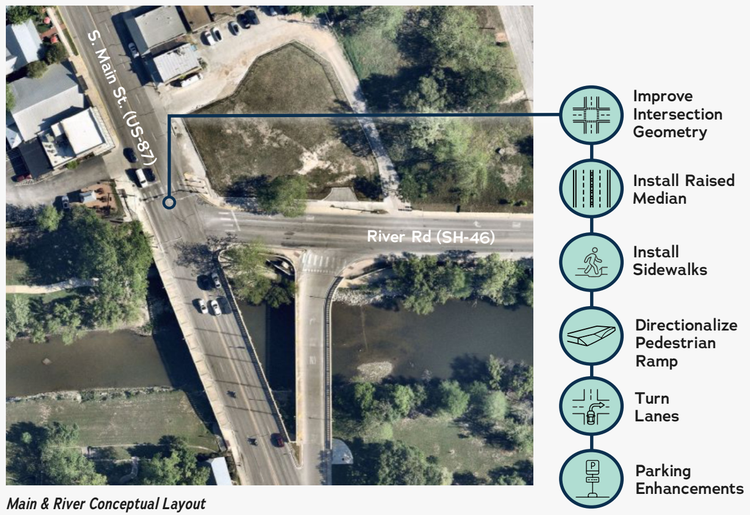
Benefit-Cost Ratio: 490.74

**Crash history from TxDOT CRIS 2020-2024, based on crashes reported within 200 ft of intersection center.*

PROJECT READINESS:

May Require Utility Relocation

May Require ROW Acquisition



Main & River Conceptual Layout

→ Intersection 3: Main St & Adler/School St

PROJECT INFORMATION:

Description: Install a traffic signal for the Adler St approach.

Located on HIN.

Estimated cost: $181,900

SAFETY IMPACT:

Benefits: Controls traffic flow, improves pedestrian safety, and removes conflict points.

Expected Crash Reduction: 44%

Combined Crash Modification Factor (CMF): 0.56

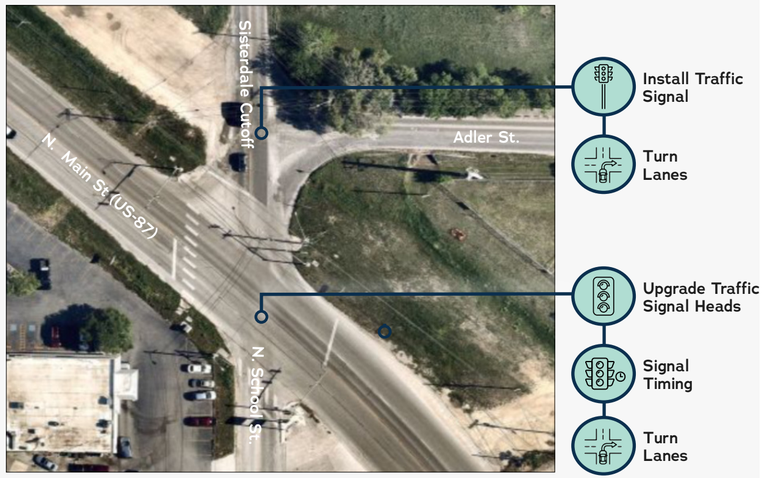
Benefit-Cost Ratio: 59.02

** Crash history from TxDOT CRIS 2020-2024, based on crashes reported within 200 ft of intersection center.*

PROJECT READINESS:

Does Not Require Utility Relocation

Does Not Require ROW Acquisition



5 Points Conceptual Layout

→ Intersection 4: S. Main St & W. Bandera Rd

PROJECT INFORMATION:

Description: Install a southbound left-turn deceleration lane and improve intersection geometry.

Located on HIN.

Estimated cost: $305,000

SAFETY IMPACT:

Benefits: Channelizes traffic flow, improves mobility, and removes conflict points.

Expected Crash Reduction: 43%

Combined Crash Modification Factor (CMF): 0.572

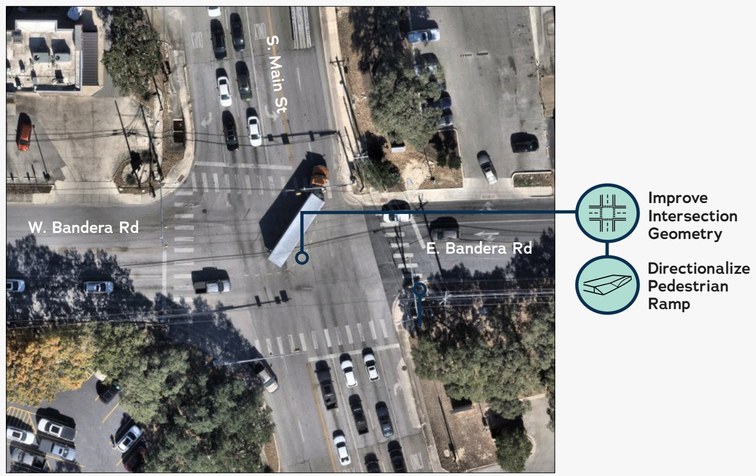
Benefit-Cost Ratio: 490.74

** Crash history from TxDOT CRIS 2020-2024, based on crashes reported within 200 ft of intersection center.*

PROJECT READINESS:

May Require Utility Relocation

May Require ROW Acquisition



S.Main St. & Bandera Conceptual Layout

→ Intersection 5: Cascade Caverns Rd & Scenic Loop

PROJECT INFORMATION:

Description: Install a traffic signal.

Located on HIN.

Estimated cost: $970,000

SAFETY IMPACT:

Benefits: Controls traffic flow, improves pedestrian safety, and removes conflict points.

Expected Crash Reduction: 44%

Combined Crash Modification Factor (CMF): 0.56

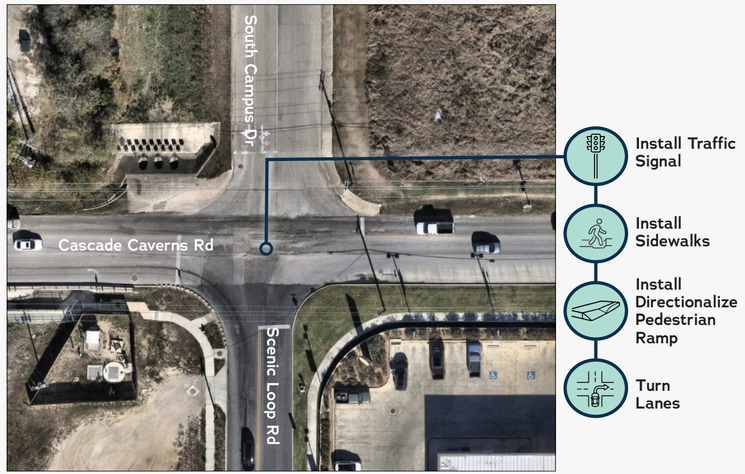
Benefit-Cost Ratio: 2.84

**Crash history from TxDOT CRIS 2020-2024, based on crashes reported within 200 ft of intersection center.*

PROJECT READINESS:

Does Not Require Utility Relocation

May Require ROW Acquisition



Cascade Caverns Rd & Scenic Loop Conceptual Layout

→ Corridor 1: S. Main St

PROJECT LIMITS: FROM E. SAN ANTONIO AVE TO E. THEISSEN ST.

PROJECT INFORMATION:

Description: Install an enhanced pedestrian refuge island, a northbound left-turn lane along S. Main St, a rectangular rapid flashing beacon, and curb extensions.

Located on HIN.

Estimated cost: $1,040,000

SAFETY IMPACT:

Benefits: Improves pedestrian safety, channelizes traffic flow, improves mobility, and removes conflict points.

Expected Crash Reduction: 89%

Combined Crash Modification Factor (CMF): 0.109

Benefit-Cost Ratio: 98.96

** Crash history from TxDOT CRIS 2020-2024.*

PROJECT READINESS:

Does not require utility relocation

Does not require ROW acquisition



S. Main (E. San Antonio to E. Theissen) Conceptual Layout

→ Corridor 2: W. Blanco Rd (Main Plaza Area- Loop from N. Main St to S. Main St)

PROJECT LIMITS: LOOP FROM N. MAIN ST TO S. MAIN ST.

PROJECT INFORMATION:

Description: Partially convert W. Blanco Rd to a one-way street, install a roundabout, a rectangular rapid flashing beacon, and improve pavement markings.

Located on the HIN.

Estimated cost: $960,000

SAFETY IMPACT:

Benefits: Increases traffic capacity, removes conflict points, improves traffic flow, and improves pedestrian safety.

Expected Crash Reduction: 72%

Combined Crash Modification Factor (CMF): 0.281

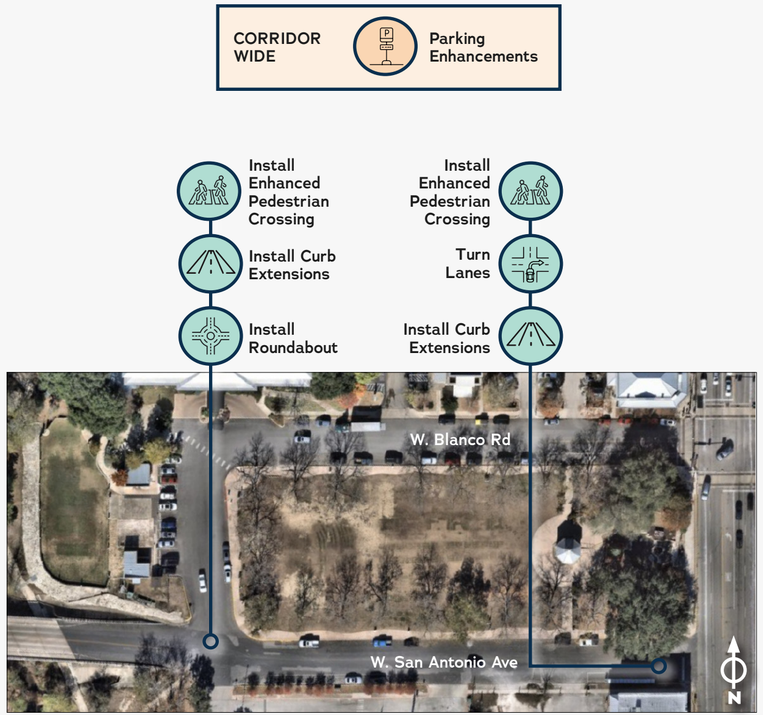
Benefit-Cost Ratio: 5.69

**Crash history from TxDOT CRIS 2020-2024.*

PROJECT READINESS:

May Require Utility Relocation

Does Not Require ROW Acquisition



W. Blanco (Main Plaza) Conceptual Layout

→ Corridor 3: River Rd

PROJECT LIMITS: CORRIDOR 3: PECAN STEEET TO MESQUITE ST

PROJECT INFORMATION:

Description: Install an enhanced crossing pedestrian refuge island and a rectangular rapid flashing beacon.

Located on HIN.

Estimated cost: $250,000

SAFETY IMPACT:

Benefits: Improves pedestrian safety.

Expected Crash Reduction:83%

Combined Crash Modification Factor (CMF): 0.167

Benefit-Cost Ratio: 183.72

**Crash history from TxDOT CRIS 2020-2024.*

PROJECT READINESS:

Does Not Require Utility Relocation

Does Not Require ROW Acquisition



River (Pecan to Mesquite) Conceptual Layout

SYSTEMIC COUNTERMEASURES

Systemic safety countermeasures are low-cost, proven treatments that can be deployed broadly across the transportation network to address common crash risk factors rather than individual locations. These countermeasures focus on roadway features and behaviors consistently associated with severe crashes and offer the opportunity for broader safety benefits with faster implementation. In the City of Boerne, systemic countermeasures are intended to complement targeted corridor and intersection-specific projects by improving baseline safety conditions citywide, with emphasis on roadways within the HIN to maximize crash reduction potential and improve safety outcomes for all road users. **Table 6.2** summarizes the systemic countermeasures proposed city-wide.

LOCATION	DESCRIPTION	BENEFITS
3 Miles	Install 6-foot sidewalks.	Improves pedestrian safety and provides enhanced ADA accessibility.
5 Miles	Implement wide edge lines and high contrast crosswalk markings.	Improves driver awareness, pedestrian and driver safety, and improves driver guidance.
2 Intersections	Convert existing left-turn permissive-protected movements to flashing yellow arrow.	Reduces opposing left-turn movements, improves driver safety, and reduces delay.
9 Intersections	Install backplates with retroreflective borders.	Increase signal visibility, driver safety, and driver awareness.

Table 6.2 Systemic Countermeasure Project List

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Safety Action Plan BOERNE

→ Systemic Improvement 1: Sidewalks

PROJECT INFORMATION:

Description: Install 6-foot sidewalks.

Potential Limits: 3 miles

Estimated Unit Cost: $65.50/SY.

Estimated Total Cost: $700,900

SAFETY IMPACT:

Safe System Approach Element: Safer Roads

Benefits: Improves pedestrian safety and provides enhanced ADA accessibility.

HSIP Work Code: 407

Expected crash Reduction: 50%

PROJECT READINESS:

Does Not Require Utility Relocation

Does Not Require ROW Acquisition



Source: FHWA

→ Systemic Improvement 2: Enhanced Pavement Markings

PROJECT INFORMATION:

Description: Implement wide edge lines and high contrast crosswalk markings.

Potential Limits: 5 miles

Estimated Edge Line Unit Cost: $1.75/LF.

Estimated High Contrast Crosswalk Unit Cost: $13.50/LF.

Estimated Total Cost: $80,000

SAFETY IMPACT:

Safe System Approach Element: Safer Roads

Benefits: Implement wide edge lines and high contrast crosswalk markings.

HSIP Work Code: 401

Expected Crash Reduction: 20%

PROJECT READINESS:

Does Not Require Utility Relocation

Does Not Require ROW Acquisition



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→ Systemic Improvement 3: Flashing Yellow Arrows (FYA)

PROJECT INFORMATION:

Description: Convert existing left-turn permissive-protected movements to flashing yellow arrow.

Potential Locations: 2 Intersections

Estimated Unit Cost: $310/EA.

Estimated Total Cost: $10,000

SAFETY IMPACT:

Safe Systems Approach: Safer Roads

Benefits: Reduces opposing left-turn movements, improves driver safety, and reduces delay.

HSIP Work Code: 138

Expected Crash Reduction: 40%

PROJECT READINESS:

Does Not Require Utility Relocation

Does Not Require ROW Acquisition



Source: FHWA

→ Systemic Improvement 4: Retroreflective Borders

PROJECT INFORMATION:

Description: Install backplates with retroreflective borders.

Potential Locations: 9 intersections

Estimated Unit Cost: $200/ea.

Estimated Total Cost: $35,000

SAFETY IMPACT:

Safe Systems Approach: Safer Roads

Benefits: Increase signal visibility, driver safety, and driver awareness.

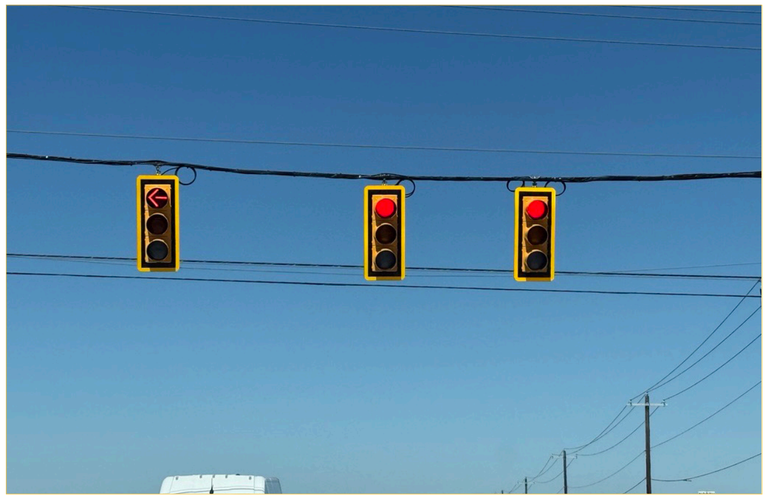
HSIP Work Code: 108

Expected Crash Reduction: 10%

PROJECT READINESS:

Does Not Require Utility Relocation

Does NOT require ROW Acquisition



Location: SH 46 & FM 3351

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→ Systemic Improvement 5 | Leading Pedestrian Intervals (LPI)

PROJECT INFORMATION:

Description: Implement leading pedestrian intervals (LPI).

Potential Locations: 4 Intersections.

Estimated Total Cost: $20,000

SAFETY IMPACT:

Safe Systems Approach: Safer Roads & Safer People

Benefits: Reduces pedestrian-vehicle conflicts and increases pedestrian safety.

HSIP Work Code: 109

Expected Crash Reduction: 16%

PROJECT READINESS:

Does Not Require Utility Relocation

Does Not Require ROW Acquisition



Source: FHWA

NON-INFRASTRUCTURE PROJECTS

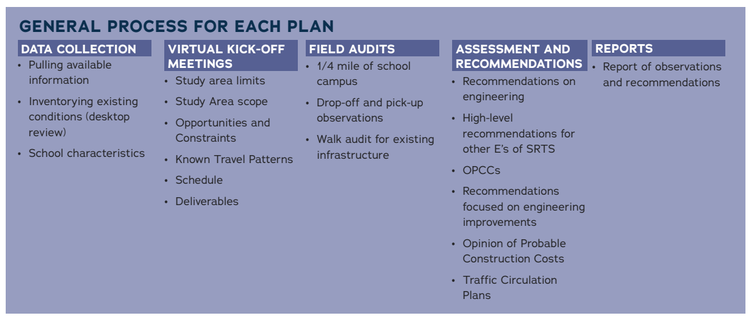
While infrastructure projects are a critical component of the implementation plan, near-term implementation of many capital improvements is constrained by funding availability and project delivery timelines. To advance safety improvements in the short term, the CSAP recommends a suite of non-infrastructure projects that can be implemented more quickly and at lower cost, such as planning efforts, design guidance, policies, procedures, and programmatic activities. These actions are intended to establish a strong foundation for future infrastructure investments while delivering immediate safety benefits.

Planning and quick build non-infrastructure projects recommended for the City of Boerne include:

- Safe Routes to School planning throughout the City of Boerne
- Corridor study along W. Bandera St. from IH-10 Frontage Roads to S. Main St
- Conduct preliminary Intersection Control Evaluations (ICE) for 2 Intersections:
  - *Main St & Addler/School St,*
  - *River Rd & Herff Rd*
- Conduct Road Safety Audits (RSA) or 3 intersections:
  - *Main St & Kronkowsky St,*
  - *Esser Rd & Greyhound Ln,*
  - *Johns Rd & N. School St*

SAFE ROUTES TO SCHOOL PLAN

The STF identified school-area circulation and safe access for students walking and bicycling as an important objective of this CSAP, particularly given Boerne's limited roadway connectivity, constrained street grid, and recurring congestion during peak school arrival and dismissal periods. While the documented crash history does not show a concentrated pattern of fatal or serious injury crashes within active school zones, operational challenges such as vehicle queuing, turning conflicts, and limited pedestrian crossing opportunities create conditions that increase risk for students and families. A Safe Routes to School (SRTS) Plan would provide a proactive framework to evaluate both safety and circulation conditions and to identify improvements around school campuses before severe crashes occur.



The development of an SRTS Plan aligns with supplemental planning activities eligible under the SS4A program and complements regional and local safety priorities.

City of Boerne SRTS Vision:

- Identify focus analysis and improvements at Esser Road & Greyhound Lane and Johns Road & School Street, where school-related traffic activity, turning movements and pedestrian crossings intersection.
- Identify how students currently walk and bicycle to school and where circulation constraints, connectivity gaps, or traffic conflicts create barriers.
- Recommend improvements such as sidewalks, enhanced crossings, traffic calming, improved pick-up and drop-off operations, and school zone signage.
- Support school and community-led initiatives, including walking and biking groups, crossing guard programs, and safety education.
- Establish a clear process to prioritize and fund pedestrian, bicycle, and operational improvements near schools that also reduce congestion and improve overall traffic flow.

By focusing on education, engagement, planning, and circulation management, an SRTS Plan would improve safety for vulnerable users while addressing Boerne's broader mobility challenges and building long-term community support for active transportation.

CORRIDOR STUDY: W. BANDERA ST. FROM IH-10 FRONTAGE ROADS TO S. MAIN ST

The STF identified targeted corridor planning as a key strategy to advance the goals of the Plan. Crash data obtained from the Texas Department of Transportation's Crash Records Information System (CRIS) indicates that approximately 200 crashes occurred along W. Bandera Street between the IH-10 frontage roads and S. Main Street over the past five years (2020–2024), including 18 crashes suspected of resulting in minor injury.

While these crashes are distributed throughout the corridor rather than concentrated at a single location, the pattern reflects systemic safety challenges influenced by corridor land-use and access characteristics, including dense commercial development, numerous driveways and access points, closely spaced intersections, and frequent turning movements. These conditions increase the potential for conflicts among vehicles, pedestrians, and bicyclists, supporting the need for a proactive, corridor-wide planning approach rather than isolated, location-specific treatments.

The study would establish a comprehensive framework to evaluate existing conditions and identify strategies to reduce fatal and serious injury risk for all roadway users.

The corridor study would enable the City of Boerne to:

- *Analyze multimodal safety, access, and operational conditions along and across the corridor*
- *Identify systemic risk factors related to speeds, access management, crossings, and intersection operations*
- *Develop planning-level safety strategies and concept recommendations consistent with the Safe System Approach*
- *Coordinate with TxDOT, regional partners, and community stakeholders to align corridor safety priorities*
- *Establish a prioritized roadmap to support future project development and SS4A implementation grant applications*
- *By focusing on analysis, coordination, and planning rather than immediate construction, the W. Bandera Road Corridor Safety Study would position the City to advance cost-effective, scalable safety improvements and strengthen readiness for future infrastructure investments consistent with the CSAP and SS4A program goals.*



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INTERSECTION CONTROL EVALUATIONS (ICE)

The STF identified two complex intersections, Main Street & Adler/School Street (5-Points) and River Road & Herff Road for further evaluation. The combination of geometric complexity, traffic demands, and multimodal activity at these locations creates conditions that merit a proactive evaluation of intersection control strategies.Crash data indicates that intersection-related crashes are a meaningful contributor to risk at both locations. At 5-Points, a total of 24 crashes were documented within the most recent five-year period (2020-2024), including 1-A crash. At River Road & Herff Road, 104 intersection-related crashes were recorded during the same period, of which included 17 KAB crashes and 2 were pedestrian or bicycle related. The frequency and nature of conflicts at these intersections dictate the need for a systematic evaluation of intersection control and design.

ICE provides a structured, performance-based framework to compare feasible intersection control alternatives based on safety performance, operational efficiency, and multimodal accommodation, while accounting for site constraints and surrounding context. Through this process, the City can assess existing conditions, screen potential alternatives, and identify planning-level concepts that reduce systemic safety risks such as conflict points, vehicle speeds, and pedestrian and bicyclist exposure. By focusing on data-driven evaluation rather than immediate construction, ICE efforts complement corridor-level planning, support coordination with TxDOT and regional partners, and help position projects for future SS4A implementation funding consistent with the CSAP and the Safe System Approach.

ROAD SAFETY AUDITS (RSA)

The STF identified specific locations where in-field, multidisciplinary review would provide additional insight into site-specific safety risks that may not be fully captured through desktop analysis alone. Road Safety Audits (RSAs) are particularly well-suited for locations with a history of severe crashes, high levels of vulnerable road user activity, or complex land-use and operational conditions that influence how people travel and interact within the roadway environment.

The intersection of Main Street & Kronkosky Street has experienced a documented pedestrian fatality that occurred in 2022, underscoring the need for a focused evaluation of pedestrian safety, visibility, speeds, and crossing conditions within this area of downtown Boerne. This location is situated within a high-activity context that includes Veterans Plaza, on-street parking, nearby commercial businesses, and regular church and school-related activities, all of which contribute to elevated pedestrian volumes, frequent turning movements, and varied curbside activity throughout the day.

Through the RSA process, the City would conduct on-site field reviews to observe traffic operations, pedestrian and bicycle movements, parking activity, sight distance, signage, lighting, and driver behavior under a range of conditions, including peak activity periods. The audits would identify contributing factors to crashes and near-misses and develop planning-level countermeasure concepts that address both systemic and location-specific safety risks, with particular emphasis on improving safety for pedestrians and other vulnerable road users in this downtown setting.

CHAPTER 7
Policy and Procedures

Policy and procedural updates are recommended to support Boerne's goal of eliminating traffic-related fatalities and serious injuries. These changes embed safety considerations into development review, capital planning, and daily operations, ensuring consistent, data-driven decision-making across City departments. Informed by CSAP safety analysis and STF input, the recommended updates advance a proactive Safe System approach and strengthen Boerne's ability to reduce risk for all road users.

These policies directly support safety improvements in downtown Boerne and along priority corridors by ensuring that pedestrian activity, access management, and speed management are systematically considered in planning, design, and implementation decisions.

Policy recommendations are organized by each guiding principle identified by the STF and based on the Safe Systems approach and the Texas Strategic Highway Safety Plan (SHSP). The recommendations are provided in **Table XX.**



GUIDING PRINCIPLE - ROADWAY AND INTERSECTION SAFETY

→ **GOAL:** Improve road design and infrastructure through proven safety countermeasures to reduce crash frequency and severity for all road users including pedestrians, bicyclists and motorists.

FOCUS AREA	ELEMENT	RECOMMENDED ACTION	LOCAL POLICY
Vulnerable Road User	Crosswalks	Develop crosswalk guidelines	No existing policy
Intersection Safety	Traffic Signal Guidelines	Develop traffic signal/ traffic signal timing standards that include adding protective left-turn phases, improvement clearance intervals, and/or coordinating signals	No existing policy
	Traffic Impact Analysis (TIA)	Update TIA guidelines to include safety analysis for developments proposed to be located along the HIN which may include ICE efforts at key study intersections for consideration of roundabouts and/or alternative intersection designs.	City of Boerne Engineering Design Manual, Chapter 4
	Roundabouts	Update roundabout design standards for development proposals that include new roundabouts or the retrofit of existing intersections, consistent with applicable NCHRP guidance and design vehicle requirements.	City of Boerne Engineering Design Manual

GUIDING PRINCIPLE - COMMUNITY-FOCUSED SAFETY INVESTMENTS

→ **GOAL:** Prioritize safety improvements in locations where crash history and roadway conditions have the greatest impacts on community activity areas, including schools, parks, downtown districts, civic centers, and recreational areas.

FOCUS AREA	ELEMENT	RECOMMENDED ACTION	LOCAL POLICY
Vulnerable Road User	Parking	Develop and implement a Downtown Parking Management Program that prioritizes pedestrian safety and access to guide curb management and parking operations	No existing policy
Vulnerable Road User	Schools	Develop a Safe Routes to School Program for schools in the Boerne Independent School District	No existing policy
Vulnerable Road User	Accessibility	Progress an ADA Transition Plan	City of Boerne – ADA Transition Plan, January 2024

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GUIDING PRINCIPLE - PUBLIC EDUCATION AND AWARENESS

→ **GOAL:** Foster a culture of safety through public awareness about road safety and promote safe behaviors through educational campaigns, outreach programs, and community events.

FOCUS AREA	ELEMENT	RECOMMENDED ACTION	LOCAL POLICY
Vulnerable Road Users, Intersection Safety	Engagement	Create an education campaign and host Bike Rodeos, Roundabout Rodeo, to educate the public on safe cyclist practices and roundabout use	No existing policy
Distracted Driving	Education	Develop a distracted driving awareness program aimed at high school students	No existing policy
Vulnerable Road Users	Engagement	Develop a safety student ambassador program with Boerne ISD to engage high school students in transportation safety messaging and data-collection	No existing policy

GUIDING PRINCIPLE - DATA DRIVEN DECISION MAKING AND ACCOUNTABILITY

→ **GOAL:** Guide safety investments using data analysis to identify high-risk areas, measure outcomes and ensure accountability through ongoing evaluation and transparent reporting.

FOCUS AREA	ELEMENT	RECOMMENDED ACTION	LOCAL POLICY
All	Performance Monitoring & Reporting	Coordinate with AAMPO and TxDOT to publish crash performance outcomes	No existing coordination
All	HIN & Data-Driven Prioritization	Maintain a community focused High-Injury Network to regularly update crash history, actively adjust investment priorities annually based on crash data, monitor pedestrian activity and roadway conditions to prioritize downtown projects, infrastructure and non-infrastructure projects and adjust strategies based on these performances and community feedback	No existing policy

GUIDING PRINCIPLE - COLLABORATION AND STRATEGIC PARTNERSHIPS

→ **GOAL:** Leverage the City's leadership in transportation safety by fostering and strengthening partnerships with government agencies, law enforcement and community organizations to plan, implement, and sustain safety strategies

FOCUS AREA	ELEMENT	RECOMMENDED ACTION	LOCAL POLICY
Intersection Safety	Engagement	Establish a public facing Boerne Transportation Safety Task Force to expand on the Vision Zero and Safe Systems framework to identify safety performance measures, monitor safety transportation progress and align enforcement priorities within the HIN	Existing Internal Boerne Engineering and Mobility Traffic and Safety Task Force (non-public facing)

CHAPTER 8
Progress and Transparency

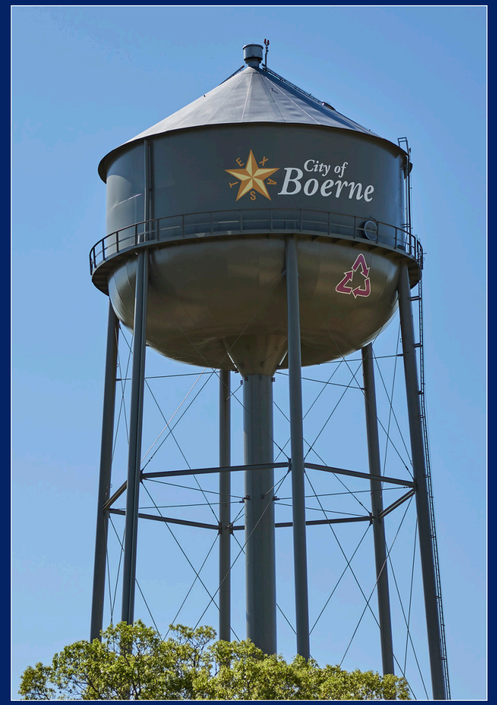
PLAN ADMINISTRATION

The City of Boerne, in coordination with its partners, is responsible for administering and implementing the Plan. City staff will oversee day-to-day implementation, coordination, monitoring, and updates to the Plan to ensure it remains responsive to changing safety conditions and community priorities.

- **CITY DEPARTMENTS:** The Engineering and Mobility Department will serve as the lead department responsible for coordinating implementation activities, tracking progress, maintaining the Implementation Program, and providing regular updates to City Council. Other departments, including Planning, Police, and Parks & Recreation will support implementation within their respective areas of responsibility.

- **CITY COUNCIL:** City Council will review progress updates, provide guidance on priorities, and make decisions related to funding allocations, policy changes, and regulatory actions necessary to advance CSAP strategies and projects.

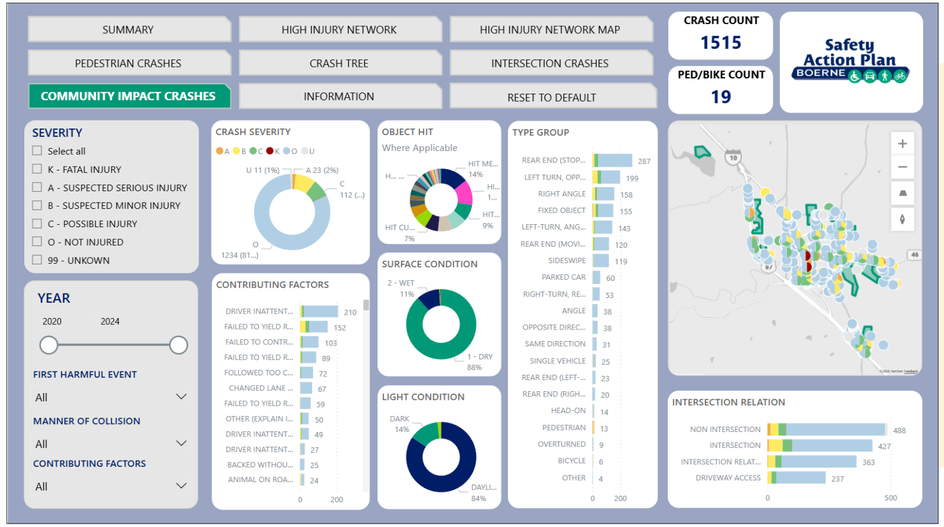
- **SAFETY TASK FORCE AND PARTNER AGENCIES:** STF will continue to play a key role during implementation by supporting City staff, reviewing progress, and providing technical and community-based insight into CSAP actions and initiatives. The STF will also help facilitate coordination among City departments, regional partners, TxDOT, and the community to maintain momentum and accountability throughout implementation.



MONITORING PROGRESS

Public engagement and transparency are essential to sustaining the momentum of the Plan. To communicate progress and maintain accountability, the City will prepare an annual progress report summarizing implementation status, completed actions, and key accomplishments from the previous year.

The Engineering and Mobility Department will prepare an annual report and present it to City Council.



Power BI Dashboard

Progress tracking will be supported by the City's safety dashboard, which summarizes crash trends and highlights behavioral, design, and environmental factors influencing safety outcomes. As new data becomes available, the dashboard will be updated to illustrate trends, evaluate progress toward CSAP goals, and help inform future projects and policy decisions.

PARTNER AGENCIES

Implementation of the Plan will rely on close coordination among local, regional, and institutional partners. Key partners include City departments such as Engineering & Mobility, Police, Fire, Utilities, and Economic Development, working in collaboration with regional and state transportation agencies. Coordination with Kendall County and neighboring jurisdictions is essential to address safety needs along shared corridors and within overlapping transportation networks.

Partnerships with Boerne Independent School District, local businesses, and community organizations will support safety improvements near schools, activity centers, and commercial districts. Ongoing collaboration with regional planning entities will further strengthen data sharing, funding alignment, project delivery, and public engagement. Together, these partnerships will advance Boerne's Vision Zero and Safe System goals by supporting coordinated, data-driven, and community-focused safety investments.

KEY PARTNER AGENCIES INCLUDE:

- Texas Department of Transportation (TxDOT)
- Boerne Independent School District (BISD)
- Alamo Area Metropolitan Planning Organization (AAMPO)
- Boerne Chamber of Commerce
- Boerne Fire Department
- Boerne Police Department
- Kendall County
- Boerne Engineering & Mobility Department
- Boerne Economic Development Department
- Boerne Utilities Department
- Boerne Downtown District Business Owners
- Kendall County, Boerne, Fair Oaks Transportation Committee

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FUNDING SOURCES

The immediate next step for most improvements is to estimate cost of improvements, commit local funds, and submit a grant application. Common funding sources for safety improvement projects include USDOT's SS4A and TxDOT's HSIP. Projects funded by FHWA programs will be required to comply with TxDOT Local Government Project procedures.

A brief description of common funding sources for infrastructure safety projects is provided below.

USDOT SS4A IMPLEMENTATION GRANT

Implementation Grants fund projects and strategies identified in an Action Plan that address roadway safety problems. Implementation Grants may also fund supplemental planning and demonstration activities. Applicants must have an existing Action Plan to apply for Implementation Grants or have an existing plan that is substantially similar and meets the eligibility requirements of an Action Plan.

USDOT SS4A PLANNING AND DEMONSTRATION GRANT

Used to develop a Safety Action Plan, conduct supplemental safety planning to enhance an Action Plan, and/or carry out demonstration activities to inform the development of, or an update to, an Action Plan.

TXDOT HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP)

HSIP grants fund safety engineering improvements on Texas roadways. TxDOT reserves 10% of the funding for use on off-system roadway improvement projects that include countermeasures preapproved by TxDOT.

TXDOT TRANSPORTATION ALTERNATIVES SET-ASIDE (TA)

TA grants funds to assist communities in developing non-motorized transportation networks. Eligible activities include planning, engineering, and construction.

PLAN UPDATES AND AMENDMENTS

The Plan represents a snapshot in time and is intended to be a living document that evolves as conditions change. To ensure the Plan remains effective and aligns with safety outcomes, the Engineering and Mobility Department will provide annual updates to City Council on implementation progress, including recommended refinements to the HIN as crash trends and exposure patterns evolve.

A comprehensive review and update of the CSAP should occur at least every five years to reassess safety trends, evaluate the effectiveness of implemented strategies, and refine actions to support the City's long-term goal of eliminating traffic-related fatalities and serious injuries.

CHAPTER 9
Safety Action Plan

IMPLEMENTATION PLAN SCHEDULE

This Implementation Plan affirms the City's commitment to the Vision Zero principle that **traffic deaths and serious injuries are preventable and unacceptable**. Rather than treating severe crashes as inevitable outcomes of growth or travel demand, the Plan recognizes that safer streets are achieved through intentional decisions, coordinated action, and sustained investment. Each Action identified in this chapter translates Boerne's safety vision into specific, measurable, and actionable steps that can be advanced through policy changes, programs, capital improvements, and partnerships.

Collectively, these Actions provide the City with a clear and accountable roadmap for implementation linking data-driven priorities to tangible outcomes on Boerne's streets. By advancing Actions that are scalable, trackable, and aligned with community values, the City is positioned to make consistent progress toward eliminating fatal and serious injury crashes and creating a transportation system that is safe for all users, regardless of age, ability, or mode of travel.

TIMEFRAME

For each strategy, the associated Actions are assigned an estimated implementation timeframe to support prioritization, funding alignment, and informed decision-making. These timeframes help the City sequence actions and advance safety improvements in a coordinated and timely manner. Implementation timeframes are organized as near-, mid-, and long-range, based on the relative urgency, complexity, and level of effort required.

NEAR-RANGE (< 2 YEARS)

High-priority Actions that can often be implemented quickly and may result in early, visible safety benefits or "quick wins".

MID-RANGE (2- 5 YEARS)

Actions that require additional coordination, design, or funding, but are anticipated to be completed before the next CSAP update.

LONG-RANGE (> 5 YEARS)

Actions that require sustained effort, long-term planning, or significant capital investment, and are expected to deliver substantial safety benefits over time.

CONTINUOUS / PROGRAMMATIC

Actions that do not have a defined end date and should be implemented on a continual basis as part of the City's regular practices and programs.

IMPLEMENTATION SUMMARY

A summary of implementation plan actions and corresponding timeframes are provided as **Table XX**. Additional implementation efforts, beyond actions identified below are described in previous sections, should be enacted by local agencies to eliminate roadway fatalities and serious injuries in the next 20 years.

ACTION		TIMEFRAME	PARTNER	POTENTIAL FUNDING SOURCE
Intersection Safety	**River Rd & Plant Ave** Install a roundabout	Long-	TxDOT City of Boerne Boerne Downtown District Business Owners	TxDOT HSIP SS4A
	Main St. & River Rd Install a southbound left-turn deceleration lane and improve intersection geometry	Mid-	TxDOT City of Boerne Boerne Downtown District Business Owners	
	Main St. & Adler/ School St. Install a traffic signal for the Adler St approach	Near-	TxDOT City of Boerne	
	S. Main St. & W. Bandera Rd. Improve intersection geometry on the northeast corner and directionalize pedestrian ramps	Mid-	TxDOT City of Boerne	
	Cascade Caverns Rd & Scenic Loop Install a traffic signal	Near-	City of Boerne	

ACTION		TIMEFRAME	PARTNER	POTENTIAL FUNDING SOURCE
Corridors	**S. Main St. (E. San Antonio Ave to E. Theissen St)** Install an enhanced pedestrian refuge island, a northbound left-turn lane along S. Main St, a rectangular rapid flashing beacon, and curb extensions.	Mid-	TxDOT City of Boerne Boerne Downtown District Business Owners	TxDOT HSIP SS4A
	W. Blanco Road (Main Plaza Area-Loop from N. Main St to S. Main St) Partially convert W. Blanco Rd to a one-way street, install a roundabout, a rectangular rapid flashing beacon, and improve pavement markings	Mid-	City of Boerne Boerne Downtown District Business Owners	
	River Road (Pecan St to Mesquite St) Install an enhanced crossing pedestrian refuge island and a rectangular rapid flashing beacon	Mid-	TxDOT City of Boerne Boerne Downtown District Business Owners	

ACTION		TIMEFRAME	PARTNER	POTENTIAL FUNDING SOURCE
Systemic	**Sidewalks**	Near-	TxDOT City of Boerne Boerne Downtown District Business Owners	TxDOT HSIP SS4A Implementation
	Enhanced Pavement Markings			
	Flashing Yellow Arrow (FYA)			
	Retroreflective Borders			
	Leading Pedestrian Intervals (LPIs)			

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ACTION		TIMEFRAME	PARTNER	POTENTIAL FUNDING SOURCE
Non-Infrastructure	**Safe Routes to School Plan** Throughout the City	Mid-	Boerne ISD	SS4A Supplemental Planning
	Corridor Study (W. Bandera St. from IH-10 to S. Main St.) Conduct a corridor study to determine access management and systemic safety improvements	Long-	TxDOT City of Boerne	
	Intersection Control Evaluations (ICE) Conduct intersection control evaluations at Main Street & Adler/School Street (5-Points) and River Road & Herff Road.	Long-	TxDOT City of Boerne	
	Road Safety Audits (RSA) Conduct road safety audits at Main Street & Kronkosky Street	Long-	TxDOT City of Boerne Boerne Downtown District Business Owners	

APPENDICES

	AGENDA ITEM SUMMARY
Agenda Date	April 28, 2026
Requested Action	UPDATE AND DISCUSSION ON WATER CONSERVATION.
Contact Person	Michael Brinkmann – Utilities Director Ryan Bass – Environmental Planner/Urban Forester
Background Information	Provide an update on the current status of potable water resources and demand, along with an overview of existing water conservation initiatives and an analysis of potential future strategies.
Strategic Alignment	C1 - Offering quality customer experiences C3 – Collaborating with community partners to enhance quality of life F2 – Investing in and maintaining high-quality infrastructure systems and public assets L1 – Promoting learning & growth
Financial Considerations	N/A
Citizen Input/Board Review	N/A
Legal Review	N/A
Alternative Options	N/A
Supporting Documents	