



# 5. Future Directions

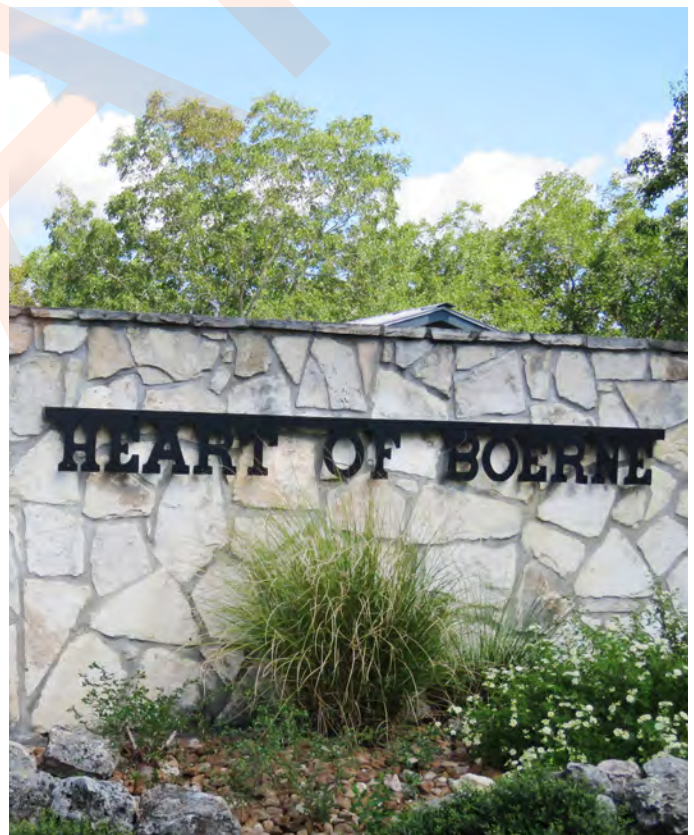
Photo courtesy: David Talboys

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*







2014 Dickens on Main, ©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 its 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



**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.**

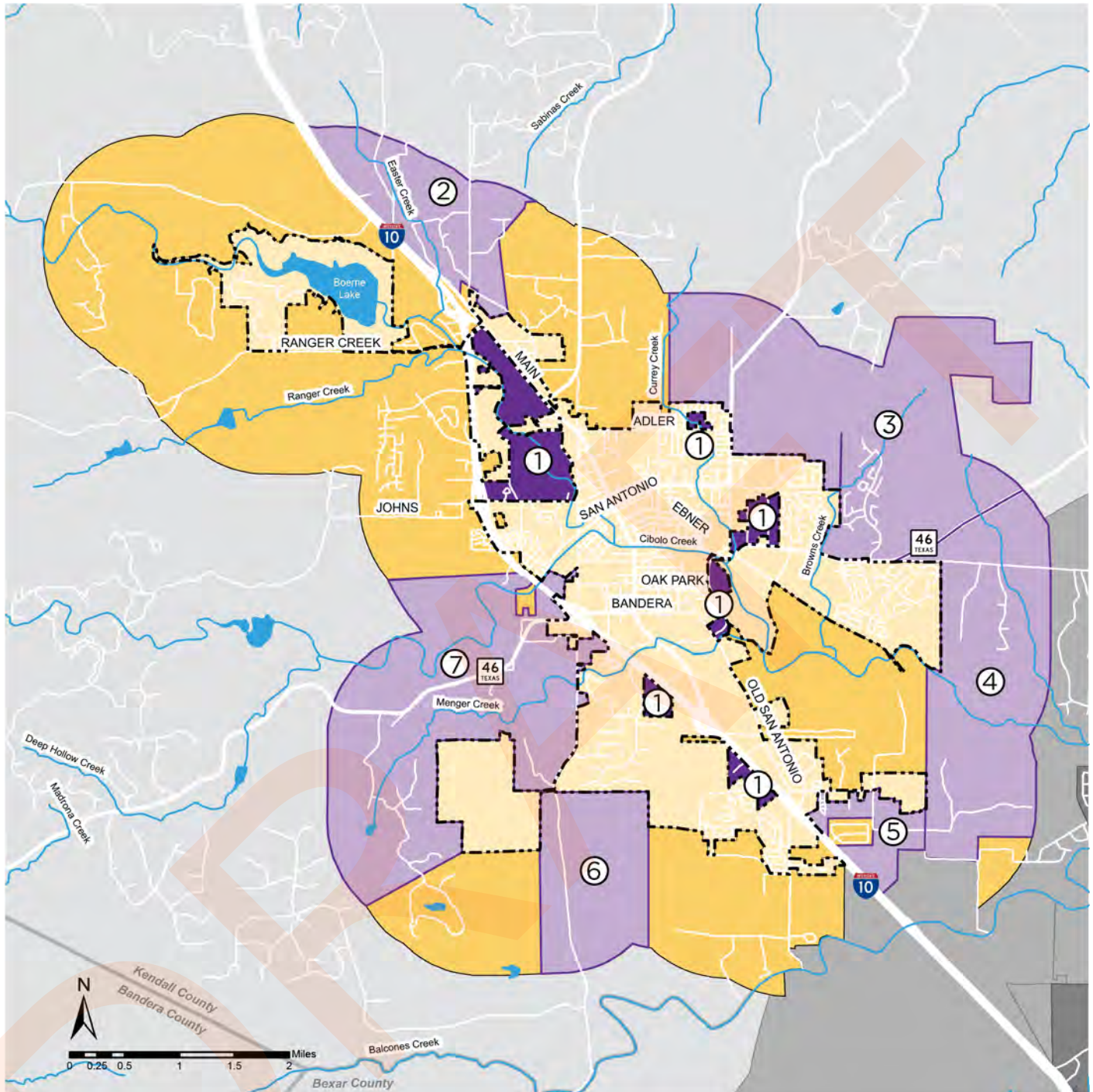
A CIP is a multi- year plan that identifies and prioritizes projects related to public facilities and services. Developed in accordance with documented community goals and objectives, the CIP is focused on physical enhancements that upgrade, extend, or replace infrastructure, and provide a governing 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 | Counties     | Primary Potential Growth Area   |
| Boerne ETJ         | Creeks       | Secondary Potential Growth Area |
| Nearby Cities      | Water Bodies |                                 |
| Nearby ETJs        |              |                                 |
| Major Roads        |              |                                 |
| Minor Roads        |              |                                 |

### 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
<b>EXPENDITURES</b>	
<b>Public Safety</b>	
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
<b>Public Works</b>	
<b>Streets</b>	
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
<b>Water and Reclaimed Water</b>	
Add formula if all costs are not offset by impact fees, and monthly service fees.	
<b>Waste Water</b>	
Add formula if all costs are not offset by impact fees, and monthly service fees.	
<b>Electricity and Gas</b>	
Add formula if all costs are not offset by impact fees, and monthly service fees.	
<b>Solid Waste</b>	
Add formula if all costs are not offset by monthly service fees.	
<b>Estimated O&amp;M Costs:</b>	
<b>REVENUES</b>	
<b>Property Tax Revenues</b>	
(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)
<b>Net Fiscal Impact on O&amp;M Budget (1st Year)</b>	<b>Estimated O&amp;M Revenues - Estimated O&amp;M Costs</b>

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.

**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.



*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.*



**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.**

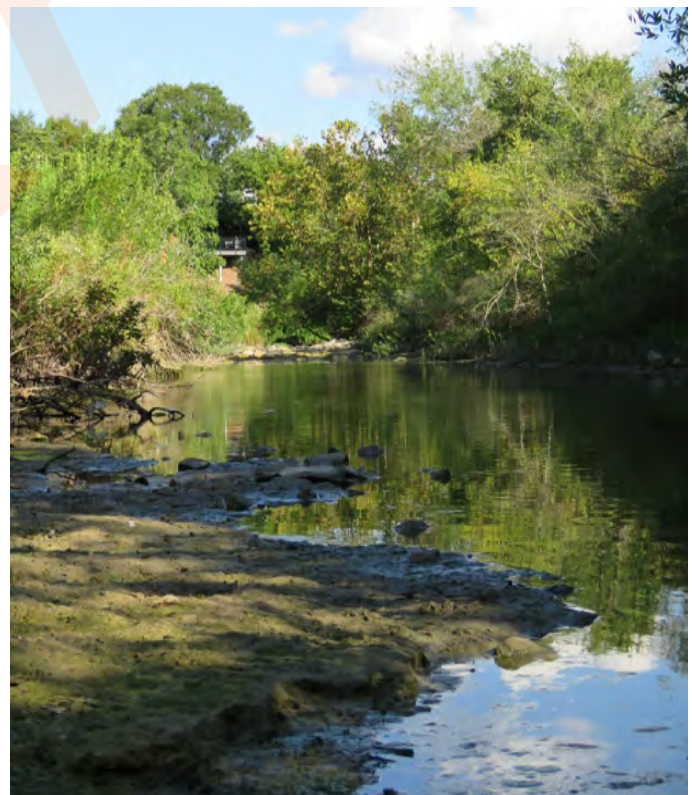
As part of the Upper Cibolo Creek Watershed Protection Plan, it identified that urban development was negatively contributing to increased bacteria and nutrient loads detrimental to sensitive natural resources (e.g., riparian areas). One way to mitigate this is to increase the amount of riparian buffer 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.



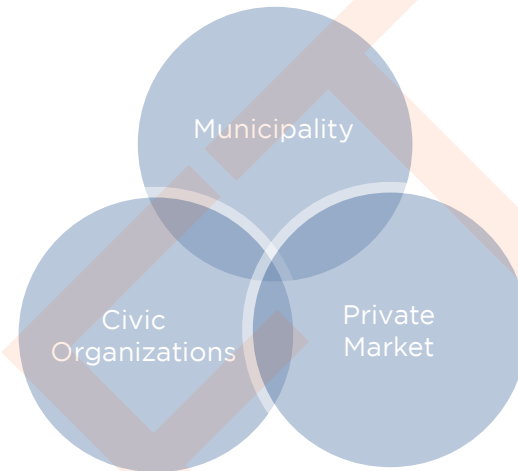
*In some of the older residential neighborhoods near downtown Boerne, new higher density attached housing types are starting to be established. This creates additional opportunities for housing choice in Boerne and provides a greater market demand in closer proximity to downtown.*



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

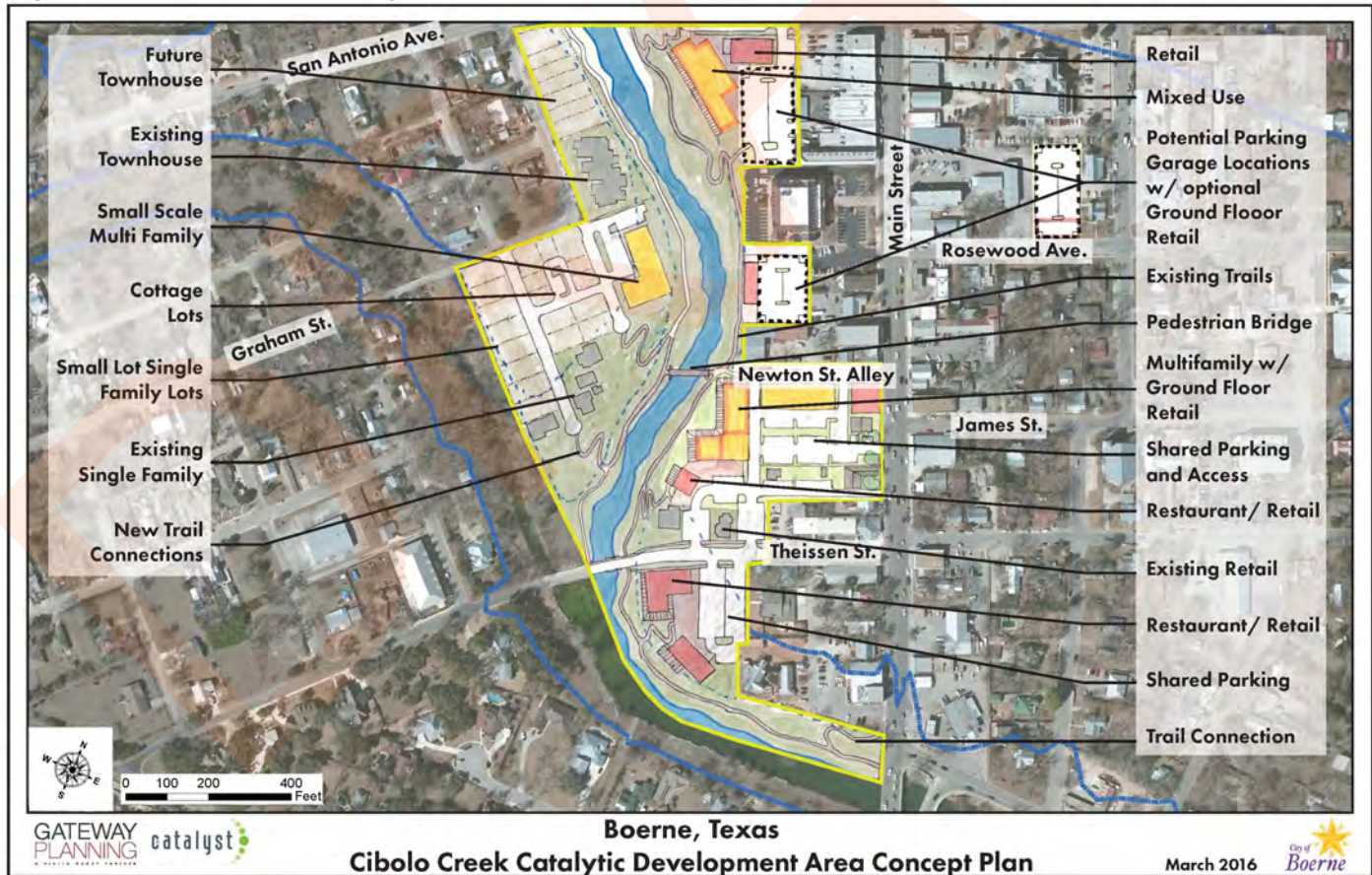
As set out in the Downtown Boerne Strategic Initiative (March 2016), a proposed catalytic site has been identified along Cibolo Creek. A catalytic site is a type of development configuration which tries to create alignment between three community sectors to create great places – the City, civic organizations, 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.



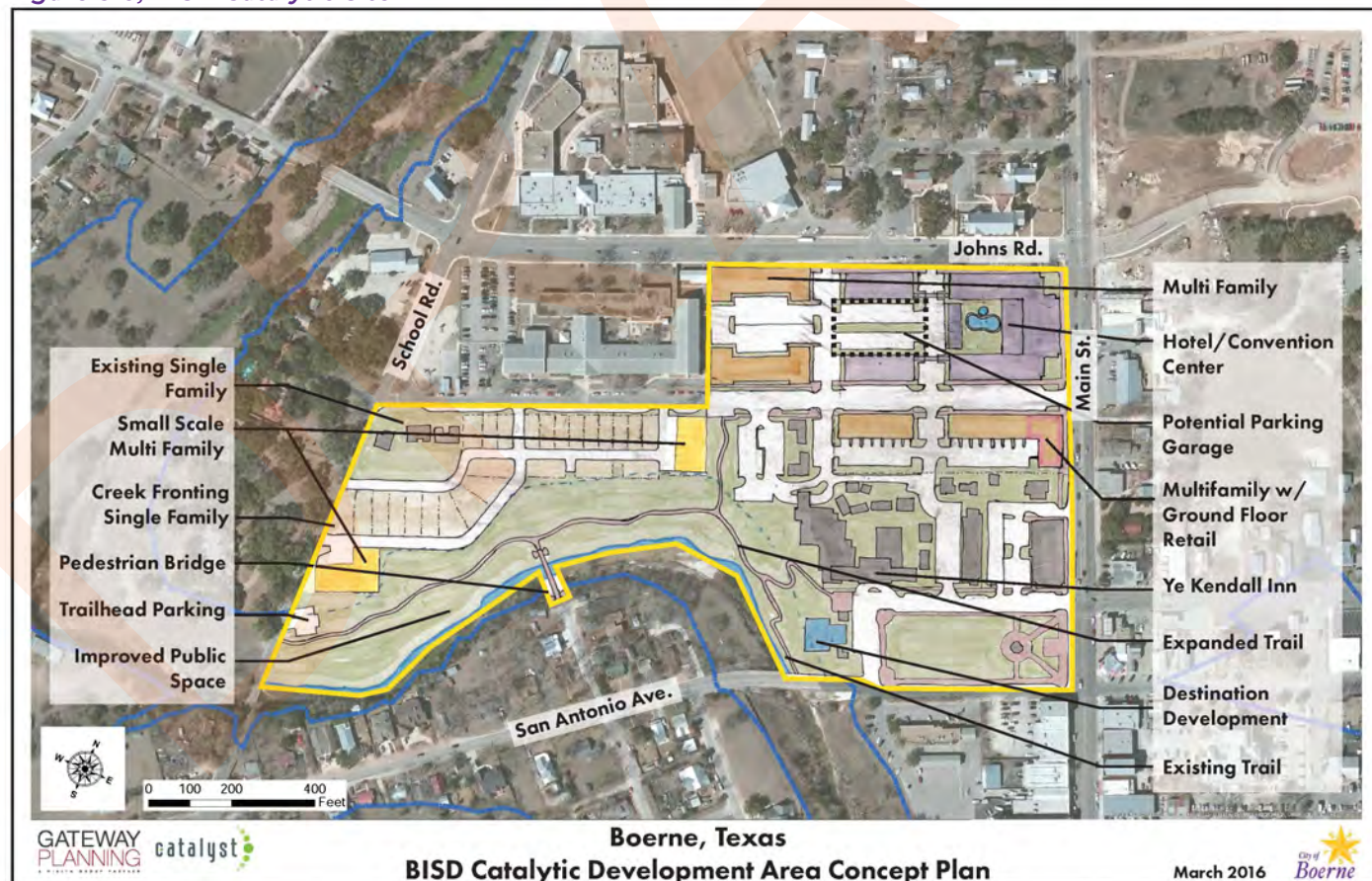
### Action 2.2.6, Evaluate additional opportunities to implement the BISD Catalytic Site in downtown Boerne.

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.**

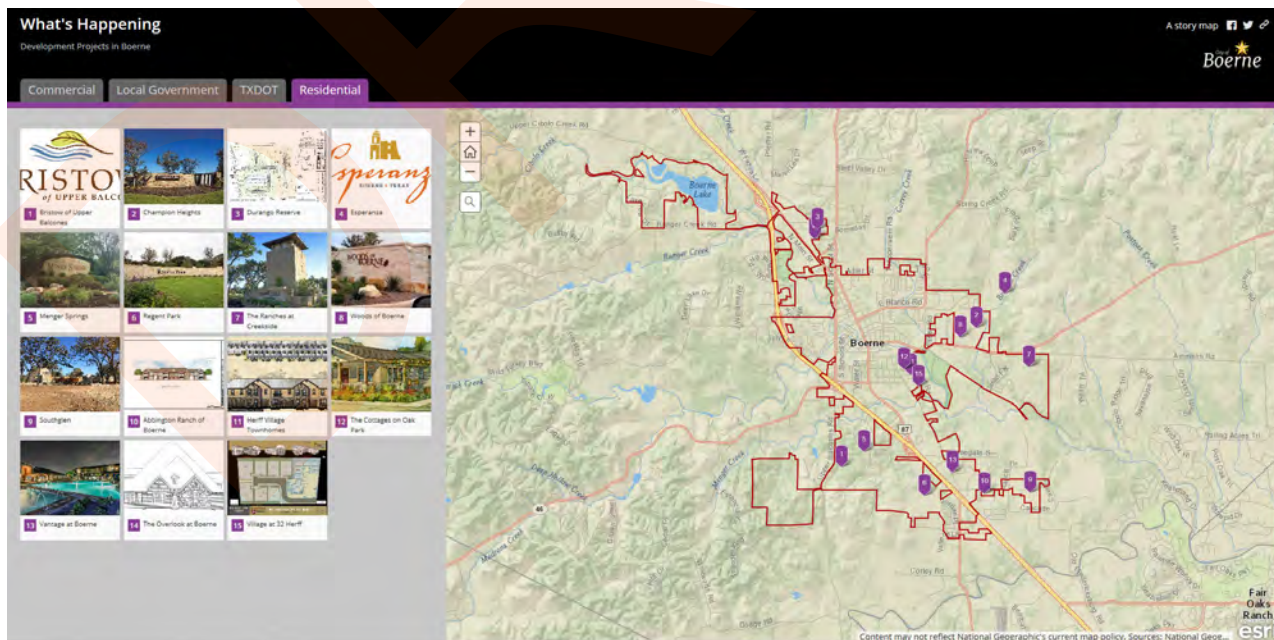
Understanding the necessity for clearly presented and easily accessible information continues to be, and will continue to be, a priority of the City. Citizens, landowners, and developers all benefit from being able to find pertinent information compiled by the government. This accessibility is an essential 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.**

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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.**

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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.**

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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).**

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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.**

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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.**

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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.**

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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

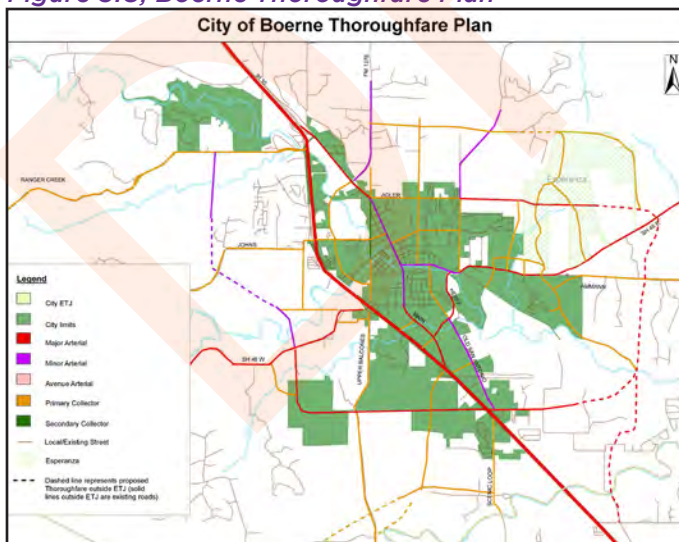
**GOAL 3: Proactively plan for a multimodal transportation system to reduce congestion, accommodate anticipated travel demand, and provide quality of life amenities.**

**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 which is intending to determine preferred alignments connecting Interstate 10 and State Highway 46 (see Figure 5.9, *Kendall Gateway Study Recommended Alignment*). Once the preferred alignments have been determined, 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. As much of the Kendall Gateway will not be within the City limits or ETJ, it is also critical that Kendall County agree to a thoroughfare plan to gain dedication of right-of-way (ROW).

**Figure 5.8, Boerne Thoroughfare Plan**



Source: 2015 Boerne Thoroughfare Plan

### Action 3.1.2, Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Boerne.

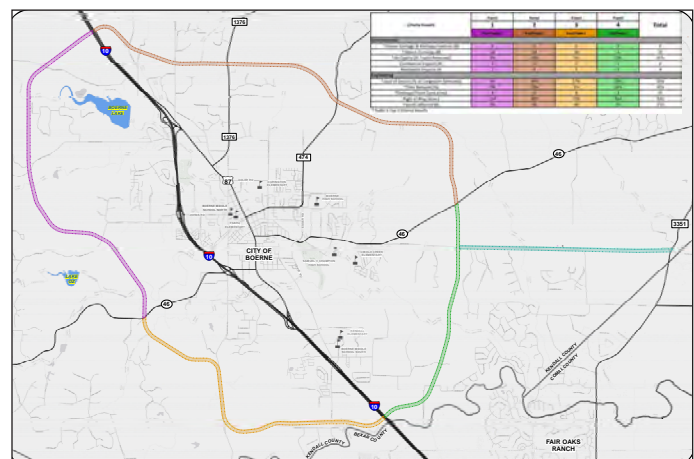
Inevitably, Boerne and Kendall County's transportation improvements and available transportation dollars are connected to regional and state funding and resource availability. As such, it is important for the City to actively participate in regional and statewide planning activities to promote funding 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.<sup>1</sup>
- 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.<sup>2</sup>

<sup>1</sup> Alamo Area Metropolitan Planning Organization, Metropolitan Transportation Plan "Mobility 2040," updated June 26, 2017

<sup>2</sup> Ibid.

**Figure 5.9, Kendall Gateway Study Recommended Alignment**



Source: Kendall Gateway Study / Recommended Concepts (May 2018)

One of the first implementation actions of the Boerne Master Plan should be to undertake an update to the City's Thoroughfare Master Plan once the preferred alignments of the Kendall Gateway Study have been finalized.



### **Action 3.1.3, Continue to work in partnership with TxDOT, Kendall County, and other area partners to implement the applicable recommendations from the Kendall Gateway Study.**

The City has been actively participating in the Kendall Gateway Study, the purpose of which is to identify concepts and 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, the results of this study have wide ranging implications for Boerne and Kendall County. Both need to be actively engaged in future collaboration between area partners to see this project through to completion.

### **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.<sup>3</sup> 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.

<sup>3</sup> Alamo Area Metropolitan Planning Organization, Metropolitan Transportation Plan “Mobility 2040,” updated June 26, 2017

**Figure 5.10, 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.

**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.

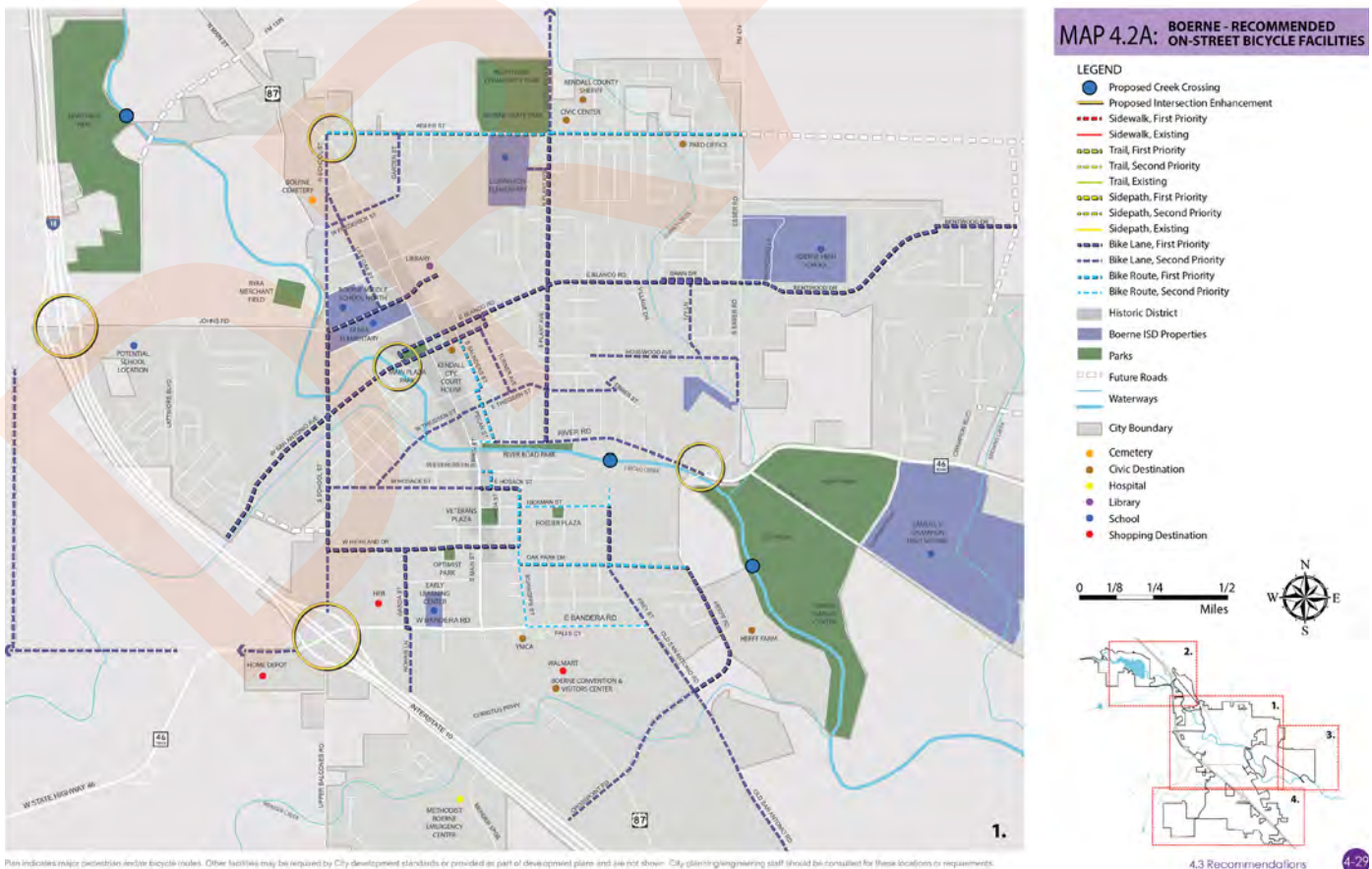
Pedestrian accommodation and bicycle accommodation were rated as very important or important by 90 and 65 percent of survey respondents, respectively. In order to better address this community desire moving forward, it is recommended that the City officially adopt a Complete Streets policy as soon as 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.<sup>4</sup>

<sup>4</sup> 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 5.11, *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 5.11, High Priority Bike Lanes from AAMPO Regional Bicycle and Pedestrian Planning Study**



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



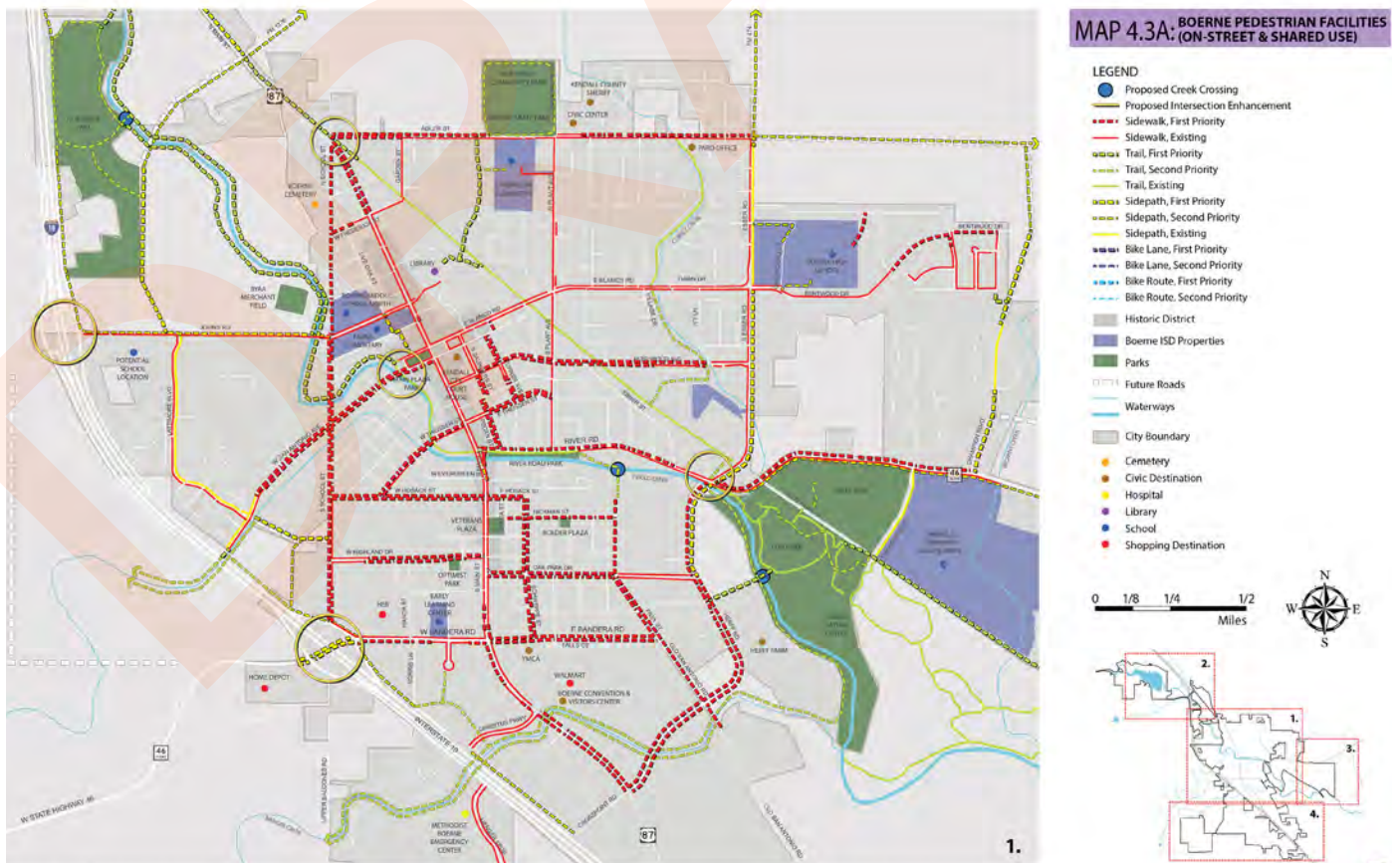
**Action 3.2.3, Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North 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 5.12, *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 5.12, High Priority Sidewalks from AAMPO Regional Bicycle and Pedestrian Planning Study**



tan 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 facilities 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.*



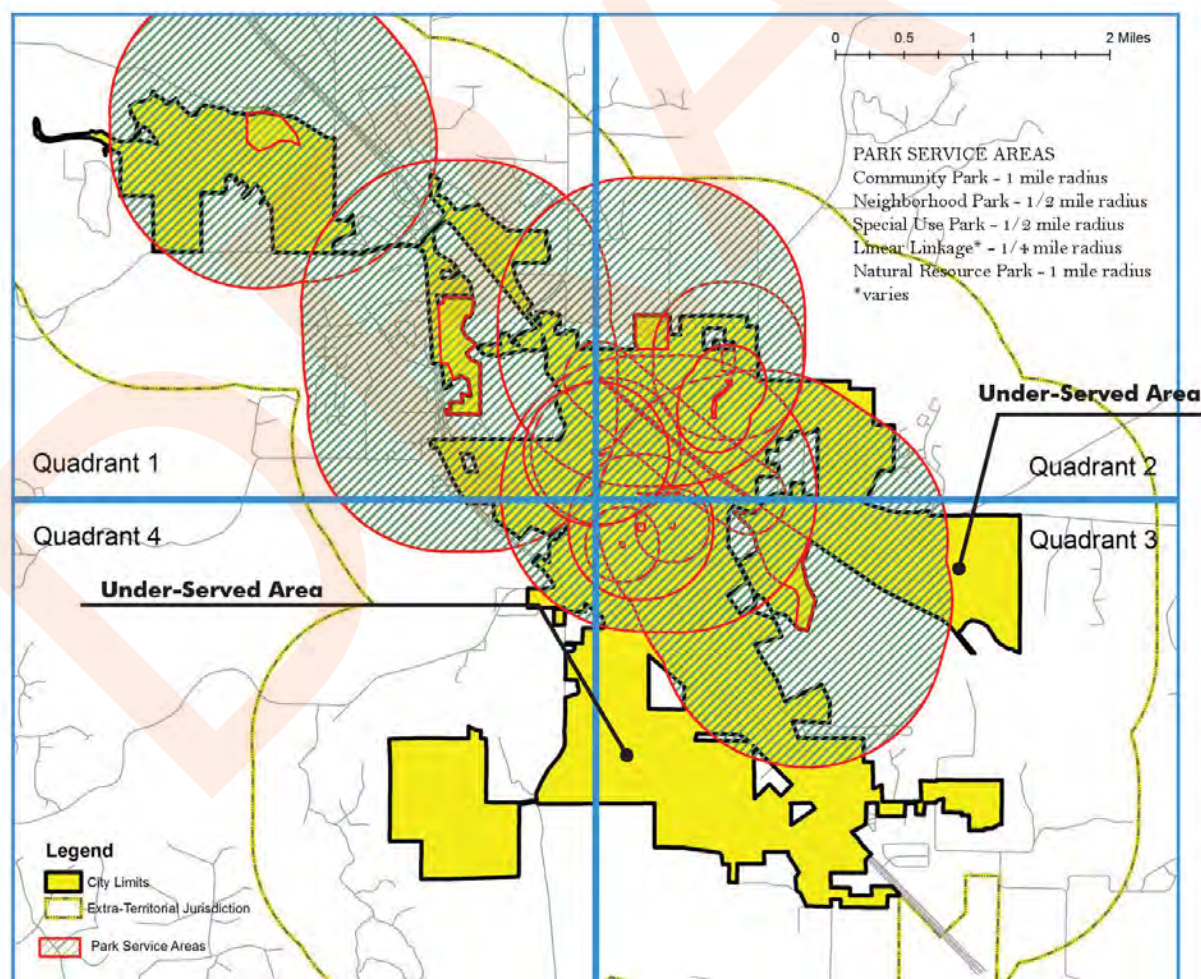
### Action 4.2.3, Proactively address parkland needs in under-served areas identified in the Boerne Parks, Recreation, and Open Space Master Plan.

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 5.13, *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 5.13, *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 aquatic facility 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 2016 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 library system, 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.**

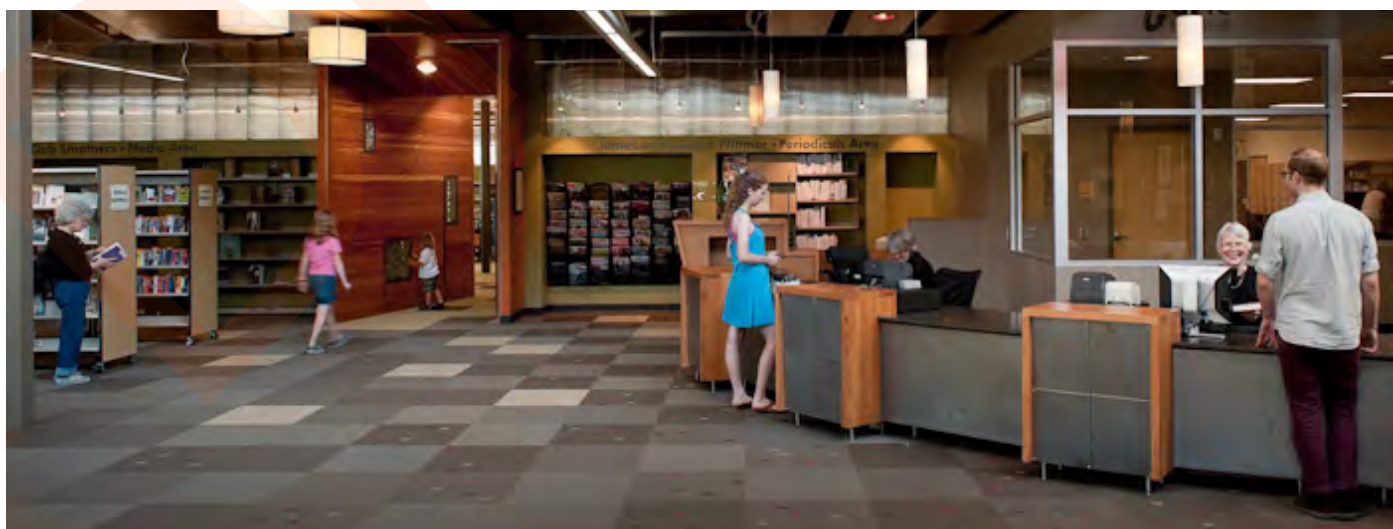
If new costs arise in order to achieve the goals and objectives in the current library strategic plan, the library has committed to fundraise or reallocate money in their operating budget to cover the expenses. It is recommended that the City continue to regularly collaborate with the organizations which 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 libraries 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 circulation 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 the Kendall County library system, 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 makerspace. This is a space which allows young 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 young people.



*At over 96% indicating "Very Satisfied" or "Satisfied" on the public survey conducted during this planning process, the Boerne public library system received the greatest response 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 as 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.

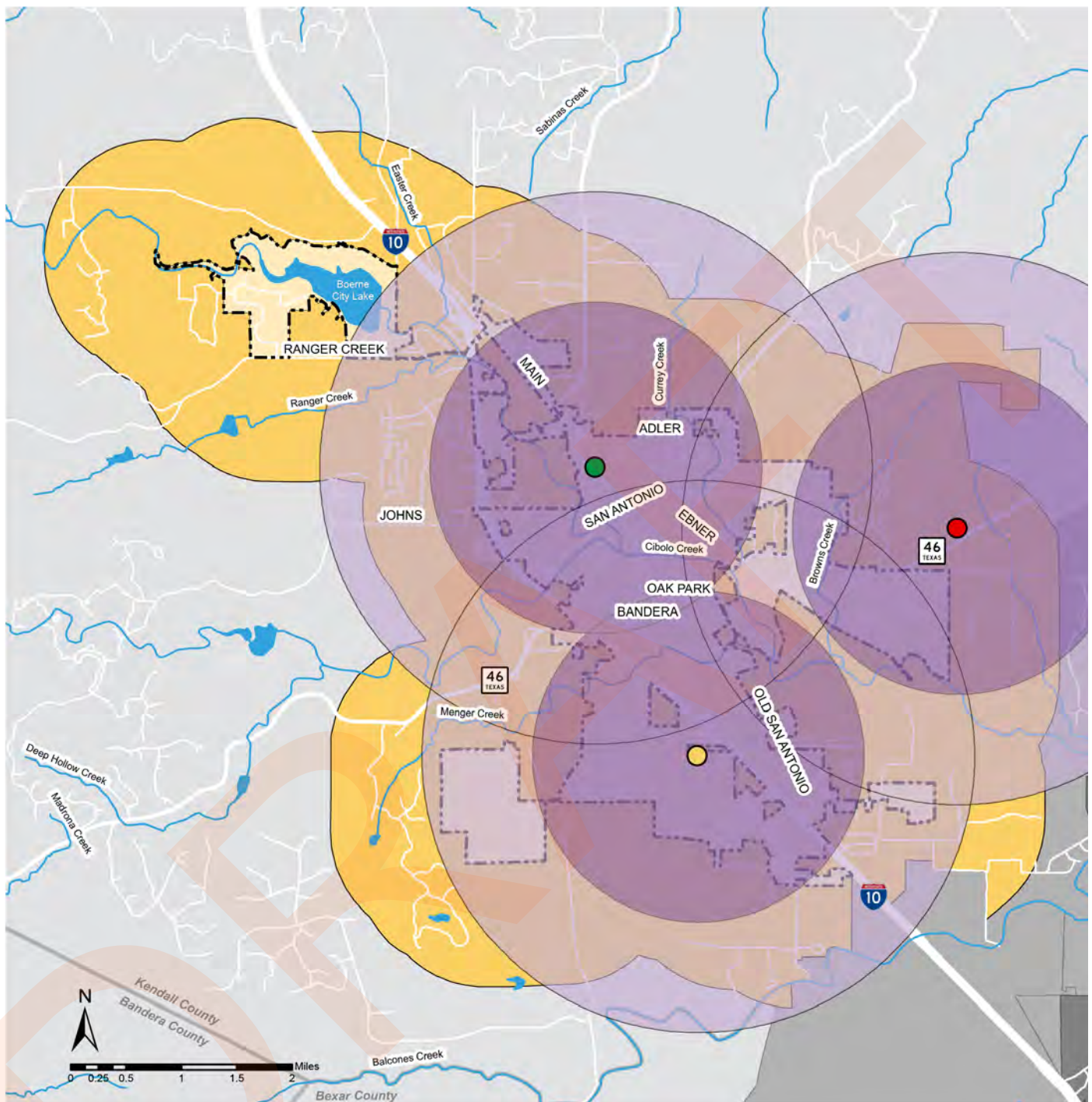


Source: [www.bsw-architects.com](http://www.bsw-architects.com)

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



Boerne City Limits

Boerne ETJ

Nearby Cities

Nearby ETJs

Major Roads

Minor Roads

Counties

Creeks

Water Bodies

Main Fire Station

Future Esperanza Fire Substation

Future Regent Park Fire Substation

1.5 Mile Station Radius

2.5 Mile Station Radius

**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 4.7.3, 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 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.





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.



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.

Image courtesy: <http://www.westinaustinatheDomain.com/>  
the-domain-austin



**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.

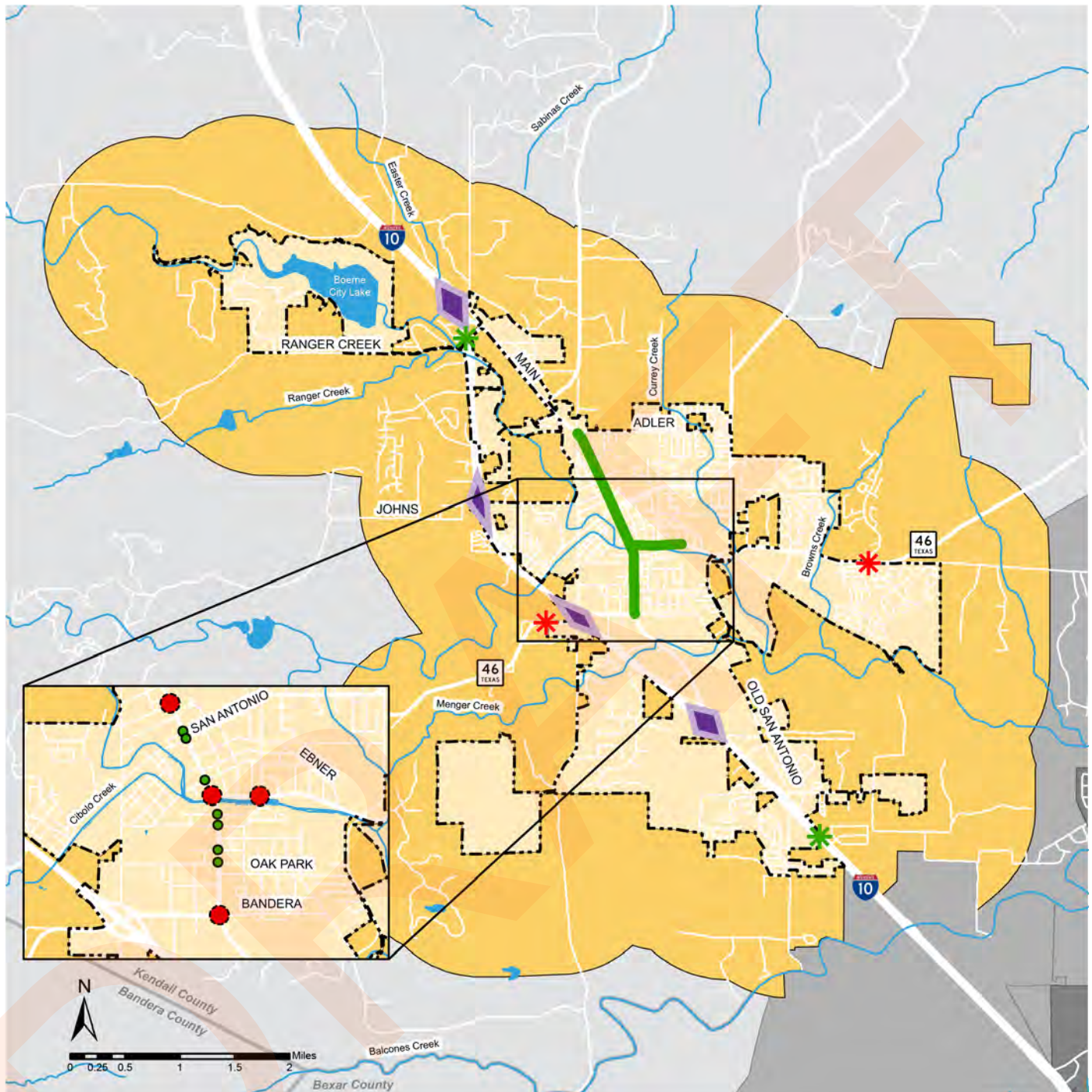


Image courtesy: Elizabeth Castle

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

#### **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.

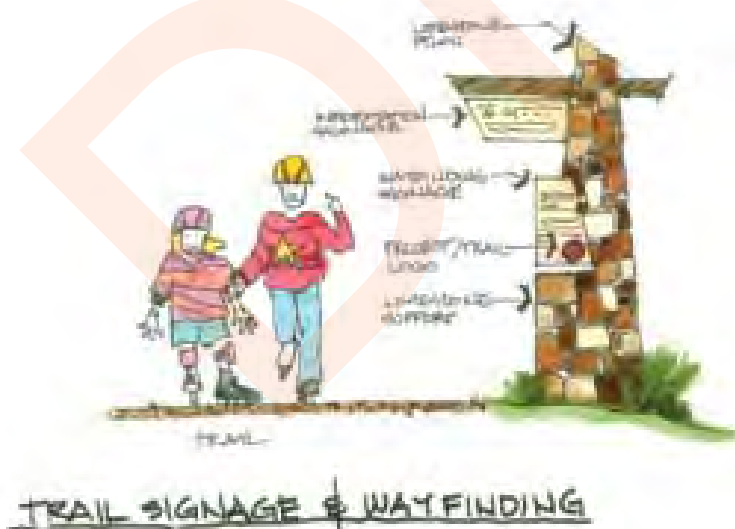
#### **Action 6.2.6, Consider the addition of wayfinding signage at key points around the City.**

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.).

#### **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.



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



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