



BOERNE MASTER PLAN UPDATE
CITY OF BOERNE, TEXAS

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**Adopted by the
City of Boerne, Texas
City Council**

the __ day of September, 2006

**Adopted by the
City of Boerne, Texas
Planning and Zoning Commission**

the __ day of September, 2006

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C H A P T E R O N E



I N T R O D U C T I O N

1.1 Master Planning

A master plan is the principle document outlining a municipality's direction, policy, and action for the future. A plan is made with the general purpose of guiding and accomplishing the coordinated development of the community in accordance with existing and future needs, while best promoting the general welfare of the citizenry. Properly used, a plan is the basis for decision-making by the governing body and will guide the private sector toward sustainable, beneficial, and profitable activities that help to improve the overall quality of life.

The *Boerne Master Plan Update* is a composite of the community's vision and goals. Simply, the plan is a roadmap to the future desired by the residents and stakeholders of Boerne. The *Boerne Master Plan Update* is a narrative detailing the necessity for a plan update, the process used in developing the vision and goals, and the framework and strategies recommended to achieve the vision. The plan is divided into six chapters. The chapters are titled Introduction, Existing Conditions, Community Input, Community Vision, Future Direction, and Plan Implementation. The plan also focuses on the North Main Street Corridor, an area located along North Main Street that has experienced downward economic trends in recent years.

The *Boerne Master Plan Update* is based on five key assumptions:

1. The plan is intended as a general decision-making and implementation guide.
2. The plan recognizes market forces, limited resources, outside influences, and any unforeseen future concerns.
3. The plan will be implemented through the Boerne Zoning and Subdivision Regulations.
4. The plan is designed to achieve quality development reflecting the vision and goals of the community.
5. The plan has been developed in compliance with Texas State statutes.



Growth in Boerne

1.2 Planning Process

Since 1990, the total populations of Boerne and Kendall County have almost doubled. This tremendous increase in population has put pressure on the area’s existing transportation network, public school district, natural environment, and infrastructure systems. These increasing pressures have raised concerns for area residents, stakeholders, and city officials. As a result, the City of Boerne decided to embark on an update of its master plan. The goal of the plan is to depict a clear future direction and devise a way to achieve this desired outcome. City officials decided that a master plan must have the backing of the public. The plan’s goals and future direction need to be derived from an inclusive public process.

The selected planning process is composed of seven basic steps, incorporating public input throughout the entire process. The seven steps are the following:

1. Data Collection, Issues Identification, Goals and Vision Setting
2. Alternatives Development
3. Future Direction Development
4. Plan Development
5. Implementation Strategies
6. Adoption
7. Master Plan Implementation

Data Collection, Issues Identification, Goals and Vision Setting

The first step of the planning process is comprised of three basic components. The first component, data collection, is conducted primarily at the beginning of the process. New data, however, is acquired throughout the entire planning process, continually altering the final plan. Data can come in the form of demographics, topography, local history, physical data, and public input. The second component, issues identification, is acquired through data analysis and various methods of public input. Issues relate to past and existing circumstances and typically represent a negative aspect of the community. Chapter Three discusses the November 15, 2005 Public Meeting. During the meeting, attendees were asked to identify their perceived issues facing the community. Attendees were then asked to identify their goals and vision for the future of Boerne, the final component of the first step.

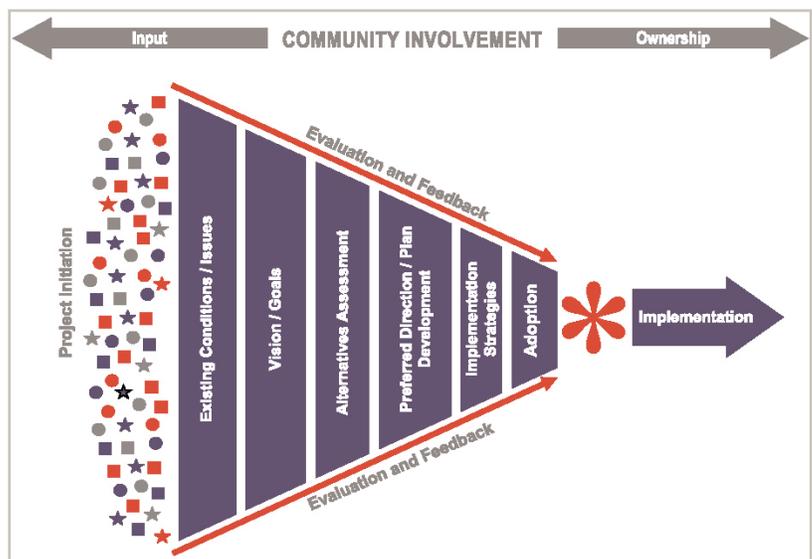


Figure 1-1: Planning Process Diagram

Source: Gould Evans

Alternatives Development

During the second step of the planning process, Alternatives Development, the consultant team developed a series of future development alternatives depicting potential future scenarios of Boerne and the surrounding area. The alternatives are based on the data collected and public input received. The developed alternatives are discussed in detail in Chapter Three.

Future Direction Development

Based in part on the feedback collected on the presented future development alternatives, a final future development scenario, or future direction, was developed. This scenario in effect sets the future course of Boerne and the *Boerne Master Plan Update*.

Plan Development

During step four, the actual plan was developed and written. The plan is a culmination of the previous steps. The outline of the plan is based on the future development framework. The framework is comprised of the vision, goals, objectives, and recommendations.

Implementation Strategies

Step five, Implementation Strategies, is the part of the planning process where detailed strategies are developed. The intent of the strategies are to ensure that the plan recommendations and future vision become a reality.

Adoption

Step six, Adoption, is when the *Boerne Master Plan Update* becomes officially endorsed by the municipality. This occurs after both the Boerne Planning and Zoning Commission and the Boerne City Council adopt the presented plan.

Master Plan Implementation

The final step (and most difficult step) occurs after adoption. City officials, city staff, the private sector, public entities, and local residents must work together to implement the adopted recommendations and seek to achieve the stated vision.



Public involvement was incorporated throughout the planning process



Texas Hill Country

C H A P T E R T W O



E X I S T I N G C O N D I T I O N S

Chapter Two - Existing Conditions is comprised of narrative related to Regional Context, Local History, Population Demographics, Income, Housing Demographics, Economic Conditions, Land Use and Development Framework, and Infrastructure. The purpose of this report is to familiarize the reader with the current physical, demographic, and socioeconomic conditions of Boerne, Texas and the surrounding area. In addition, Chapter Two goes on to project future trends based on the previous narrative and the assumption that current city policy remains the same.

2.1 Regional Context

The City of Boerne, Texas is located in south central Texas, approximately 30 miles northwest of San Antonio. Located along Interstate 10, the municipality has a direct connection to the San Antonio metropolitan area. In driving distance, Boerne is the following miles from other metropolitan areas in the region:

Austin, TX	98 miles
Brownsville, TX	310 miles
Dallas, TX	294 miles
El Paso, TX	521 miles
Houston, TX	225 miles
Lubbock, TX	397 miles
Oklahoma City, OK	486 miles
Santa Fe, NM	849 miles

In addition to Interstate 10, U.S. Highway 87 and State Highway 46 both traverse Boerne.

The City of Boerne is the county seat of Kendall County and is home to many of the government institutions and agencies typical of a county seat. In 2006, the population of Boerne was estimated at roughly 8,900 residents. Based on these estimates, Boerne's population comprises roughly 34% of the county's total population. According to the Texas State Data Center, Kendall County's population was approximately 26,200 people during the same year.

The Cibolo Creek runs through Boerne, meandering just west and south of downtown. Cibolo Creek runs through Kendall County from northwest to southeast. Boerne Lake, created by the damming of Cibolo Creek, is located in the very northwest corner of Boerne, just west of Interstate 10.

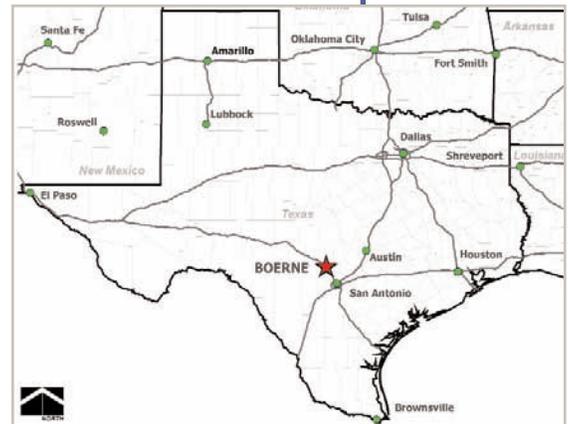


Figure 2-1: Regional Context Map

Source: ESRI, Gould Evans



Figure 2-2: Vicinity Map

Source: Gould Evans

2.2 Local History

The City of Boerne was originally platted in 1852 by two German colonists, Gustav Theissen and John James. They chose to begin their settlement on a 1,100 acre site located along the north side of the Cibolo Creek. Theissen and James decided to name the town Boerne in honor of Ludwig Borne, a German poet and publicist. In its early years, the community of Boerne was slow to grow. In 1862 Boerne was little more than a post office and a few shops and houses. It was enough, however, to be voted the county seat of the newly formed Kendall County by county residents.

Towards the end of the 19th Century, Boerne became a health and relaxation destination. Tourists and travelers from around the region came to Boerne to stay at one of its growing number of health resorts and hotels. By 1884, five health resorts were located in Boerne, a rather large number of hotels for a community of only 250 residents. Boerne experienced tremendous economic and population growth a few years later upon the arrival of the San Antonio and Aransas Pass railway line. By 1890, the population of Boerne had more than tripled to 800 residents.

The growth in Boerne continued into the 20th Century. So much that in 1909 residents voted to incorporate and establish a city government. Over the next 20 years Boerne's population grew to over 2,000 residents, fueled by local economic opportunity based on tourism and cotton farming. Once the Great Depression occurred, however, both industries faltered and with it the City of Boerne. In the two-year period from 1929 to 1931, Boerne's population decreased by 45%. It would take over fifteen years for Boerne to again reach pre-Great Depression population levels.

By the 1950s the automobile had become more affordable and reliable than ever. The newest automobiles allowed people to routinely travel great distances. At the same time, the Federal and State governments were investing great sums of money into the expansion and improvements of the interstate and Federal and State highway networks. This combination of improvements to both automobiles and roadways allowed people to live greater distances from their place of employment. As a result, the outlying communities of a metropolitan area evolved from self-contained municipalities to bedroom communities, where residents would commute daily to distant employment centers.

This automobile phenomenon greatly impacted the City of Boerne. The 30 mile separation between Boerne and San Antonio was once far enough to ensure that most Boerne residents worked in or near Boerne. By the 1950s, however, more and more Boerne residents worked somewhere else outside the municipality. In addition, an increasing number of San Antonio residents were able to move to Boerne while keeping their job in the city. As a result, since the 1950s, Boerne has experienced a continued growth in its residential population. By 1980 the community's population had passed 3,000 residents, 4,000 residents by 1990, and over 6,000 residents by 2000. With the continued outward growth and expansion of the San Antonio metropolitan area, it is anticipated that Boerne's population will continue to grow into the future. This anticipated growth has created the need for the comprehensive plan update. The recent growth and development has created both opportunities and constraints for the future of Boerne.

(Sources: Boerne.org, Rootsweb.com, Boerne Public Library)

2.3 Population Demographics

The purpose of the population demographic analysis is to develop a better understanding of the past and existing conditions through the analysis of primary and secondary data collected. The examined demographic areas are Total Population, Race and Ethnicity, Age Cohort, and Educational Attainment.

Total Population

The City of Boerne has grown in population exponentially since the 1950s. Since 1950, Boerne's population has increased by roughly 420%, or an average decennial growth rate of 75%. Figure 2-3 shows the population timeline of Boerne since 1890. Between 1890 and 1920 Boerne experienced gradual but steady growth. During the 1920s and 1930s Boerne's population experienced a dramatic increase then decrease. After 1950, the figure illustrates Boerne's population beginning to exponentially increase. Boerne's increasing population trend has continued into the 21st Century with the most recent decennial growth rates recording the highest increases in both total number and percent. In addition to Boerne, the figure also shows the historic population timeline of Kendall County. Kendall County's growth rate is almost identical to Boerne's timeline from 1890 until 1970. After 1970, however, Kendall County's population begins to exponentially increase at an even higher rate than Boerne's. This trend indicates that unincorporated Kendall County is also experiencing growth pressures resulting from the continued rapid influx of residents.

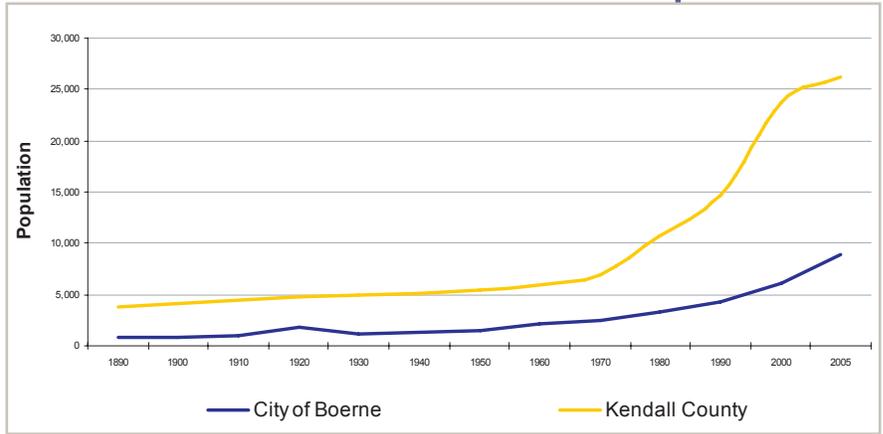


Figure 2-3: Historic Population Trend, 1890 to 2005

Source: U.S. Census Bureau

	1980	1990	2000	2005*	% Chg (80-05)
City of Boerne	3,254	4,274	6,178	8,894	173%
Kendall County	10,635	14,589	23,743	26,178	146%
Texas	14,229,191	16,986,510	20,851,820	22,118,509	55%
United States	226,545,805	248,709,873	281,421,906	295,203,830	30%

Figure 2-4: Population Growth Rate Comparisons

Source: U.S. Census Bureau

*Estimated

Figure 2-4 compares the population growth rates between Boerne, Kendall County, Texas, and the United States from 1980 to present. Since 1980, Boerne has expe-

rienced the highest growth rate of 173% with Kendall County increasing at 146%. The growth rate of Boerne exceeds the Texas growth rate by over three times and the national rate by over five times.

Race and Ethnicity

Contrary to the national and statewide trends, the racial and ethnic diversity in Boerne changed little between 1990 and 2000. In the last recorded U.S. Census in 2000, almost 95% of Boerne residents classified themselves as White. This was an increase of 1.5% since the 1990 U.S. Census. In that same time period, Boerne residents classifying themselves in a racial category other than White decreased in size. This includes the ethnic category of Hispanic, recording a 2.1% decrease. Figure 2-5 shows the racial and ethnic change between 1990 and 2000 for Boerne, Texas and the United States. Opposite from the Boerne trends, national and statewide trends show the overall White population decreasing in proportion to the minority racial and ethnic categories.

	Boerne			Kendall County			Texas			United States		
	1990	2000	Chg	1990	2000	Chg	1990	2000	Chg	1990	2000	Chg
White	93.3%	94.8%	+1.5	93.8%	92.9%	-0.9	75.2%	71.0%	-4.2	80.3%	75.1%	-5.2
Black or African American	0.4%	0.4%	+0.0	0.4%	0.3%	-0.1	11.9%	11.5%	-0.4	12.1%	12.3%	+0.2
American Indian	0.8%	0.4%	-0.4	0.5%	0.6%	+0.1	0.4%	0.6%	+0.2	0.8%	0.9%	+0.1
Asian	0.4%	0.2%	-0.2	0.3%	0.2%	-0.1	1.9%	2.7%	+0.8	2.9%	3.6%	+0.7
Native Hawaiian	0.0%	0.0%	+0.0	0.0%	0.0%	+0.0	0.1%	0.1%	+0.0	0.1%	0.1%	+0.0
Other	5.1%	3.3%	-1.8	5.0%	4.4%	-0.6	10.6%	11.7%	+1.1	3.9%	5.5%	+1.6
Two or More Races	NA	1.0%	NA	NA	1.5%	NA	NA	2.4%	NA	NA	2.5%	NA
Hispanic	21.5%	19.4%	-2.1	16.4%	17.9%	+1.5	25.5%	32.0%	+6.5	9.0%	12.5%	+3.5

Figure 2-5: Race and Ethnicity - 1990 and 2000

Source: U.S. Census Bureau

Age Cohort

The breakdown of the population of a defined area in age groups or cohorts is a useful means of analyzing demographics. From the age cohort city officials, private developers, and local institutional leaders can prioritize services and generalize retail and housing market trends.

The City of Boerne's age cohort is similar to both state and national trends, shaped in a general bell-curve. The older age groups in Boerne, however, comprise higher percentages than at State and national levels. The youngest age groups in Boerne comprise lower percentages than both State and national levels. Boerne's higher than average elderly population is consistent with other bedroom communities across the country. Figure 2-6 shows the age cohort of Boerne, Texas, and the United States. Boerne's largest age cohort in 2000 was the 35 to 44 year old

Age Cohort	Boerne		Kendall County	Texas	U.S.
	Population	%	%	%	%
Years					
Under 5	383	6.2%	6.3%	7.8%	6.8%
5 to 9	440	7.1%	7.4%	7.9%	7.3%
10 to 14	489	7.9%	8.7%	7.8%	7.3%
15 to 19	435	7.0%	7.2%	7.8%	7.2%
20 to 24	273	4.4%	3.8%	7.4%	6.7%
25 to 34	702	11.4%	10.0%	15.2%	14.2%
35 to 44	949	15.4%	16.4%	15.9%	16.1%
45 to 54	857	13.9%	15.7%	12.5%	13.4%
55 to 59	322	5.2%	6.0%	4.3%	4.8%
60 to 64	239	3.9%	4.7%	3.4%	3.8%
65 to 74	430	7.0%	7.2%	5.5%	6.5%
75 to 84	392	6.3%	4.6%	3.3%	4.4%
85 and Over	267	4.3%	2.0%	1.2%	1.5%
	6,178	100%	100%	100%	100%

Figure 2-6: Age Cohort - 2000

Source: U.S. Census Bureau

cohort and its smallest age cohort was the 60 to 64 year old cohort. In 2000, Boerne's median age was 39.2 years, Texas was 32.3 years, and the United States was 35.3 years.

Educational Attainment

Analysis of a community's existing educational attainment statistics can indicate general socioeconomic conditions present within the community. Figure 2-7 compares the educational attainment of Boerne and Kendall County in 2000 to that of Texas and the United States. Less than 16% of Boerne's total population, over 24 years of age, has not earned a high school diploma. This is much lower than the state average of 24% and the national average of 20%. Similarly, over 28% of Boerne's total population, over 24 years of age, has earned a Bachelor's degree or higher. Twenty-eight percent is again greater than the state average of 23% and the national average of 24%.

Educational Attainment	Boerne		Kendall County	Texas	U.S.
	Population	%	%	%	%
(25 years and over)					
Less than 9th grade	293	7.1%	7.1%	11.5%	7.5%
9th to 12th grade, no diploma	358	8.7%	7.5%	12.9%	12.1%
High school graduate	935	22.8%	23.1%	24.8%	28.7%
Some college, no degree	1,150	28.1%	26.3%	22.4%	21.0%
Associate degree	205	5.0%	4.7%	5.2%	6.3%
Bachelor's degree	799	19.5%	20.6%	15.6%	15.5%
Graduate or professional degree	359	8.8%	10.8%	7.6%	8.9%
	4,099	100.0%	100.0%	100.0%	100.0%

Figure 2-7: Educational Attainment - 2000

Source: U.S. Census Bureau

2.4 Income

The purpose of the income analysis is to develop a better understanding of the existing socioeconomic conditions through the analysis of data collected. The examined income areas are Household Income and Poverty.

Household Income

Household income is defined by the total amount of annual income generated by the household members in the workforce. Typically, there are one or two members of the household generating income. The U.S. Census Bureau has defined ten income categories ranging from less than \$10,000 to \$200,000 or more. Figure 2-8 shows the number and percent breakdown of Boerne and Kendall County households by income category, also comparing Texas and U.S. averages. In Boerne, the greatest percentage of

Income By Household	Boerne		Kendall County	Texas	U.S.
	Population	%	%	%	%
2,221 households in Boerne					
Less than \$10,000	187	8.4%	7.5%	10.4%	9.5%
\$10,000 to \$14,999	114	5.1%	4.3%	6.6%	6.3%
\$15,000 to \$24,999	371	16.7%	12.7%	13.6%	12.8%
\$25,000 to \$34,999	267	12.0%	11.7%	13.5%	12.8%
\$35,000 to \$49,999	382	17.2%	14.5%	16.5%	16.5%
\$50,000 to \$74,999	436	19.6%	20.6%	18.4%	19.5%
\$75,000 to \$99,999	222	10.0%	11.7%	9.5%	10.2%
\$100,000 to \$149,999	125	5.6%	10.0%	7.2%	7.7%
\$150,000 to \$199,999	60	2.7%	3.0%	2.1%	2.2%
\$200,000 or more	57	2.6%	4.0%	2.2%	2.4%
With public assistance	40	1.8%	1.4%	3.2%	3.4%
With retirement income	464	20.9%	21.2%	13.2%	16.7%
Median household income	\$ 42,329	X	\$ 49,521	\$ 39,927	\$ 41,994

Figure 2-8: Income By Household - 1999

Source: U.S. Census Bureau

households earn between \$50,000 and \$74,999 annually (20%).

In 2000, Boerne's median household income was \$42,329. This is higher than the State and national medians of \$39,927 and \$41,994 respectively. Also compared to State and national averages, fewer Boerne households relied on public assistance, yet more relied on retirement income.

Poverty

The U.S. Census Bureau determines the number of U.S. residents living in poverty based on the development of the poverty line. The poverty line is a minimum annual monetary sum needed to afford basic and essential items such as shelter, clothing, and food. The poverty line is adjusted annually for inflation. In 2005, an individual would be considered living in poverty if he/she had less than \$9,570 (\$8,501 in 1999) available to cover the cost of living expenses. In 2005, a family of four would require \$19,350 (\$17,029 in 1999).

Poverty	Boerne		Kendall County	Texas	U.S.
	Population	%	%	%	%
(25 years and over)					
Families	102	6.5%	7.9%	12.0%	9.2%
<i>Children under 5 years</i>	49	21.3%	17.9%	20.7%	17.0%
Families - No Husband	13	7.7%	22.6%	29.5%	26.5%
<i>Children under 5 years</i>	-	0.0%	43.7%	47.2%	46.4%
Individuals	568	9.8%	10.5%	15.4%	12.4%
<i>18 years and over</i>	340	8.1%	9.0%	13.3%	10.9%
<i>65 years and over</i>	69	7.6%	9.4%	12.8%	9.9%

Figure 2-9: Poverty - 1999

Source: U.S. Census Bureau

In 1999, 9.8% of Boerne residents and 10.4% of Kendall County residents were living below the poverty line. This rate was less than the Texas rate of 15.4% and national rate of 12.4%. Likewise, in 1999 6.5% of Boerne families were considered living in poverty. Again this rate was lower than both the State and national rate of 12.0% and 9.2% respectively.

2.5 Housing Demographics

Households

A household is defined as a social unit living together and occupying one housing unit. The household is the basic unit of analysis used in many of the developed governmental models related to population statistics. In 2000, 2,292 households were located within the Boerne city limits, while 6,321 households were located in unincorporated Kendall County, totaling 8,613 households for the entire county. Households occupied by families constituted 1,614 or roughly 70% of the total households. In contrast, 678 or 30% of the households were classified as non-family households. Non-family households are defined as a household maintained or occupied by a person living alone or with non-relatives only. The breakdown in Boerne between family and non-family households is similar to the 2000 state and national rates. Unincorporated Kendall County rates for family households, however, are much higher than the other three areas. The average household size in

Kendall County is 2.70 people; the county's household size is larger than Boerne's household size of 2.56. This statistic can be partially attributed to Kendall County having a higher percentage of family households.

Housing Units

According to the 2000 U.S. Census, Kendall County had 9,609 housing units, 2,466 of the units were located in Boerne. Kendall County's housing unit vacancy rate was at 10.4% in 2000, compared to Boerne's vacancy rate of 7.1%. The residential vacancy rate in Kendall County was higher than the State and national rates of 9.4% and 9.0% respectively while the rate in Boerne was lower than State and national rates. Figure 2-10 shows 2000 U.S. Census housing statistics.

Since 2000, Boerne and portions of Kendall County have experienced substantial growth in the number of housing units. Favorable socioeconomic and market conditions have attracted both developers and home buyers to the area. Figure 2-11 illustrates the recent increase in city and county housing units.

Housing	Boerne		Kendall		Texas	U.S.
Households	2,292	100.0%	8,613	100.0%	100.0%	100.0%
<i>Family Households</i>	1,614	70.4%	6,694	77.7%	71.0%	68.1%
<i>Nonfamily households</i>	678	29.6%	1,919	22.3%	29.0%	31.9%
<i>Average Household Size</i>	2.56		2.70		2.74	2.59
Total Housing Units	2,466	100.0%	9,609	100.0%	100.0%	100.0%
<i>Occupied</i>	2,292	92.9%	8,613	89.6%	90.6%	91.0%
<i>Vacant</i>	174	7.1%	996	10.4%	9.4%	9.0%
Occupied Housing Units	2,292	100.0%	8,613	100.0%	100.0%	100.0%
<i>18 years and over</i>	1,460	63.7%	6,850	79.5%	63.8%	66.2%
<i>65 years and over</i>	832	36.3%	1,763	20.5%	36.2%	33.8%

Figure 2-10: Housing - 2000

Source: U.S. Census Bureau

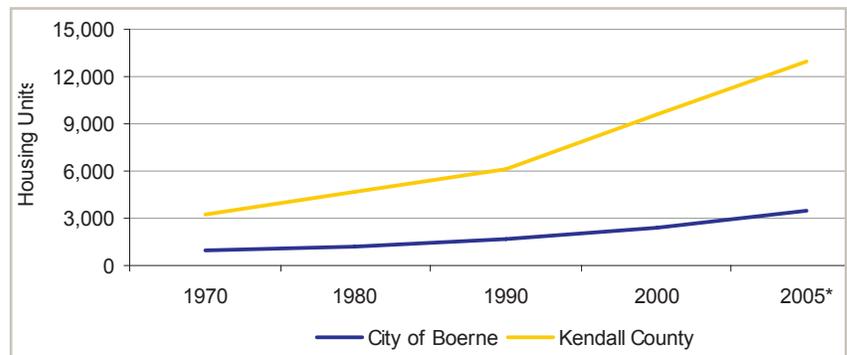


Figure 2-11: Housing Unit - 1970 to 2005

Source: U.S. Census Bureau

* Population Estimate

providers, and other professional services, which can serve local residents and are not as dependent on high visibility or traffic. North Main also faces an image problem according to some North Main property owners. Nevertheless, the presence of Fabra Elementary School, St. Helena's Episcopal Church and Town & Country Manor are important and stabilizing influences along North Main and will continue to be so for the indefinite future.

North Main's loss of several businesses in the last few years has resulted in a decline in employment and lower

	North Main	South Main	River Road
Year	E. Blanco to Adler	E. Blanco to River Rd.	East of Main St.
1978	10,230	10,500	10,770
1993	12,000	13,500	N / A
2003	15,350	17,500	22,000
1978 - 2003 Change	150%	167%	204%

Figure 2-14: Main Street Traffic Count Comparison

Source: Texas Department of Transportation

	Industry Code	North Main 2005	78006 Area	Kendall County 2003	North Main Share of 78006
Retail:					
Auto related	441	4	16	23	25%
Furnishings	442	2	6	7	33%
Hardware, building materials	444	2	17	18	12%
Grocery, liquor	445	1	4	11	25%
Beauty supplies, Cosmetics	446	2	5	7	40%
Gasoline stations	447	1	14	19	7%
Miscellaneous stores	453	6	23	34	26%
General merchandise	452	1	3	4	33%
All other retail		0	26	15	0%
Sub-Total Retail Only		19	114	138	17%
Other Establishments:					
Finance & Insurance	52	7	48	51	15%
Professional services	54	10	97	103	10%
Health care related	62	3	70	77	4%
Arts, entertainment	72	1	9	13	11%
Accommodations	721	0	5	11	0%
Food and Drinking	722	4	39	47	10%
Personal care		812	12	15	58%
Total Establishments		51	368	455	14%

Figure 2-15: North Main Street Business Profile

Source: U.S. Census Bureau of Economic Analysis and Richard Caplan & Associates

commercial rental rates in the area. Rental rates for vacant commercial space are from 10 to 20 percent lower along North Main in comparison to other parts of the city (see Figure 2-16). Lower commercial rental rates negatively impact property values and increases tenant turnover. The conversion of some residential units to commercial uses contributes to the character of the area, but also limits the number of prospective retail tenants that might otherwise consider locating to the area. Many converted properties also offer less customer parking than a business might desire.

North Main's weakened business climate has impacted private employment in the area. Employment opportunities along the corridor reflect a decline from an estimated 17 percent to approximately 14 percent of the city's

	North Main		Citywide	
	Min.	Max.	Min.	Max.
New Space	N / A	N / A	\$17.00	\$21.00
Existing Space	\$8.64	\$15.00	\$9.60	\$18.00

Figure 2-16: Boerne Commercial Vacancy Rental Rates (\$/sq ft/year)

Source: REOC Partners; NAI Rohde

employment since 2000 (see Figure 2-17). Although hard data is not available from prior years, this employment decline is no doubt even greater when viewed over a longer term. This decline in employment is a combination of the closure of more than eight to ten businesses along North Main as well as the opening of newer, competing retail and office buildings in other parts of the city, especially along the I-10 Corridor. The recent closing of several businesses along the corridor is estimated to have relocated approximately eight percent of the immediate area's employees away from North Main in the last five years. At the same time, Kendall County and Boerne's total employment has grown by 9 percent and 13 percent respectively, since 2000. The loss of persons working on North Main undermines both the real and perceived vitality of the area to residents and visitors.

In summary, North Main's loss of businesses and employees, the number and character of vacant commercial spaces and lower rental rates run counter to the strong local economy. However, these conditions position the area to redefine its role in the community.

	North Main	Boerne	Kendall County	North Main % of Boerne
2000	est. 435	2,571	11,688	17%
2004	est. 400	est. 2,900	12,767	14%
2000 - 2004 % Change	-8%	13%	9%	

Figure 2-17: North Main Street Employment Comparison (2000 to 2004)

Source: Texas Workforce Commission 2005; U.S. Census 2000

2.7 Land Use and Development Framework

The purpose of the land use and development framework is to develop a better understanding of the existing physical and developmental conditions through the analysis of primary and secondary data collected. The examined areas are Visual Analysis, Physical Growth Trends, Environmental Character, and Existing Zoning.

Visual Analysis

The City of Boerne began and grew from the banks of the Cibolo Creek, near the current historic downtown. The oldest developed parts of Boerne were laid out in a grid pattern. Common characteristics of a grid development pattern are square or rectangular city blocks, intersections comprised of right angles, and an emphasis on collector streets that support existing arterial street network. The original arterial street of Boerne was Main Street. Designated as U.S. Highway 87, Main Street served as the primary connection to San Antonio and other adjacent communities. Since Main Street carried the most traffic in and out of town, businesses developed along and adjacent to the corridor. Typical of many communities, Main Street became the downtown and first employment center of Boerne.

The automobile has allowed people to live and develop further away from downtown Boerne, and do so in developments of lower densities. As residential development moved outward and away from the downtown, following the main transportation corridors, commercial and industrial development soon followed. This is evident today with auto-oriented commercial development located on parts of South Main Street, Bandera Road, E Blanco Road, and River Road. Likewise, industrial and employment centers are located on N Main Street, Frey Street, and Ranger Creek Road. Some of this commercial and industrial development has had a negative effect on the historic downtown. Unable to compete with much of the new development, some of the downtown businesses were forced to close, move, or change. As a whole, the downtown has changed from the primary commercial and industrial center of the community to a civic, boutique, and tourism destination. The scale and character of downtown is unique to Boerne and has allowed for the downtown to adapt to new market trends. There are many landmarks that attract residents and visitors to the downtown.

In recent years, Interstate 10 has played a major role in the development of Boerne, replacing Main Street as the primary transportation corridor. The interstate has changed market conditions, altered area development patterns, and influenced annexation and the roadway network. To take advantage of the high traffic volume, both commercial and industrial uses have recently been developed adjacent to the interstate and its exits. In addition, new residential subdivisions are being developed along frontage roads that run parallel and adjacent to Interstate 10. The new developments occurring in close proximity to the interstate have been generally in an auto-oriented suburban pattern.



Figure 2-18: Current Direction of Growth

Source: Gould Evans

Physical Growth/Expansion Trends

The City of Boerne is currently expanding in all directions. Although major growth and expansion is occurring along I-10 in a southern direction, significant growth and expansion is occurring north, east, and west along the major roadway corridors. Figure 2-18 illustrates the current growth trends. It is anticipated that future development will continue to occur in these general outward directions.

Environmental Character

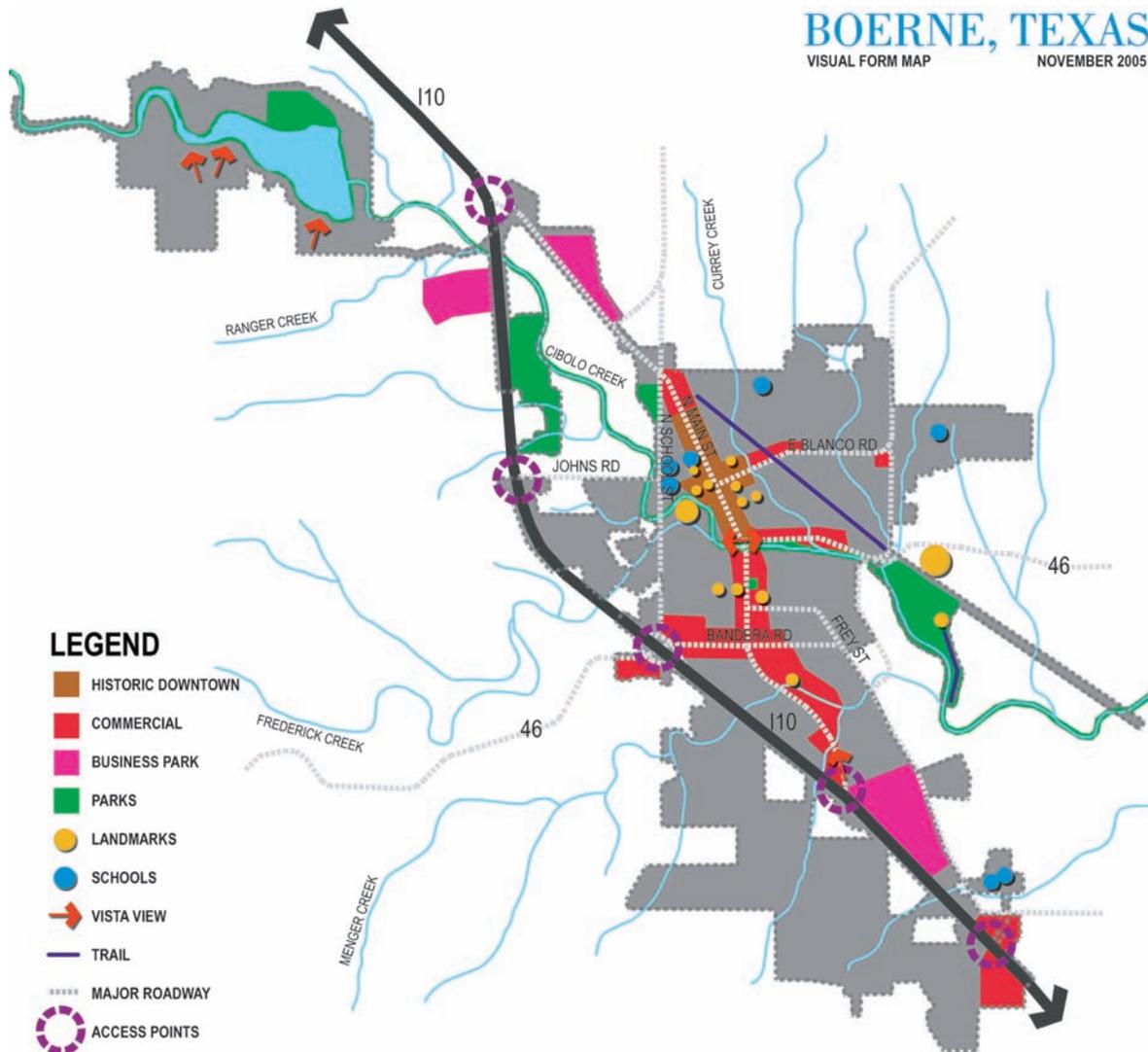
The terrain in and around Boerne is known as Texas Hill Country, which features rolling, somewhat rugged, hills that consist primarily of limestone. The terrain is accented by a large number of limestone rocks and boulders and a thin layer of topsoil. This combination of rock and thin topsoil makes the region prone to flash flooding. The scenic beauty of the hills has attracted many residents and visitors to the area, adding to the current developmental pressures.

Existing Zoning

The City of Boerne currently has twenty-one zoning districts established. The established zoning districts are:

- Single Family Residential-Agricultural
- Low Density Single Family Residential
- Moderate Density Residential
- Multi Family Residential
- Neighborhood-Business-Office
- Highway Commercial
- Central Business District
- Industrial
- Manufactured Home Community
- Single-Family Residential-Manor
- Overlay District
- Single Family Residential-Estate
- Medium Density Single Family Residential
- High Density Residential
- Modular Residential
- High Density Residential and Neigh. Com.
- Highway Commercial (Restricted)
- River Corridor
- Planned Unit Development District
- Entrance Corridor
- Historical District

Figure 2-19: Boerne Visual Form Map



2.8 Infrastructure

Location of the utility lines and planned availability of services, such as sanitary sewer and water, influence where future development can take place and the type of development that is allowed. A basic need for any development today is access to a source of drinking water and a method for sanitary sewage removal. The City of Boerne provides both services to development within the city limits. Underground water and sewer pipes connect local buildings to city water and sewer treatment facilities. The City of Boerne does not service buildings or property located outside of the city limits. As a result, developers wanting to develop outside of the city limits must find alternative service providers or methods. Most unincorporated subdivision developments rely on individual wells for drinking water. Private water companies can and do serve some unincorporated developments. However, most developers and subdivision residents opt for individual wells due to the increased development costs associated with the service extension and maintenance. Likewise, developers in unincorporated areas typically use individual septic systems for their sewer service. In order to function safely and correctly, septic systems require a minimum amount of space. Therefore, the county regulates the parcel size that can allow septic systems. Parcel sizes must be equal or greater to one acre while averaging no more than one septic system per four acres for the proposed development. These regulations limit the density and intensity of the development. As a result, very low-density single-family residential is the predominant development pattern found in the unincorporated areas surrounding Boerne.

The City of Boerne owns and operates its own utilities. Through the Public Works Department, utilities such as water, wastewater, gas, and electric are managed and maintained. In addition, the department oversees the city's streets and drainage in order to maintain safe roadways and protection from flooding.

Water

The City of Boerne draws its drinking water from a combination of surface and ground water sources, including GBRA. The city owns and operates a surface water treatment plant that is located near Boerne Lake. In addition, the city also owns nine ground water wells. The local drinking water is considered high quality.

The municipality's water distribution system services customers that are located within the Boerne city limits. Major underground water lines service all areas of the municipality. These lines range from 2 inches in diameter to 20 inches in diam-



2-20: Existing Water Line Map

Source: City of Boerne/Gould Evans

eter. Figure 2-20 illustrates where the major water utility lines are located in Boerne.

Sanitary Sewer

Boerne Public Works Department provides sanitary sewer services to customers within the city limits. The municipality's wastewater treatment plant is located on the east side of the community. The plant discharges treated wastewater into the Currey Creek. The wastewater collection system reaches into all portions of Boerne. The underground wastewater pipes range from 4 inches in diameter to 30 inches. Figure 2-21 illustrates where the major wastewater lines are located in Boerne.

Stormwater

The rolling terrain in and around Boerne allows for quick and sudden drainage of storm water. The fallen water, pulled by gravity, runs down elevation until it reaches the extensive creek system that is located throughout Boerne. Figure 2-19 shows the extensive creek system in Boerne. All of the creeks eventually converge into Cibolo Creek.

Since 1997, Boerne officials have required that developers install detention ponds to minimize storm water flows from the proposed developments. Detention ponds in residential neighborhoods are owned and maintained by the municipality. Commercial developments, however, are each required to own and maintain their own storm water drainage features.

Transportation

The City of Boerne is located on the Interstate 10 Corridor. The adjacent freeway access has created both opportunities and concerns for local residents and stakeholders. The interstate also impacts the way the local and countywide roadway master plan is developed. Known as the Master Thoroughfare Plan, the plan designates the major roadways in and around Boerne. The plan uses a four-tier hierarchy based on existing and/or projected roadway traffic volumes and intensity. The four designations are Interstate, Arterial, Primary Collector, and Secondary Collector.

With the highest daily traffic volume, Interstate is at the top of the hierarchy. Interstate 10 is the only roadway designated as Interstate. Arterial is second in the thoroughfare hierarchy. The existing roadways of Main Street (U.S 87), River Road, Bandera Road, Ranger Creek Road, and Road 474 have all been designated as Arterial. In addition, a network of roadways that, in part, form a ring around Boerne has been proposed. The proposed ring spans north to south roughly from

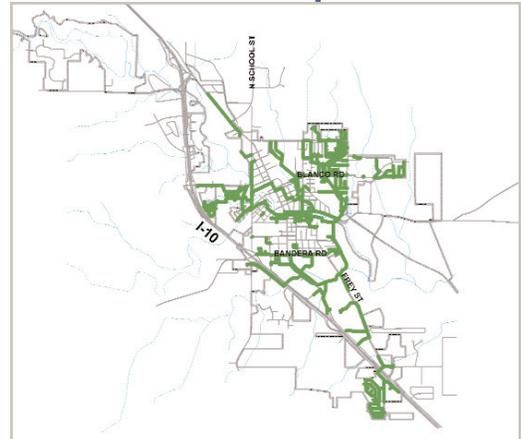


Figure 2-21: Existing Wastewater Line Map

Source: City of Boerne/Gould Evans

I-10 Exit 537 to I-10 Exit 542 and west to east roughly from Bannister Lane to State Highway 46 (see Figure 2-22). The Master Thoroughfare Plan has been proposed to address the future growth and development of the area. The addition of an arterial ring will greatly influence the future growth patterns and development trends. In addition, improved access to outlying county areas could increase existing developmental pressures.

Primary Collector is the third designated thoroughfare in the hierarchy. The existing roadways of Sisterdale Road, Blanco Road, Esser Road, Johns Road, School Street, Upper Balcones Road, Frey Street, Cascade Caverns Road and Scenic Loop have been designated as Primary Collector. In addition, a roadway running north/south and located east of town between the Boerne city limits and the proposed arterial ring has been recommended.

Secondary Collector is the fourth and final thoroughfare designation. Secondary Collector is to have the lowest daily traffic volume of the four. Secondary Collectors are the most common of the four major thoroughfares, connecting neighborhoods to thoroughfares of a higher intensity.

Alternative forms of transportation, such as public transit, rail, air, bicycle, and pedestrian, are important components to a community. In addition to roadways, the other forms of transportation influence area development patterns, economic viability, and the overall quality of life. Currently, the City of Boerne does not provide public transportation. The local socioeconomic conditions, existing development pattern, and overall low-density levels minimize public transportation usage and effectiveness. However, the community does have a designated bicycle and pedestrian trail. This trail was constructed on an abandoned railroad right-of-way that runs through Boerne. The trail is used primarily for recreational purposes. Sidewalks are common throughout most of Boerne and improve the walkability of these areas by connecting neighborhoods to other neighborhoods and to mixed used centers. Most of the newer developments have been designed and built with a system of sidewalks. Still, due to the location and layout of some of these developments, connection to adjacent neighborhoods and commercial centers is difficult or non-existent.

The City of Boerne is located less than 30 miles from the San Antonio International Airport. The major airport provides connection to the rest of the world. The airport is an economic benefit to the City of Boerne. In addition, residents are drawn to Boerne because they can enjoy the small town and natural amenities of Boerne and Kendall County, yet have access to an international airport.



Figure 2-22: Proposed Arterial Ring

Source: City of Boerne/Gould Evans



Existing Pedestrian Trail

2.9 Public Uses

Boerne is comprised of various land uses and facilities that are public in nature. Public uses are usually funded with taxpayer dollars and perform some type of service for the city residents. Public uses can include Civic, Educational, and Open Space.

Civic

Civic public uses include any of the governmental facilities located in Boerne. The major civic uses include city hall, convention and community center, police station, fire station, street department, wastewater treatment plant, and water treatment plant. Most civic uses are located within close proximity to downtown Boerne, including city hall, the police station, and fire station.



Boerne City Hall

Educational

Educational public uses include any of the public schools or learning centers. Currently there are four public elementary schools, two middle schools, and one high school in Boerne (see Figure 2-19). In addition, Boerne is home to a public library located on Main Street in downtown Boerne. The following is a list of the existing public schools located within the Boerne Independent School District:

- Boerne High School
- Boerne Middle School North
- Boerne Middle School South
- Curington Elementary
- Fair Oaks Ranch Elementary
- Kendall Elementary
- Cibolo Creek Elementary
- Boerne Academy

Open Space

Open Space public uses include the local park system. Currently, nine parks comprise the park system (see Figure 2-19). The nine parks are Boerne Lake, City Park, Main Plaza, Northrup Park, Old No. 9 Greenway, Optimist Park, River Road Park, Roeder Park, and Veterans Park.

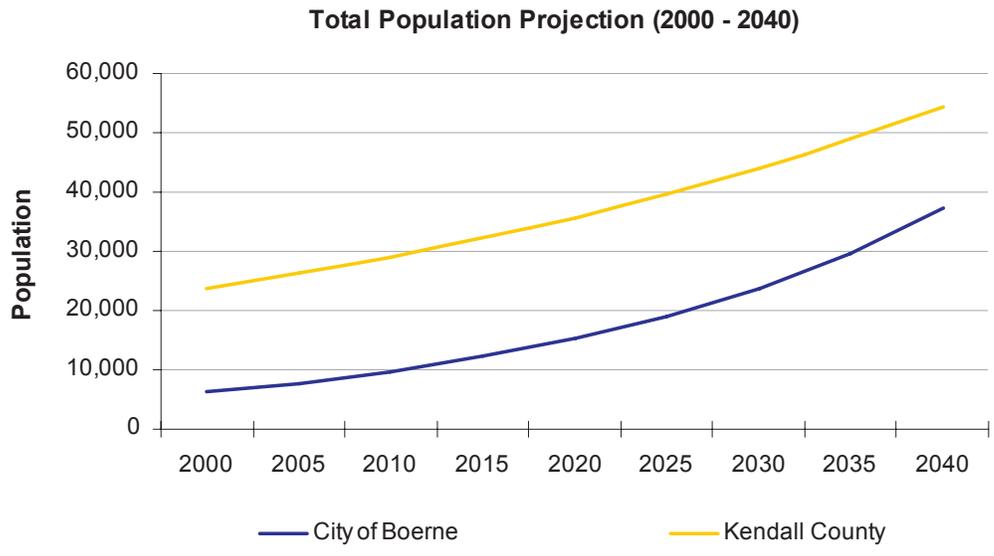
2.10 Future Trends

The San Antonio metropolitan area has continued to experience sustained and rapid growth. Much of this growth has occurred in the outer rings of the metropolitan area and along the major transportation corridors, including the Interstate 10 Corridor. This northbound growth along I-10 has reached Boerne and Kendall County. As a result, the city and county are experiencing ever increasing development pressures.

Based on current local and national macroeconomic trends, it is projected that Boerne and Kendall County will continue to experience exponential increases in total population levels. Figure 2-23 shows a future population trend

estimate for Boerne and Kendall County, based on exponential growth at current five-year growth rates. The City of Boerne could potentially double its current population size by 2020 and even triple its size by 2030. Likewise, Kendall County could double its population size by 2040. This rapid increase in population could dramatically impact the area's scale, character, school district, service levels, tax base, and demographic composition.

Figure 2-23: Population Projection - Boerne and Kendall County



Source: Gould Evans

C H A P T E R T H R E E



C O M M U N I T Y I N P U T

Chapter Three: Community Input discusses the public process used in developing the *Boerne Master Plan Update*. Public input is critical to the success of any master plan. By using the public's ideas and comments to help develop and refine the plan contents, a sense of community ownership is instilled. Through community ownership, the probability of the successful implementation of the plan's recommendations and strategies is greater.

In an attempt to attract the highest possible level of public input and participation, a wide-range of public input methods were incorporated. These methods include, the formation of an Ad Hoc Advisory Committee, public meetings, a community survey, project website, key-person interviews, and communication with city staff and officials. The purpose behind the varying avenues of public input is to achieve the most accurate representation of community values, issues, and ideas by reaching the most diverse mix of participants.

3.1 Ad Hoc Advisory Committee

A project advisory committee was formed at the beginning of the planning process. The Ad Hoc Advisory Committee was comprised of eleven local business and community leaders, charged with the task of representing the views and concerns of the general public. The committee was the direct link between the general public and the project team, which consisted of consultants and city staff. Throughout the entire planning process, the Ad Hoc Advisory Committee provided valuable insight to the project team while at the same time disseminating project information and product deliverables to local residents.

The Ad Hoc Advisory Committee conducted meetings at key stages throughout the planning process. All meetings were open to the general public. In addition, the information presented at the committee meetings was available to the general public through either the planning and community services department at city hall or the project website.



Members of the Ad Hoc Advisory Committee



Consultants presenting to the Ad Hoc Advisory Committee



Members of the Ad Hoc Advisory Committee

3.2 Public Meeting

The first of two public meetings was held during the evening of November 15, 2005 at the Boerne Convention and Community Center, located on Adler Street. The purpose of the meeting was to ascertain the issues and priorities of the broader community. Over 150 people were in attendance. The audience was comprised of Boerne and Kendall County residents, in addition to area business owners, government officials, and various stakeholders.

During the course of the evening, the project team conducted various exercises to better understand the opinions and views of the attending public. The exercises that were conducted included Issues Identification, Asset Identification, Visioning, and Resource Prioritization.

During the Issues Identification exercise, audience members were asked to express their issues and concerns for Boerne and the surrounding area. The audience members discussed an array of issues. The project team recorded the issues and concerns onto large sheets of paper.

The same process was used during the Asset Identification and Visioning exercises. The only difference was that the audience was asked to list, for the Asset Identification exercise, what they perceived as assets to Boerne and for the Visioning Exercise, what they would like Boerne to be in 20 years. After all of the information was recorded by the project team, audience members were asked to prioritize the recorded information, selecting their top three priorities. Below is the top five responses to each exercise.

Issues

1. Cohesive coordination between Boerne and Kendall County
2. Development that does not destroy the "Hill Country"
3. Commercial development/tax base
4. Drinking water, availability
5. Keeping small town character and scale

Assets

1. Quality of life
2. Agriculture and rural land
3. Cibolo Nature Center
4. German heritage
5. Churches



**Audience at November 15, 2005
Public Meeting**



**Consultants presenting at the
Public Meeting**



Prioritization Exercise

Vision and Goals

1. Maintain small town look and feel
2. Preserve identity and uniqueness
3. Sidewalks and shoulders, pedestrian protection
4. Natural resources as an economic resource
5. Green space and heritage, include in developments

The information and feedback collected at the public meeting was used to help develop the future goals and direction of the plan (discussed in Chapter 4).

3.3 Community Survey

The project team conducted a Community Attitude and Interest Survey during the early stages of the planning process. The purpose of the survey was to further ascertain community input. The survey was designed to obtain statistically valid results from households throughout Boerne and the extra-territorial jurisdiction (ETJ). The survey was scientific and reached members of the community that might not otherwise participate in the public process. The survey was administered by a combination of mail and phone contacts and was designed to establish priorities for the future.

In November of 2005, copies of the survey were mailed to a random sample of 1,500 households in the City of Boerne and in the surrounding area. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete and submit the survey. Additionally, two weeks after the surveys were mailed, members of the project team began contacting households by phone, either to encourage completion of the survey or to administer the survey by phone.

A total of 441 surveys were completed and returned to the project team, with 282 (64%) coming from Boerne residents and 159 (36%) surveys from residents who live outside Boerne but within the ETJ. The following is a summary of the survey results:

Most important issues currently facing Boerne

- Water availability 87%
- Public safety 76%
- Maintaining Community Identity 69%
- Managing future growth and development pressure 69%

Most important issues for Boerne to address

- Water availability 48%
- Maintaining community identity 39%
- Managing future growth and development pressure 38%
- Public safety 32%

Most important local assets the community could build upon

- Texas Hill Country character 72%
- General quality of life 69%
- Community reputation 60%
- Small city atmosphere 60%

Statements that best represent respondents' vision for the future

- It's important to strengthen small city identity 46%
- It's important to establish architectural controls 42%
- Strictly enforce general plan and zoning ordinance 41%
- City, County, and schools work together more closely 37%

How should Boerne address future growth?

- Boerne needs to strategically address growth in order to retain inherent values of the community 70%
- Boerne is a good community now and should remain the same size 19%
- Boerne needs to aggressively address growth and take advantage of every opportunity to grow 6%
- Not sure 3%

3.4 Open House

The second public meeting was held the evening of January 24, 2006 at the Boerne Convention and Community Center. The purpose of the meeting was to present three distinct future development alternatives. The three alternatives were unique by design, incorporating various concepts that were based on all of the information collected and analysis conducted in the planning process to that point. The meeting's format was an informal open house at which residents and stakeholders could stop by the community center and view the three alternatives on display and provide feedback. Handouts and accompanying text were made available to help convey the main planning concepts depicted on each alternative map. In addition, public feedback was encouraged for each alternative; feedback sheets were placed at each station. Participants could either fill out the feedback sheets during the open house return them to the project team by mail. Members of the project team were present throughout the evening to answer any potential questions. An informal presentation was given by project team members every hour to new arrivals explaining the evening's format and each future development alternative. Throughout the evening, almost 200 people stopped by the community center to view the displays. Additionally, the presented alternatives and accompanying information were available for download from the project website. The three conceptual alternatives were described to the public for evaluation as follows:



Open House attendees

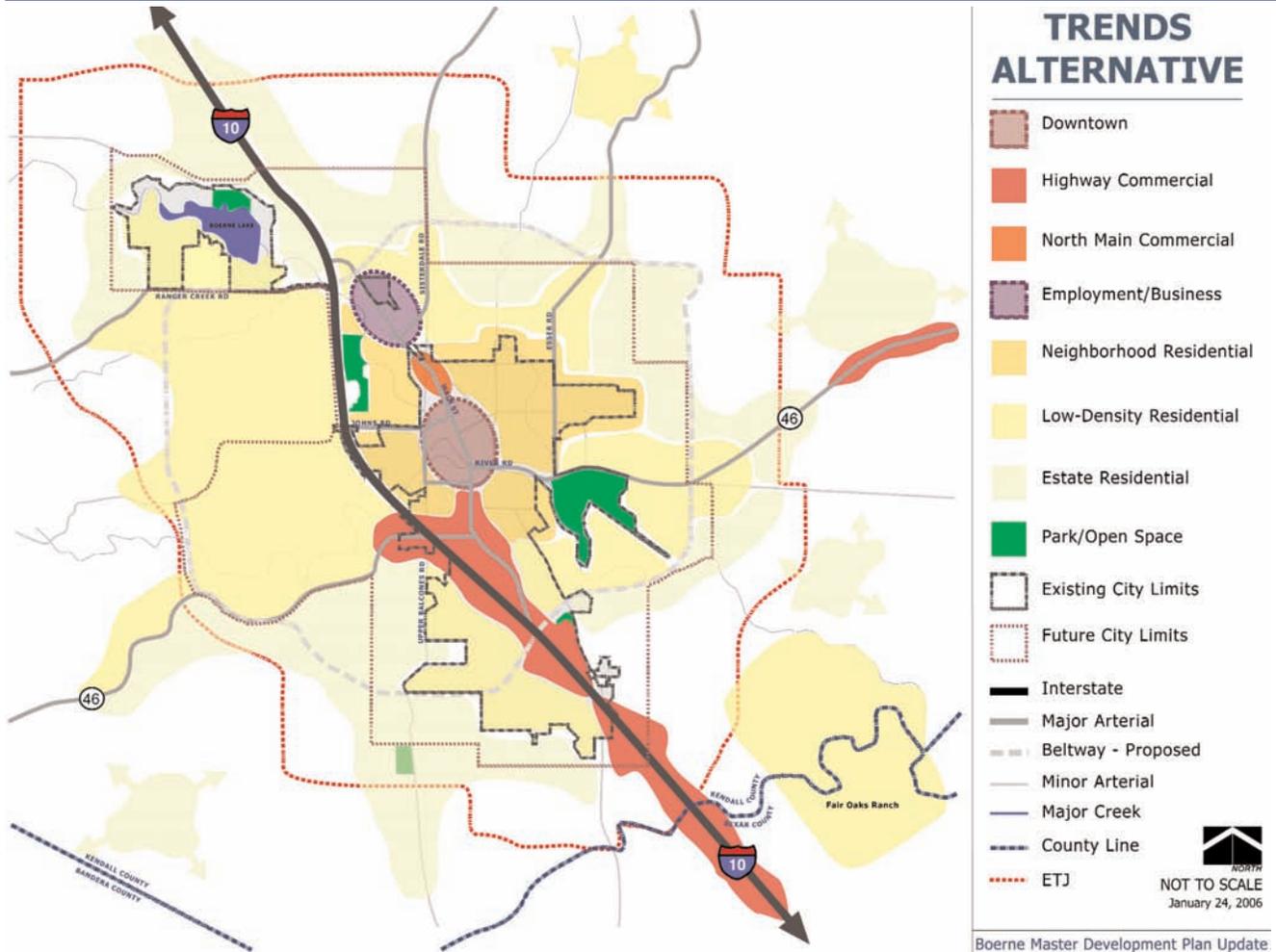
- Trends Alternative
- Hill Country Gateway Alternative
- Regional Town Alternative

Trends Alternative

The Trends Alternative depicts a future development scenario that is based on the continuation of the existing trends and policies occurring in and around Boerne. The City of Boerne is growing and expanding in a general outward direction, following the major transportation roadways such as I-10, Hwy 46, Ranger Creek Road, and Esser Road. Much of the new residential development is occurring along these roadways, with the development brief generally lower in density the further away from downtown Boerne. Some residential developments of varying densities, however, are stand alone and located in unincorporated Kendall County. The size, density, and development pattern of these unincorporated subdivisions are determined by the availability of sewer and water services.

Downtown Boerne in the future is comprised of a mixture of boutique shops, bed and breakfasts, public uses, with some residential and office uses. The historic scale, character, and history of the downtown is preserved and is promoted, attracting visitors from the San Antonio metropolitan area. The majority of the new commercial retail development, however, occurs along the I-10 corridor in the highway/frontage road development pattern that is common throughout the San Antonio area. An employment/business center is located on the northern portion of Hwy 87 while the commercial corridor along North Main, continues to decline and deteriorate.

Figure 3-1: Trends Alternative

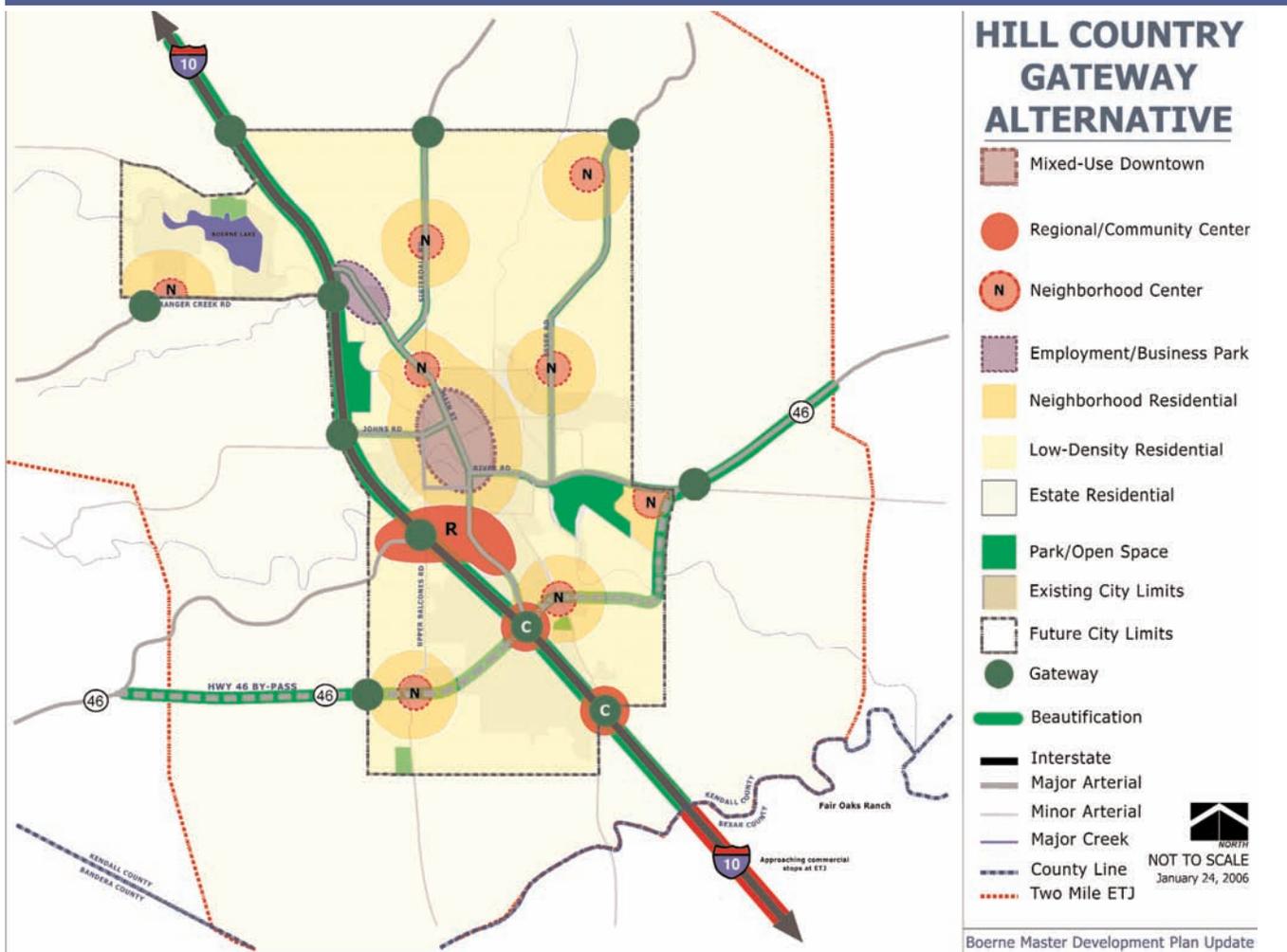


Hill Country Gateway Alternative

The Hill Country Gateway Alternative depicts a future development scenario that expands the existing city limits in a general north/south direction. The new city boundary roughly triples the physical size of Boerne, allowing for a maximum of 25,000 residents currently accommodated through existing water rights. The City of Boerne has developmental control over the land within the new city limits; however, the City has minimum control of surrounding unincorporated land. The goal of this alternative is to protect and preserve the hill country character within the city limits. As the unincorporated land surrounding Boerne develops in a suburban manner typical to the San Antonio metropolitan area, Boerne's hill country identity becomes more and more distinct and identifiable.

A series of neighborhood centers are planned and developed throughout Boerne. Each center is made up of a mixture of land uses such as retail, office, institutional, or public space. Surrounding each center is a ring of residential consisting of a higher density relative to the traditional low-density residential found throughout Boerne. Downtown Boerne becomes a mixed-use downtown for the area, providing residential, office, and commercial in alternative development forms. In addition, a Regional Center is located at the I-10 and Bandera Road intersection. This center serves southern Kendall County and consists of retail in a traditional suburban "big-box" format. Finally, a beautification roadway component has been added. This component transforms Boerne's major roadways from commercialized corridors to more scenic parkways. The parkways also have a pedestrian component, connecting neighborhoods and centers.

Figure 3-2: Hill Country Gateway Alternative



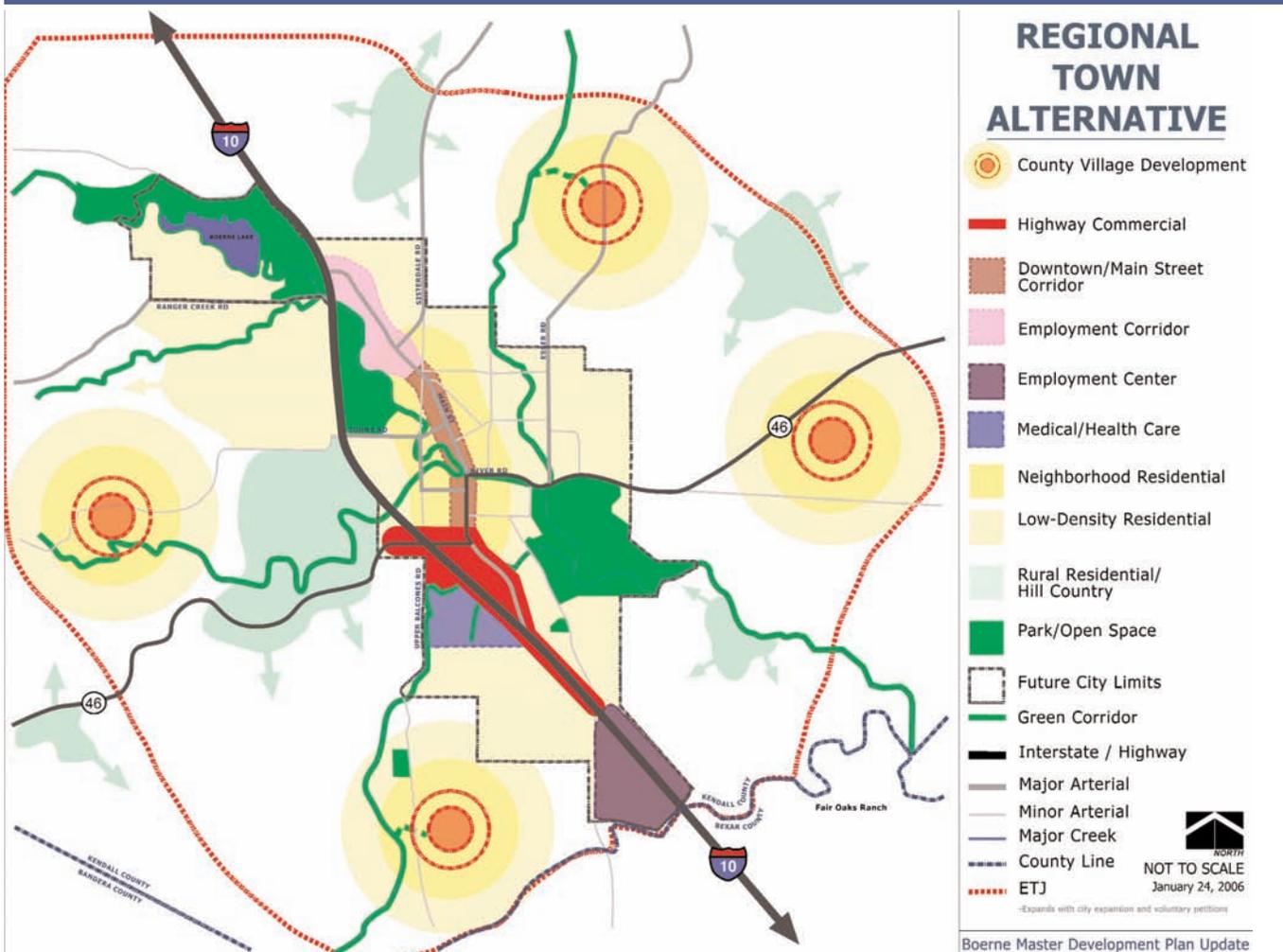
Regional Town Alternative

The Regional Town Alternative depicts a future development scenario that incorporates a regional approach. Boerne looks to expand its city limits and ETJ in an effort to shape the future direction of development in currently unincorporated areas. In addition, regional assets such as Main Street Boerne, a business park, medical facilities, and open space/recreational facilities attract residents, employers, and visitors to Boerne.

County Village Developments are located throughout Boerne’s unincorporated ETJ. Each village is comprised of a commercial retail/service center. Each center is surrounded by residential uses of varying densities. The highest densities are located adjacent to the center and decrease the further away you get from the center. The retail/service center serves the surrounding residential neighborhoods, reducing the daily commutes residents make from the County Village Developments to the City of Boerne and back.

Downtown Boerne is a Main Street Corridor, attracting visitors in search of boutique shopping in a ‘Hill Country’ setting. A new business park, located on I-10 near the Bexar county line, serves the northwest corner of the metropolitan area. Likewise, a new medical/health care center meets the demand of the increasing retirement population while increasing the employment base. Finally, a comprehensive parks and recreation system becomes a regional destination providing youth sporting events, wilderness activities, and water sports.

Figure 3-3: Regional Town Alternative



3.5 Other Incorporated Public Input Methods

In addition to the Ad Hoc Committee meetings, public meetings, and community survey other methods of communicating with the public were incorporated into the planning process in an attempt to reach the maximum number of people possible. These additional methods include a project website, event flyers, and key person interviews.

Project Website

The *Boerne Master Plan Update* project website was developed and hosted by the project team. The purpose of the website was to communicate project information such as process description, committee members, contact information, and meetings dates and times. In addition, all pertinent products, presentations, and images developed during the process were posted on the website for public access. Visitors to the website could download any of the posted documents and graphics. The project website also allowed the public to post general comments that were pertinent to the *Boerne Master Plan Update*. A link to the project website was located on the City of Boerne website, in an attempt to make the website more accessible.

Event Flyers

Flyers were used throughout the planning process to advertise for public meetings. Flyers were placed throughout Boerne during the weeks prior to each meeting. Flyers could be found posted at many of the public buildings such as city hall, community center, and library. In addition, many of the local retail businesses posted flyers on their store windows. An example of a public flyer used during the planning process is illustrated to the right.

Key Person Interviews

Towards the beginning of the planning process, a series of key person interviews were conducted by the project team. Over 50 interviews were conducted throughout the process. Many of the individuals interviewed during the process were identified as local leaders of businesses, not-for-profits, institutions, or major land owners.

Throughout the planning process the public has provided invaluable information that has served as a foundation for the Community Vision and *Boerne Master Plan Update* depicted on the pages of this document.



Plan Logo

C H A P T E R F O U R



C O M M U N I T Y V I S I O N

Community Vision is comprised of the Vision Statement, Goal Framework, and Plan Objectives. The Vision Statement is the most conceptual component of the Community Vision, effectively capturing the desires of Boerne residents for the future of their community. The Vision Statement should be inspirational yet general, being clarified and supported by goals and objectives. The Goal Framework for Boerne is comprised of four broad goals. Each goal is distinct, yet linked by a common vision, representing much of the information and input collected throughout the entire planning process. For each goal, a series of objectives has been developed and a list of implementation strategies are discussed in Chapter Six: Plan Implementation based on these goals and objectives.

4.1 Vision Statement

Boerne – Living the Texas Hill Country Experience!

We value the inherent character of the Hill Country – a beauty that is reflected by the landforms, the water features, the tree canopy, and the night sky. We value the identity of our community – a beauty reflected by our history, our built environment, and our people.

Within our vision for the future we recognize that diversity is important to sustaining the success of Boerne. Offering diverse housing opportunities and employment options, while retaining environmental character and historic qualities, will allow today’s residents and future generations to live the “Texas Hill Country” experience throughout their lifetime.

Our community understands that economic viability is critical to sustaining Boerne. Attracting new business and employment opportunities, along with valuing education and unique quality of life elements in Boerne, will attract and retain our youth and residents in the future.

Living the Hill Country experience – embraces the desire to sustain the health of the Hill Country environment and the health of Boerne as a community for generations to come. The future of Boerne lies in the ability of our community to come together to strategically and proactively address what we value.

4.2 Goal Framework

The Goal Framework is comprised of four broad goal areas.

- **Character**
 - *Retain Hill Country Character and Community Identity*

- **Development**
 - *Achieve a Sustainable Physical and Economic Development Strategy*

- **Infrastructure**
 - *Create a Service and Facility Strategy that Supports the Vision of Boerne*

- **Organization / Policy**
 - *Develop an Integrated Strategic Approach for the Management of Physical Growth and Development*

Character

- Retain Hill Country Character and Community Identity

The “Hill Country Character” that has shaped Boerne, and still draws people to the area today, is an inherent quality of life component of the community. “Hill Country” character is reflected throughout most aspects of local life in Boerne. It is highly valued by citizens and is a defining part of what makes Boerne unique. Four objective areas associated with this goal have been identified; Natural Environment, Scenic Corridors, Historic Preservation, and Built Environment. As development pressures increase, the need for preserving and promoting Hill Country Character becomes even greater. As other newly developed areas blend into the existing metropolitan landscape, Boerne will stand out and be a desirable Hill Country community. The City of Boerne, its residents, and its business community will benefit from the efforts to retain character and identity.

Natural Environment

- Incorporate the existing creek system, tree canopy, topography, night sky, and native areas as critical components of future community development
- Preserve unique environmental amenities

Scenic Corridors

- Establish gateways and entrances into Boerne and the Hill Country that reflect the Hill Country environment
- Ensure that major roadway corridors incorporate natural features
 - Parkway System

Historic Preservation

- Preserve and enhance unique, historic, and community elements, qualities and places
- Preserve and enhance the existing architecture, design scale and character of historic Downtown Boerne

Built Environment

- Achieve a future development pattern that adheres to guidelines and standards that reflect the “Hill Country” character
- Achieve development that promotes:
 - Connection between adjacent neighborhoods
 - Connection to nearby centers
 - Pedestrian and bicycle access
 - Proper community open space requirements



Example of a Parkway
(Natural Features Incorporated)



Example of Highway Commercial
Source: Texas DOT

Development

- Achieve a Sustainable Physical and Economic Development Strategy

A development strategy helps to shape the scale and character of a community and sustain its health. The City of Boerne needs to define and implement a development strategy that preserves the physical characteristics that add to the current quality of life enjoyed in Boerne while incorporating standards that require new development to adhere to these core characteristics. A sustainable development strategy needs to identify the types of land uses sought in the community and a comprehensive development pattern that identifies the optimum location for these uses.

The City of Boerne seeks to adhere to the vision of developing in a manner that allows the city to grow in a series of centers that reflect strong market trade areas. Each center would be anchored by a commercial area of more intense uses located at a strategic point within the community. These centers are supported by nearby neighborhoods and the greater community. In addition to the centers and neighborhoods, special areas designated for specific uses, due to their size, scale or use characteristics are addressed separately.

Centers

- Preserve and strengthen the character and vitality of downtown Boerne as a unique regional and community destination
- Designate a regional center that fulfills the region's commercial needs and helps to generate tax revenue
- Designate community and neighborhood commercial centers that serve geographical areas of the community
- Promote mixed-use type centers that serve the surrounding neighborhoods
- Revitalize the North Main Corridor as a community asset

Neighborhoods

- Promote housing of varying densities, in a manner that generally follows the recommended development pattern (see Figure 4-1)
- Encourage the location of higher-density housing (apartments, townhouses, lofts) in or adjacent to centers and in other appropriate locations
- Incorporate roadway and pedestrian connections between and within centers and neighborhoods
- Encourage diversity in housing type, size and price

Special Areas

- Reinforce, designate and reinvest in areas designated for public use such as civic and institutional places
- Encourage development of business parks, a higher education campus and a regional medical campus in Boerne which will provide employment opportunities

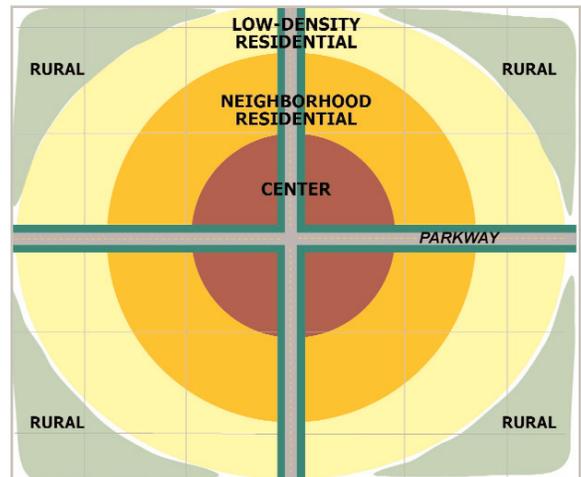


Figure 4-1: Development Pattern

Source: Gould Evans



Pedestrian connection

Infrastructure

- Create a Service and Facility Strategy that Supports the Vision of Boerne

To ensure sustainable future growth, it is essential that Boerne provide an efficient and proactive infrastructure and facility strategy. When applicable, a comprehensive infrastructure strategy needs to be cost effective, promote beautification, connect neighborhoods and centers, conform with nature, direct growth, and adhere to the vision of Boerne. In all instances, infrastructure master plans need to be closely linked to and coordinated with the desired development patterns and growth direction provided by this plan. Infrastructure focuses on Transportation, Utilities, Cultural/Community, and Public Safety elements of the community.

Transportation

- Plan and prepare for regional transportation pressures (future Highway 46 alternative route)
- Update master transportation plan to better align with Future Direction of the *Boerne Master Plan Update*
- Alleviate Highway 46 commuting traffic through downtown while not threatening downtown vitality
- Link centers, neighborhoods, open space, creeks with comprehensive pedestrian/bicycle system
- Explore the need for public transportation

Utilities

- Proactively plan water and sewer systems to direct growth in a manner that supports the Boerne vision
- Address stormwater drainage through a comprehensive master plan and consider creating a drainage utility
- Coordinate planning activities among utility providers (i.e. gas, electric, cable television, phone, internet, etc.) to promote the development of systems that support the Boerne vision.

Cultural/Community

- Expand the community and convention center capabilities
- Promote Boerne and its downtown through community events, festivals and fairs as well as other activities supported by the Convention and Visitors Bureau
- Increase youth activities and opportunities
- Increase senior activities and opportunities
- Expand public library facilities to meet the area's needs

Public Safety

- Maintain and ensure quality service and response times, as well as enhance coordination among area service providers
- Pursue development of a professional/paid fire department that is less dependent on volunteer service
- Improve response times by better coordinating road designations on both incorporated and unincorporated roads
- Ensure pedestrian safety at crossings and along major roadways through design, functional improvements and enforcement



Local utility lines

Organization / Policy

- *Develop an Integrated Strategic Approach for the Management of Physical Growth and Development*

An environment of cooperation among various jurisdictional officials, agencies, and boards must be developed and maintained in order for a truly comprehensive and proactive community vision to be realized. Government, district and other agencies at all levels must work together to effectively identify, plan, and prepare for addressing development pressures. In addition, the agencies must have at their disposal the proper tools and policies to ensure that future development occurs in a sustainable and comprehensive manner. Organization / Policy focuses on Jurisdictional Cooperation and Growth and Development Policies.

Jurisdictional Cooperation

- State, City, County, Boerne School District, and other local officials and citizens must work together to implement the plan strategies
- Achieve an effective policy framework for water, sewer, stormwater and other utility provisions that supports the desired development patterns
- Develop strategic working relationships, partnerships, agreements and policies with agencies dealing with transportation, economic development, water provision and community infrastructure and service development to influence growth and development in and around Boerne

Growth and Development Policies

- Pursue a strategic and proactive annexation policy
- Update zoning and subdivision regulations
- Develop design standards that promote “Hill Country” characteristics
- Effectively administer development guidelines for extra-territorial jurisdiction (ETJ)

C H A P T E R F I V E



F U T U R E D I R E C T I O N

The Future Direction for Boerne is the culmination of the planning process, based on community input and data analysis. In addition, the Future Direction is a composite of many of the attributes comprising the three alternatives discussed in Chapter Three: Community Input. Figure 5-1 illustrates that some of these attributes were incorporated into the Future Direction. The Future Direction represents a conceptual framework upon which to build future planning concepts, implementation strategies, and development actions.

5.1 Development Pattern

The Future Land Use/Development Plan Concept Map (Figure 5-2) graphically represents Boerne’s physical development vision for the future. The map adheres to the goals set forth in Chapter Four, deviating from a future based on a continuation of existing trends. Therefore, a change in policy and action is required to pursue these goals. A series of recommendations to take such action have been developed and are discussed in this chapter.

The Future Land Use/Development Plan Concept Map is generally based on a development pattern that is comprised of five (5) basic components. Each component is based on a level of development intensity within the defined area. The five components are Centers, Neighborhood Residential, Low-Density Residential, Rural Residential, and District. Separate from the other four components, Districts represent unique uses and destinations. Districts are discussed in sub-section 5.3.

The recommended pattern of future development best ensures the preservation of desired characteristics and quality of life, by reaffirming Boerne’s identity through differentiating itself from the approaching San Antonio Metropolitan Area development pattern. The proposed development pattern, based on intensity levels, has been proven to be a more sustainable and efficient development pattern. In contrast, current development practices can lead to a piecemeal appearance with a scale and character that is out of context with the local vision and goals as presented in Chapter Four.

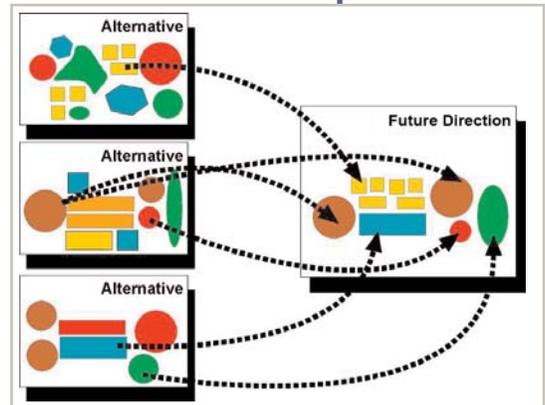


Figure 5-1: Future Direction Development

Source: Gould Evans



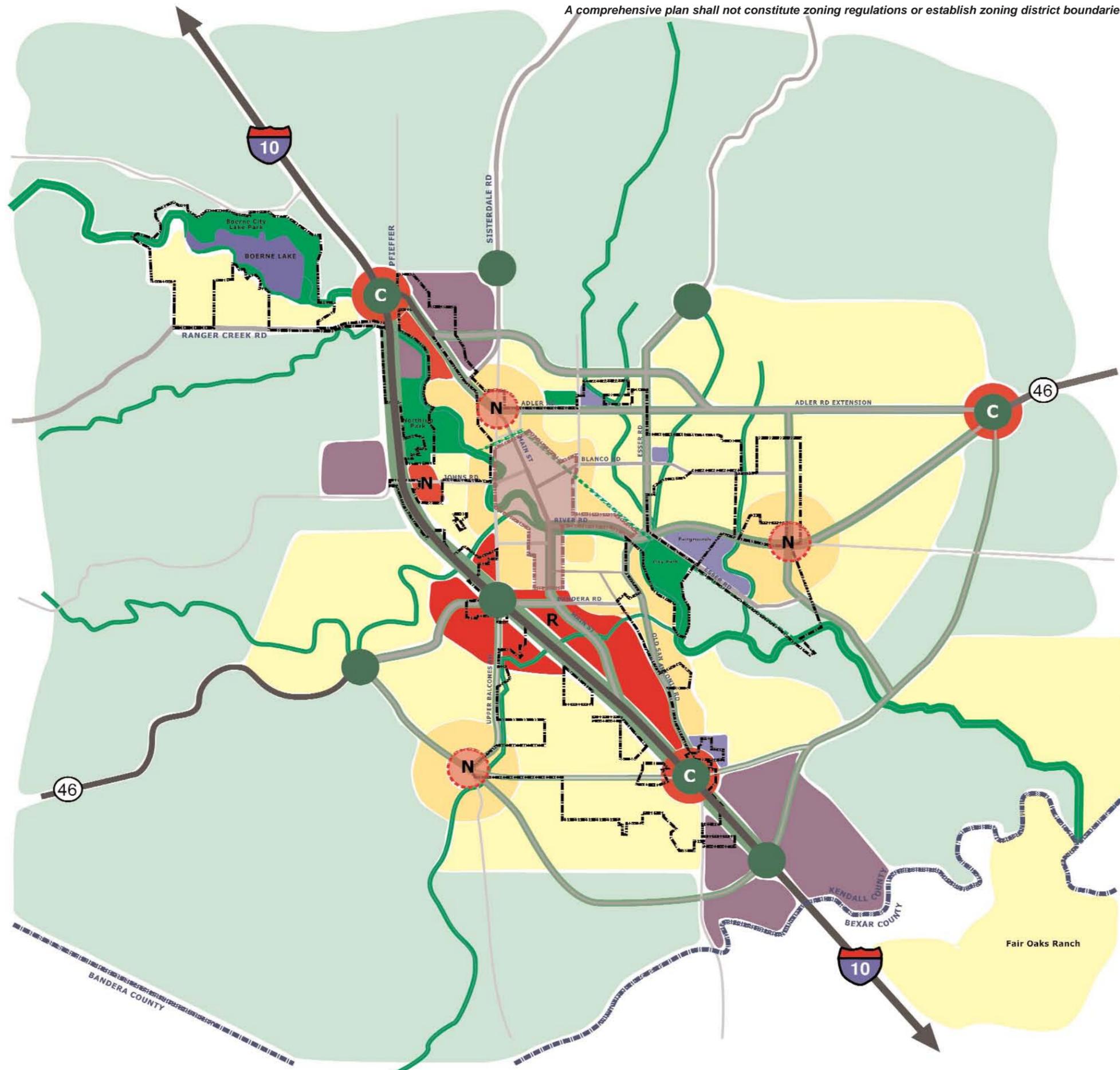
San Antonio metropolitan corridor development pattern

Source: Texas DOT

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

FUTURE LAND USE/ DEVELOPMENT PLAN CONCEPT MAP

Figure 5-2:
Future
Land Use/
Development
Plan Concept
Map



- Downtown
 - Regional/Community Center
 - Neighborhood Center
 - Neighborhood Residential (5 to 10 units per acre)
 - Low-Density Residential (1 to 5 units per acres)
 - Rural Residential (1 to 20 acres per unit)
- DEVELOPMENT PATTERNS**
- Public/Semi-Public
 - Park
 - Business Park
- DISTRICTS**
- Gateway
 - Pedestrian Trail
 - Waterway Plan
- OTHER ELEMENTS**
- Interstate
 - Highway
 - Major Thoroughfare
 - Parkway Beautification
 - Minor Arterial Roadway
 - Major Creek
 - Existing City Limits
 - County Line

NORTH
NOT TO SCALE
September 14, 2006

Figure 5-3: Development Pattern

Figure 5-3 illustrates the development pattern concept recommended for Boerne. The figure shows a mixed-use center, located at the bottom left of the page, surrounded by residential uses decreasing in density as you move further away from the center. The center is generally comprised of mixed-use and retail use buildings. Adjacent to the center are condominiums and townhouses colored brown with densities ranging from seven to ten units per acre. Colored orange, is single family housing ranging from five to seven units per acre. (Five to ten units per acre has been recommended for Neighborhood Residential.) Colored yellow, is the Low-Density Residential single family housing ranging from one to five units per acre. Figure 5-3 is not a literal development or subdivision plan; instead, it graphically shows the types of building footprints, scale and character intended for the recommended development pattern.



Centers

Centers are concentrated areas of activity typically located in a manner that respects market trade areas. Each Center is strategic in that it functions in harmony with other centers, reinforcing other centers as opposed to competing with others. A Center is designed as a destination that serves a market trade area. A hierarchy of centers of varying service area, size, mixture of uses, and general recommendations has been developed for Boerne. The hierarchy consists of Downtown, Regional, Community and Neighborhood. The compact nature of a center allows for more efficient allocation of both public and private resources, thereby increasing economic and community value. In contrast, when city resources and services are not concentrated around a Center, new developments can become more spread out, possibly diluting public and private investment in infrastructure and improvements and at the same time increase long-term maintenance costs.



Existing Downtown Boerne Streetscape

Downtown

Description

The Downtown Center, depicted in Figure 5-2, is anchored by the Main Street Corridor running north/south from Frederick Street to roughly Roosevelt Avenue. The Downtown also includes the River Road Corridor east to Esser Road. The general boundary for Downtown Boerne is shown in Figure 5-4. Downtown Boerne still functions as a center with Neighborhood Residential immediately adjacent. The Downtown Center is a mix of primarily niche retail and service commercial uses with office, public/semi-public, open space, and higher-density residential. Particular attention should be made toward the historic preservation and promotion of the downtown through building architecture, public amenities, streetscaping, tourism and festivals. Eventually, Highway 46 should be re-routed around Downtown allowing for the City of Boerne to take control of the right-of-way previously under State jurisdiction. The City of Boerne can then improve pedestrian conditions and character of the right-of-way within the downtown context. Public institutions, such as civic, are a vital component to the downtown. Effort should be made to keep existing public uses within the downtown boundaries and adjacent neighborhoods.



Preserve Downtown

Service Area

The Downtown Center is intended to serve the San Antonio Metropolitan Area and beyond. Downtown Boerne is a unique niche destination created by the preserved historic character and charm in a pedestrian friendly environment. Downtown's vitality is reinforced by the continued influx of infill office and some forms of higher density residential, such as second floor residential above retail. The increasing number of people in the downtown strengthens the existing

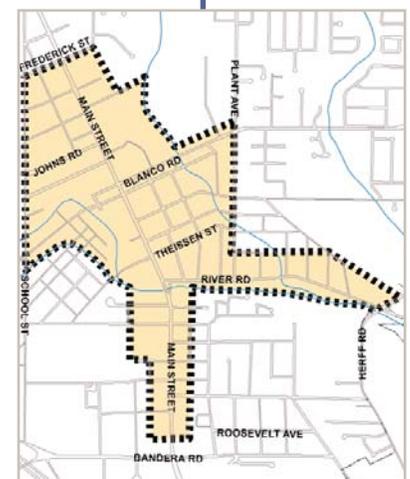


Figure 5-4:
Downtown Boundary

Source: Gould Evans

retail while attracting new business start-ups.

Size

Downtown Boerne is roughly 250 acres in size. Much of the acreage, however, is comprised of right-of-ways and other public land used for streets, sidewalks, Cibolo Creek, and parks.

Typical Uses

- Boutique retail sales and services; historic themed retail
- Hotel/Bed and Breakfast
- Office and workspace
- Higher-Density Residential (lofts, condos, townhouses, etc.)
- Mixed-use developments
- Entertainment/arts
- Public institutions (civic, educational, quasi-public, etc.)
- Parks, trails, open space

Recommendations

- Expand center boundary north to Frederick St. and south to Roosevelt Ave. (Figure 5-4)
- Enforce streetscape, scale, and character standards to expanded areas
- Uses that generate high levels of pedestrian traffic should be encouraged on the street-level
- Residential uses should be considered as part of a mix of uses within a building
- Become the arts/entertainment center of Kendall County; include River South District
- Keep government offices in and adjacent to the center
- Extend Old No. 9 Trail along Frederick St continuing to Northrup Park
- Develop a pedestrian trail running adjacent to Cibolo Creek and connecting Northrup Park to City Park
- Market higher-density housing to retiring “baby boomers” and young professionals
- Public/private partnership to convert “old” library building to office, lofts or some other tax generating use
- Encourage on-street parking, including angled parking, throughout Downtown
- Encourage family and children friendly activities and attractions

Regional Center

Description

The Regional Center is the appropriate place for “big box” (larger than 70,000 sq ft) and pad site development and other retail national chain stores. The concentration of major retail activity into one center of this scale creates a destination, increases local tax-base, and preserves the local character and environment by not allowing this development pattern to strip out along multiple major transportation corridors such as Interstate 10. The development of the Regional Center will be guided by the City’s zoning regulations and design standards to ensure the adherence of proper scale, character, materials, and traffic circulation. The Regional Center is located at the Bandera Road / Main Street intersection, continuing west and south towards I-10.



Figure 5-5: Regional Center

Source: Gould Evans

Service Area

The Regional Center is intended to be the regional retail and service center for southern Kendall County complimenting downtown. Only one Regional Center is recommended by this plan. Additional Regional Centers in close proximity to this area would directly compete with one another, potentially diluting the market strength of each center in Kendall County. Such Regional Centers should be separated by at least six to ten miles.

Size

The suggested size of the Regional Center can range from 350,000 to over one million square feet or more of gross floor area retail and service space.

Typical Uses

- Retail and service businesses (big-box and pad sites allowed)
- Restaurant and entertainment
- Hotels / motels
- Fueling stations

Recommendations

- New large-scale commercial development should be directed to this center
- Development should have appropriate internal traffic patterns and parking
- Development must be supported by existing or planned infrastructure
- Architectural and design standards should be applied that reinforce community character - application of the Entry Corridor Overlay District should be expanded
- Landscape buffering is required along I-10 and other major roads in this area

Community Center

Description

Community Centers are general merchandise and convenience destinations for residents citywide in addition to highway commuters. These centers include a wide range of commercial uses including highway oriented restaurants, strip centers, auto dealerships, hotels, and “medium-box” (roughly 30,000 to 70,000 sq. ft) retail. The *Boerne Master Plan Update* recommends three (3) Community Centers, two centers located on I-10, the third located on Highway 46 east of town. The first center is located on the north side of Boerne at the Highway 87 exit. The second center is located on the south side of Boerne at the Old San Antonio Road exit and the recommended junction for the potential southern alternative Highway 46 route. The final Community Center is suggested for the Highway 46/Adler Road Extension junction. Incorporation of gateways and landscaping is recommended for the Community Centers, acting as entrances



Figure 5-6 Regional Center rendering

Source: Gould Evans



Figure 5-7: Community Center

Source: Gould Evans

into Boerne on its busiest transportation corridors. The Community Centers help to preserve the “Hill Country” character, creating an alternative to a retail frontage road development pattern, by concentrating development around major intersections.

Service Area

Each Community Center should serve roughly a two to three mile radius around the center, in addition to the business created by the highway exposure. These centers must be controlled in terms of approved uses and size of overall development to ensure that they compliment, not compete with the other centers.

Size

The Community Center can include 100,000 to 350,000 square feet of gross floor area on a total of 10 to 40 acres, based on International Council of Shopping Centers (ICSC) guidelines.

Typical Uses

- Restaurants
- Auto dealerships and auto oriented services
- Hotels
- “Medium-box” retail / limited “Big-box” retail
- Gas stations

Recommendations

- Center serves both community and highway traffic
- Incorporate gateways, landscaping, and architectural integrity representative of the Hill Country character
- Development should have appropriate internal traffic patterns and parking
- Restrict expansion of centers along corridors
- Some “big-box” type retail may be permitted in the Community Centers as long as total square footage recommendations are observed

Neighborhood Center

Description

A Neighborhood Center is a mix of residential uses supporting a small concentration of commercial development with locally focused services. The *Boerne Master Plan Update* recommends three (3) Neighborhood Centers, including North Main as one of the three. Additional Centers may develop as residential development occurs. However, these centers should follow the same development principles. The three Neighborhood Centers include:

- River Road (east)
- Southwest Boerne
- North Main (discussed further in Appendix A)



Example of a medium box retail site

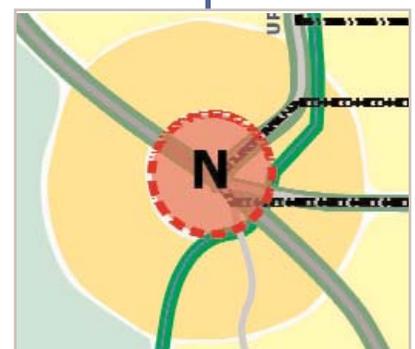


Figure 5-8: Neighborhood Center

Source: Gould Evans

Neighborhood Centers can become the focal point and identity of the surrounding neighborhoods. This occurs most often when Neighborhood Centers are pedestrian oriented and properly integrated into the surrounding neighborhoods through a comprehensive road and pedestrian network.

Service

Neighborhood Centers are intended to provide convenience goods and personal services within an approximately one (1) to two (2) mile service area radius. The centers should be dispersed throughout the community so that there is no overlap in service area radii, allowing each center to function without a dilution of the marketplace by other Neighborhood Centers.

Size

The Neighborhood Centers are small, focusing on providing daily neighborhood-level services (convenience stores, day-care, dry cleaners, etc.) to the surrounding area. The retail and service uses can be provided in an area of roughly 25,000 to 125,000 square feet on approximately 5 to 15 acres. In order to achieve the smaller scale neighborhood atmosphere, maximum square footage for individual retail and service businesses can be set through the local zoning regulations. It is difficult to achieve the desired feel of a neighborhood center with any individual retail business that exceeds 50,000 square feet in size.

Typical Uses

- Townhouses/duplexes/condominiums
- Park or public space
- Public/Semi Public (school or religious institution)
- Small professional offices or clinics
- Retail/service (grocery store, bank, restaurant, dry cleaning, deli, coffee house etc.)
- Day care
- Recreational facility

Recommendations

- Ensure pedestrian accessibility and appropriate scale and setbacks
- Protect surrounding neighborhoods from intrusion of incompatible land uses; ensure that centers have identifiable centers and edges
- Encourage street and sidewalk connections
- Provide internal system of traffic circulation and parking
- Incorporate native or man-made amenities into focal points

Neighborhood Residential

Neighborhood Residential is designed as an area within the community that contains primarily medium-density residential, but can also include appropriately scaled support uses such as recreation, parks, or education facilities. Areas classified as Neighborhood Residential typically rely on Centers or Districts in close proximity for other support uses such as retail or employment. It is critical that developments within Neighborhood Residential remain connected to



**Example of a
Neighborhood Center**



**Example of single-family
housing at five to seven
units/acre**



**Example of medium-density
housing at seven to ten
units/acre**

nearby Centers at a number of points and through a variety of means. This can be done through frequent secondary connections that encourage pedestrian traffic and disperse local traffic onto a number of alternative routes. Areas classified as Neighborhood Residential should be oriented around a central community feature serving as its focal point and gathering place including centers, parks, schools, or public space. In Figure 5-2, the color orange depicts Neighborhood Residential areas.

Recommendations

- Include a variety of dwelling types accommodating various needs and stages of life for citizens
- Five to ten units per acre is appropriate
- Variations of grid street patterns should be incorporated into future development to ensure that neighborhoods are highly connected yet discourage cut through traffic on local streets
- Collector streets should be used at least every quarter to third mile to help reduce traffic and reliance on major arterials
- Expand on existing Design Guidelines so that buildings contain similar scale and character on opposite sides of facing blocks; variations should be dictated to avoid bland and repetitive subdivisions
- Public space, public art, and pedestrian scaled gateway markers should be incorporated into neighborhood designs



Example of a neighborhood gateway marker

Low-Density Residential

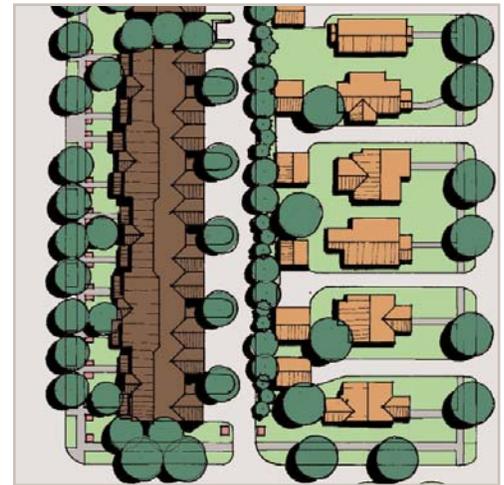
Low-Density Residential neighborhoods are designed as areas within the community that contain low-density, suburban-style residential development. Like Neighborhood Residential, Low-Density Residential can also include appropriately scaled support uses such as parks, recreational and education facilities. Low-Density Residential is the second lowest intensity level of residential development and requires municipal level water and sewer utilities. This pattern reflects anticipated future demand and availability of municipal utilities. With sound planning principles, Low-Density Residential can be comprised of sustainable and identifiable neighborhoods. A density of one to five units per acre is appropriate for this development pattern. In certain instances, however, density of a higher nature may be appropriate. Apartment and townhome type development could be allowed along major transportation corridors such as Parkways and Arterials. Increased densities along the major thoroughfares will buffer the adjacent three to five unit per acre development from the potential noise and light pollution sometimes associated with major thoroughfares. In addition, cluster-style development (see Figure 5-9) may be allowed in Low-Density Residential provided the recommended acreage is applied and a center is not adjacent to the development site.



Example of Low-Density Residential (One to five units per acre)

Recommendations

- One to five units per acre is appropriate
- Collector streets should be used at least every quarter to third mile to help reduce traffic and reliance on major arterials
- Curvilinear street patterns conforming with natural elements are allowed as long as they ensure that neighborhoods are highly connected
- Expand on Design Guidelines so that buildings contain similar and appropriate scale and character on opposite sides of facing blocks; variations should be required in order to avoid bland and repetitive subdivisions
- Public space, public art, and pedestrian scaled gateway markers should be incorporated into neighborhood designs
- Pedestrian linkages within and between neighborhoods should be required



**Example of residential buffering
(Higher density located on arterial)**

Rural Residential

Rural Residential contains large lot and acreage residential developments. Such development responds to land forms and topographical conditions, and embodies the inherent natural qualities of the “Hill Country” character. Due to very low-density nature of Rural Residential, well water and septic systems can be allowed. When funded solely by the private developers, underground utilities are permitted, even encouraged if the final product is a clustered type development (see Figure 5-9). However, development must adhere to set design and acres per unit standards to retain the rural feel of the area.

As shown in Figure 5-9, rural clustering is a viable rural development pattern when compared to a rural development pattern sometimes referred to as “piano key”. The basic concept behind rural clustering is grouping developable parcels together, often times along a local roadway instead of a major highway or arterial. The parcels are smaller in size, lowering infrastructure and utility costs per lot. Though the parcels are smaller in size than in traditional rural development, similar rural densities are achieved by restricting development on the remaining site. By doing this the same aggregate density is achieved (Figure 5-10). Many times the preserved land is used as a common space for the development’s residents or even the general public. Rural clustering is a key to preserving the “Hill Country” character throughout the rural areas of Boerne and Kendall County. The preserved country side can protect the cherished topography and vegetation. Likewise, encouraging future rural development to occur on local roadways meandering off the major arterials, as opposed to the arterials or highway themselves, will help to maintain and promote the scenic



**Billboards and other signage
impact the rural character**

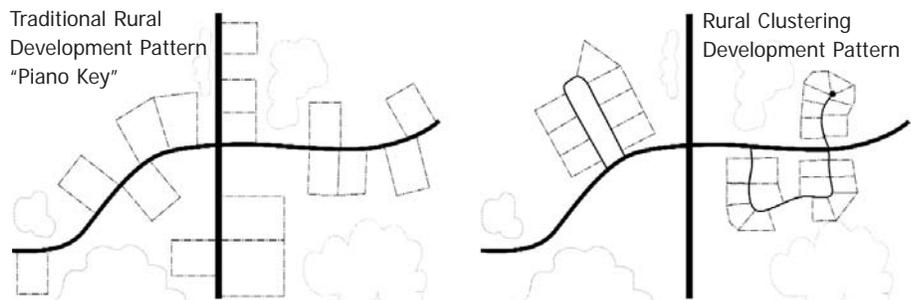


Figure 5-9: Traditional Development Pattern vs. Rural Clustering

Source: Gould Evans

corridor concept. In addition, rural clustering will help alleviate traffic congestion through the reduction of curb cuts and access points.

Recommendations

- Developments that include substantial areas of land should use cluster development or conservation subdivision techniques that maximize the efficiency of infrastructure and service investment while preserving rural open spaces
- Discourage “piano key” type lot development along major highways and roadways; encourage clustering
- One to twenty acres per unit is appropriate
- A maximum of twenty units per cluster is recommended
- Road designs should emphasize rural characteristics
- Preserve rural character and scenic vistas
- Develop signage regulations to preserve scenic corridors

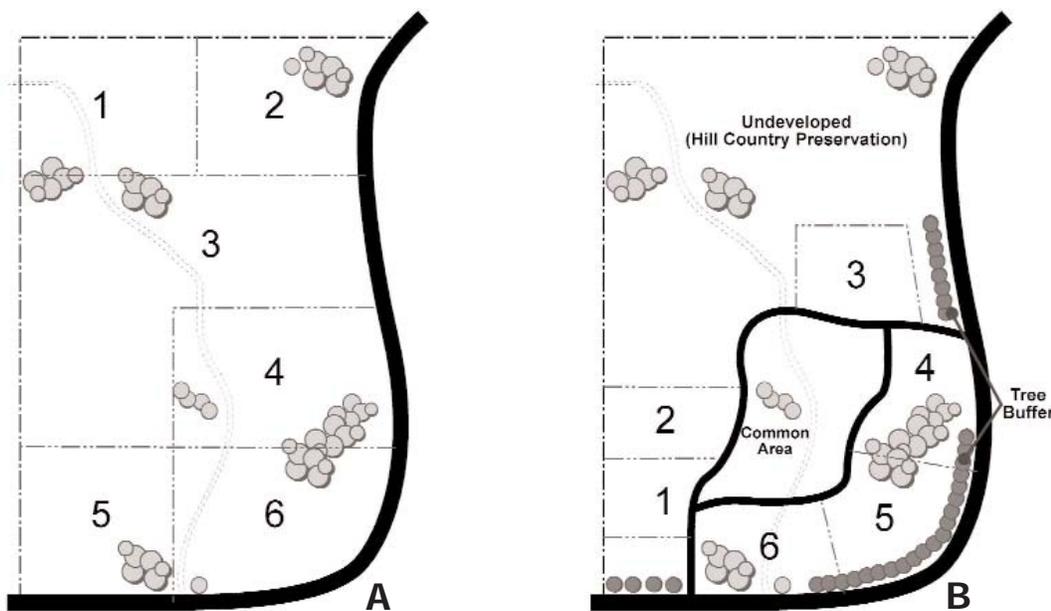


Figure 5-10:
Rural Clustering
 Source: Gould Evans
 A = Traditional Development
 B = Rural Clustering

5.2 Districts

Districts are areas that focus upon a particular use within the broader community development pattern that due to their scale, intensity, or other characteristics and anticipated impacts can not be effectively integrated into the other development patterns. Each District may require specific regulations that define the place and include common themes or elements that tie the District together as a cohesive element within Boerne. Buffers and setbacks, particularly on the edge of the District where different development patterns exist, become very important. The *Boerne Master Plan Update* identifies three types of Districts:

- Public/Semi-Public
- Park
- Business Park

Public/Semi-Public

Public/Semi-Public districts consist of public or semi-public uses that are not incorporated into the development pattern. For example, public facilities such as city hall and the library are components of Downtown. In addition, many of the school sites are considered components to Neighborhood Residential and Low-Density Residential areas. The primary Public/Semi-Public Districts are a Medical Campus, Higher Education Campus and the Fairgrounds.

Medical Campus

A new medical campus is recommended for Boerne, located in the general area of the Interstate 10 corridor. The new medical campus would serve the northwestern portion of the San Antonio area. Currently, the closest regional hospital is located over 20 miles from Boerne. The medical and health care services offered would focus on the needs of the growing retirement population in the area, further attracting more retirees to Boerne. The medical campus would also be an economic catalyst to the area, attracting doctors, nurses, and other professionals and their families to the area. Science research facilities could also be incorporated into the campus. Additionally, the campus will create new supporting businesses while strengthening existing businesses.



Example of a medical/
research campus

Higher Education Campus

The addition of a higher education institution to Boerne would have a positive impact on the community. A higher education institution would attract students locally and metro-wide. In addition, the institution would create local employment opportunities, attracting professors and professionals to the area. Boerne would be an ideal community to host a branch campus of an existing State public institution.

Fairgrounds

The existing fairgrounds site is located south of River Road and east of Esser Road. The activities and events held at the fairgrounds are important to the community creating a destination drawing from Kendall County and beyond. To create certainty for adjacent uses, regulations should be put in place to keep the fairground functions from encroaching on nearby development of a lesser intensity. Annexation of the fairgrounds into the City of Boerne is recommended.

Park

Park applies to parks, recreational areas, and nature preserves that are large and open to the public. The Park Districts are Boerne City Lake Park, Northrup Park, and City Park. These three public open spaces have the potential to be sustained as regional destinations, each having its own unique focus, creating identity for Boerne, improving outdoor accessibility, and increasing tourism and economic conditions. In addition, local neighborhood parks are valuable amenities to the surrounding neighborhoods and should be an essential component of proposed subdivision and large residential developments.

Boerne City Lake Park

Boerne City Lake Park is currently located immediately north of Boerne Lake. The park should cater to water recreational activities and events, including non-motor boating, fishing, or swimming. The expanded park could include enhanced areas for camping, picnic, golf, frisbee golf, or even a dog park. Efforts should be made to create a pedestrian linkage from the park to nearby Northrup Park via the northern Community Center.

Northrup Park

Northrup Park is located just east of Interstate 10 and accessed by a frontage road. Northrup Park is home to both little league baseball fields and adult softball fields. The existing fields are very popular with area residents and are

seldom unoccupied. As the area's adult and youth populations continue to increase, it is certain that the demand for baseball and softball fields will increase. Expansion of Northrup Park, and its athletic field facilities, is recommended to meet the demand. Land to the east of Northrup Park is currently undeveloped. The expanded park should extend to Cibolo Creek and potentially interface the North Main Neighborhood Center. The new Northrup Park would connect Boerne City Lake Park to Downtown Boerne through the extension of both the Cibolo Creek Trail and Old No. 9 Trail. In addition, residential development could occur in pockets throughout the undeveloped area with Northrup Park incorporated in and around the potential neighborhoods.

The focus of the expanded park would be primarily youth sporting activities. Additional youth baseball fields, soccer fields, and football fields should be planned for the expanded areas. The increased number of fields will help to supply the growing area demand. In addition, youth sporting tournaments and competitions could be planned and hosted at Northrup Park, attracting visitors and revenue to Boerne from all over the San Antonio Metropolitan Area.

City Park

City Park is located south of River Road and Esser Road, with Cibolo Creek roughly forming the park's southern boundary. The park is home to the Agricultural Heritage Museum, tennis courts, the city pool, soccer fields, walking trails, sand volleyball courts and the Cibolo Wilderness Trail and Nature Center, focusing on the preservation and promotion of the "Hill Country" environment. In the future, such facilities will be increasingly more valuable to the community; therefore it is important to plan for the expansion and updating of such facilities in this location in the future.

Neighborhood Parks

Currently, the City of Boerne has a low number of neighborhood parks. Neighborhood parks and open space are essential to the long-term viability of residential neighborhoods. They create a focal point, increase property value and promote resident interaction. Neighborhood parks should range between one and five acres in size. Parks larger than five acres could detract from the neighborhood scale and character, thus should be located on the edge of the neighborhood.

Future residential developments exceeding twenty acres should be required to include neighborhood parks within their development plan. Residential neighborhoods should have at minimum 10% of the developable land reserved for park development. Figure 5-11 illustrates how neighborhood parks can be incorporated into the surrounding residential neighborhood. In addition, neighborhood parks can also be located within a Neighborhood Center.

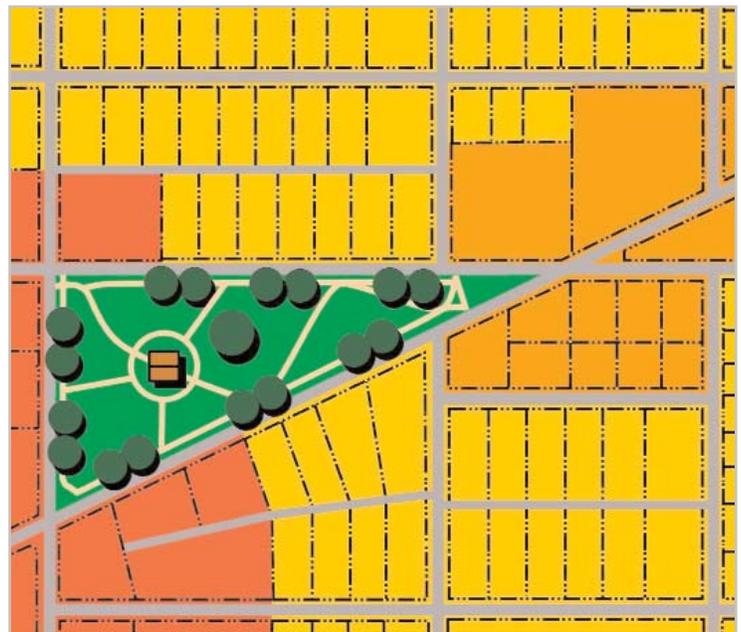


Figure 5-11: Neighborhood Oriented Park

Source: Gould Evans

Business Park

The Future Concept Map depicts a series of general Business Parks. The first is located adjacent to Highway 87 near

Northrup Park, a second business park is shown adjacent to Interstate 10 near the Bexar County border and a third is shown west of Interstate 10 north of Johns Road. Additional business parks may need to be added based on changing future trends. The first business park is an expansion of the existing Business Park, expanded to both sides of Highway 87. Light industrial and office buildings are envisioned here. The focus of the park would be to grow and expand existing area businesses. This employment center would reinforce the nearby Community Center on I-10 and the North Main Neighborhood Center. The business park has nearby access to Interstate 10, Highway 87 and the proposed northern semi-truck route.

The second business park does not currently exist. The intent is to develop a regional business office park attracting businesses and companies from around the San Antonio Metropolitan Area. The nearby interstate and potential alternative route of Highway 46 make the recommended site appealing for metropolitan commuters. The new business park would help Boerne become more sustainable by increasing its tax base, increasing local employment opportunities, and creating a community less reliant on San Antonio for an employment resource. Issues with the City of San Antonio and its ETJ would have to be addressed. If a business park in southern Boerne is realized, regulatory steps should be taken to preserve the recommended parkway beautification along Interstate 10 and potential Highway 46 expansion while addressing traffic circulation and use impact issues.

A third business park, located north of Johns Road and west of Interstate 10, is an expansion of existing industrial uses currently in the area.

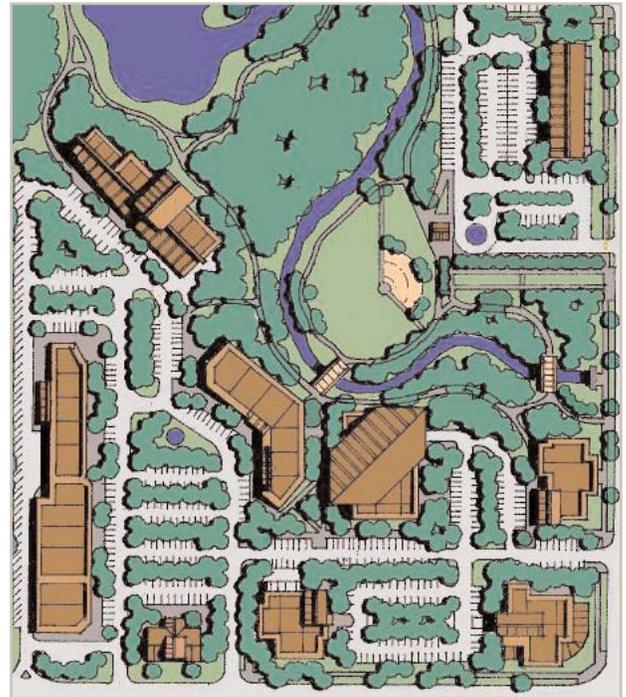


Figure 5-12: Potential rendering of a proposed southern business park

Source: Gould Evans



Existing office building in Boerne



Existing industrial building in Boerne

5.3 Other Key Elements

Other key elements are important to achieving the Future Vision of Boerne. These key elements include Gateways, a Transportation Plan and Waterway Plan. Each concept is shown on the Future Land Use/Development Plan Concept Map (Figure 5-2).

Gateway

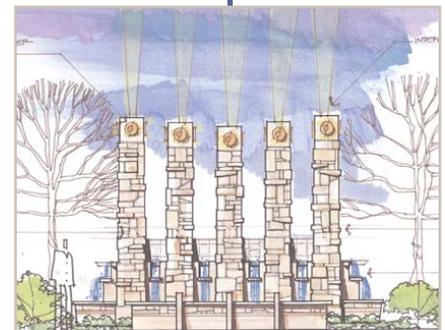
Gateways are intended to help celebrate and define key entrances into Boerne. Gateways should be located on major roadway thoroughfares. Eight gateways are shown on Figure 5-2; however the total number of gateways may be altered due to feasibility or changes in traffic circulation. Gateways can range from large monuments and features to signage. Such amenities as fountains, landscaping or lighting can be incorporated into the design. A comprehensive design theme or pattern should be used in each gateway in order to help reinforce the identity of Boerne.

Transportation Plan

A comprehensive transportation plan that more accurately adheres to the vision and goals of the *Boerne Master Plan Update* is needed. The number of people and housing units is dramatically increasing in Boerne and southern Kendall County. This influx of people and development is putting an ever increasing strain on the existing transportation system. The updated transportation plan should promote a balanced multi-modal system that meets the present and future mobility needs of the community. Likewise, the updated plan should compliment the development hierarchy of this plan, help direct future growth and development, promote public safety, encourage alternative forms of transportation, and add to the area's existing beauty. An updated transportation plan should address Thoroughfares, Pedestrian/Bikeways and Public Transportation.

Thoroughfares

The City of Boerne's Master Thoroughfare Plan is comprised of a five-tiered hierarchy of roadways based on intensity, right-of-way widths and volume. The five thoroughfares are Interstate, Arterial, Primary Collector, Secondary Collector and Local. The existing Master Thoroughfare Plan should be updated to better adhere to the proactive growth and expansion strategies recommended in this plan. In addition, design standards should be developed for each thoroughfare classification to promote beautification, "Hill Country" character, and pedestrian and bicycling activities.



Gateway markers

Source: Gould Evans

Thoroughfare Plan Update Recommendations:

1. Reroute current Highway 46 commuting and truck traffic to an alternative Parkway route such as:
 - Esser Road southeast extension
 - Old San Antonio Road
 - Proposed northern extension
2. Extend Adler Road to Highway 46; remove truck traffic west of northern extension
3. Develop design standards for existing thoroughfare hierarchy
4. Remove proposed Esser Road extension over Cibolo Creek
5. Coordinate City and County Thoroughfare Plans
6. Address the concept of a **long-range** alternative regional Highway 46 route

An alternative route for Highway 46 will allow truck and other commuting traffic to avoid Downtown Boerne, thereby reducing local congestion. The alternative route should follow one of the proposed routes (Esser Road, northern extension or Old San Antonio Road). This new route should be designed in a manner similar to the thoroughfare examples below. In the long-term, a general location for a regional Highway 46 should be acknowledged. Once a general location is identified, transportation planners and government agencies making regional decisions will know the City's routing preference. It is not certain that Highway 46 will indeed become the next major highway loop of the San Antonio region; however, the City of Boerne will be prepared in case it becomes a reality. If a new regional route is realized, it is recommended that the long-range route be located south of Boerne. However, another regional freeway may not be in the best long-term interest for the San Antonio Metropolitan Area or Boerne. The City of Boerne should argue the necessity for a new limited access freeway and how it will impact the "Hill Country" character and lifestyle.

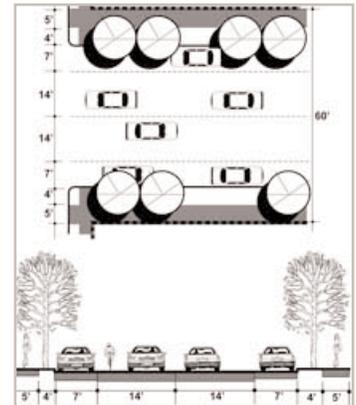


Figure 5-13: Example of Arterial Thoroughfare

Source: Gould Evans



Examples of thoroughfare design
(Scenic corridor, landscaping, streetscaping etc.)

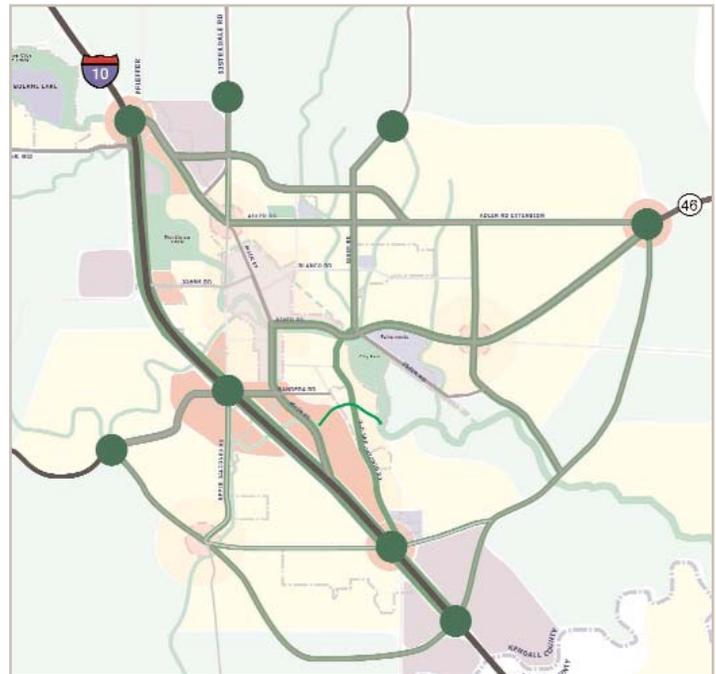
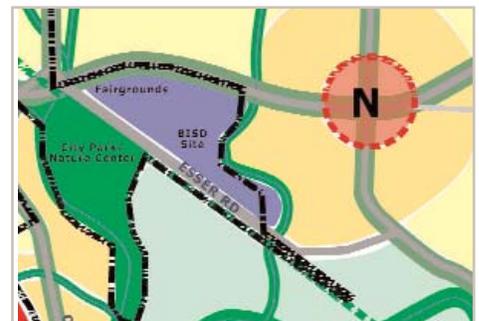


Figure 5-14: Thoroughfare Map

Source: Gould Evans

In the near-term, moving the Highway 46 designation out of the downtown will allow the City of Boerne to gain control of the right-of-way from the State of Texas. This will enable city officials to have more control over streetscaping, signage, lighting, parking and landscaping. Changes and improvements can be made to better reflect local character and promote pedestrian access. Redirecting some of the Highway 46 traffic can improve congestion and circulation within Boerne. However, the diversion of this high traffic flow away from a major retail and employment center can have negative ramifications if not carefully implemented. The land within close proximity to the proposed long-range alternative route must not be allowed to develop commercially. Overtime, commercial development along Highway 46, south of Boerne, could compete and detract from Downtown Boerne and the Regional Center. Instead, the proposed alternative should be designed as a scenic corridor, accenting the surrounding Hill Country.

Efforts should be made to preserve the unique environmental assets and amenities located along the Cibolo Creek south of City Park. The exact route of a proposed southern route should avoid these environmental amenities. Likewise, the proposed Esser Road extension could be redirected to the east to avoid Cibolo Creek all together. The promotion of Adler Road into a major east/west arterial in northern Boerne, extending east to Highway 46, is encouraged. Truck and semi traffic should be diverted off of Adler Road, west of Esser Road, onto the northern extension connecting to Highway 87. The automobile traffic on Adler Road will reinforce the North Main Neighborhood Center, Northrup Park, and the Old Highway 87 corridor. Likewise, the recommended semi-truck restriction on Adler Road will ensure a safe and aesthetically pleasing parkway incorporating landscaping, sidewalks and a bike lane.



Redirect Esser Road to east

It is recommended that a series of design standards be developed for the existing thoroughfare hierarchy. The standards should address, road widths, rights-of-way, pedestrian access, bicycling lanes, lighting, signage, landscaping, streetscaping and public art. In order to reinforce the “Hill Country” character within Boerne, a number of scenic parkways are identified that follow key routes through the city (Figure 5-14). These routes would have a higher set of design standards for public improvements and adjacent private development to create a parkway feel through streetscape amenities and access management.

Pedestrian/Bikeways

Figure 5-15 illustrates the primary pedestrian/bicycle trails proposed for Boerne. The comprehensive trail system should link together the existing three major parks in Boerne. This is done through the expanded Old No. 9 Greenway and the proposed Cibolo Creek Trail. In addition, the proposed trail system also con-



Figure 5-15: Major Pedestrian/Bicycle Routes

Source: Gould Evans

nects the centers and neighborhoods, and can be linked to other trail systems located outside Boerne.

Many of the proposed trail routes run adjacent to a major thoroughfare. Trail specifications should be incorporated into thoroughfare design standards (Figure 5-13). Along other major thoroughfares and local neighborhood streets that do not have a trail designation, sidewalks should be present. Future subdivisions should be required to provide sidewalks.

Public Transportation

Public transportation could become an essential component of Boerne and Kendall County’s overall transportation system in the future. Public transportation should be a component of any long-term planning updates addressing issues associated with circulation within Boerne and connections to other locations. In addition, the feasibility of public transportation serving a portion of the community, such as a trolley, for economic or tourism opportunities may be explored in the future.

Waterway Plan

An extensive creek and waterway system runs through Boerne. A comprehensive waterway plan should be explored to improve public safety, stormwater drainage and recreational opportunity while preserving and enhancing the local environment. Cibolo Creek should be the primary focus of the plan. Other creeks, however, should be included based on public access to the creek, uniqueness of the waterway, flood concerns and feasibility issues. A pedestrian trail running adjacent to Cibolo Creek from Northrup Park to City Park is proposed. The trail would become an activity “spine” for Boerne, connecting some of the City’s most popular destinations. Within Downtown Boerne, additional landscaping, public amenities, and open space would create another attraction for downtown and Boerne. Existing or new local events and festivals such as philanthropic charity events, family activities, art fairs, or farmer’s markets could be held along a new riverwalk. Portions of the land adjacent to Cibolo Creek is privately owned, making realization of the trail more difficult. However, a public/private agreement could be reached, potentially through easements, to allow public access.

Other creeks within the system should be maintained and preserved through native plantings and landscaping, pollution control, and litter clean-up programs. In addition, new land subdivision and development occurring near a waterway should take steps to incorporate the creeks into the design. In creating an effective waterway plan, functional issues such as stormwater drainage and aesthetic issues of retaining and reinforcing “Hill Country” character can be addressed.



Cibolo Creek



Example of public access along a waterway

5.4 Development Strategies

Development Strategies introduce the available tools and approaches to controlling the current and anticipated high level of growth and development that is occurring in Boerne and Kendall County. This sub-section focuses on Annexation, Environmental Incorporation and Regulatory Tools.

Annexation

Due to the minimal regulatory control over land use development and design outside the Boerne city limits, it is recommended that the City of Boerne develop a proactive and strategic annexation policy. City officials should investigate annexation based on the prioritization of the surrounding unincorporated land and strategic policies such as business park development, as well as local utility extension. Once the land becomes incorporated into the City of Boerne, regulations for development will be based on a more comprehensive set of city adopted regulatory tools.

City officials should prioritize potential geographic areas for future annexation based upon the priorities and strategies within this plan. Future areas of annexation should align with the vision and goals set forth in the *Boerne Master Plan Update*. For example, it may be beneficial for the City of Boerne to eventually incorporate many of the identified centers, districts or neighborhoods. Voluntary annexation by property owners adjacent to Boerne is also recommended, provided the property in question complies with the *Boerne Master Plan Update*.

Municipal Utility Districts (MUD)

A Municipal Utility District (MUD) is a political subdivision authorized by the Texas Commission of Environmental Quality (TCEQ) to provide water, sewage, drainage and other services within the MUD boundaries. In recent years, MUDs have grown in popularity throughout the San Antonio Metropolitan Area. MUD developments directly impact nearby municipalities through the large increase in residential growth. MUDs can be planned for thousands of residential units. These new residents to the area seek basic goods and services such as police protection, emergency response services, retail, groceries, medical, entertainment etc. Typically the nearest municipality to the MUD provides many of these daily goods and services. This influx can put a financial strain on city services and infrastructure. In addition, the nearby communities have no influence over the type of development within the MUD or what environmental considerations developers will undertake. This is counter to the vision and goals of the *Boerne Master Plan Update*. As a result, the City of Boerne should discourage the existence of MUDs within their ETJ boundaries.

Environmental Preservation and Incorporation

The local environment is a critical component of the rugged yet fragile “Hill Country” character that has been discussed throughout the plan. The preservation and incorporation of the local environment, and all its amenities, into the future of Boerne is critical to its success and sustainability. Through preservation of the Hill Country, the City of Boerne will distinguish itself from the rest of the San Antonio Metropolitan Area. Through the city’s policies, regulations, and code enforcement Boerne can reinforce the level of importance on the preservation and incorporation of environmental character and qualities in the Hill Country.

Recommendations

- Preserve and protect the network of waterways that meander through Boerne
- Encourage property owners to designate land for preservation
- Regulate cut and fill practices

-
- Protect and enhance designated scenic corridors; minimize encroachment by signage and large buildings
 - Discourage full-scale site clearing
 - Do not extend utilities to areas designated as Rural Residential, unless clustering occurs or rural by design/conservation design principles are utilized
 - Require developers to incorporate existing on-site topography, vegetation and water amenities
 - Incorporate native grass and vegetation into the thoroughfare plan, parks and public/semi-public projects
 - Adopt appropriate design standards for development

Regulatory Tools

Regulatory tools, such as Zoning, Subdivision, Design Standards and Overlay Districts, are critical to making the vision and goals of the *Boerne Master Plan Update* a reality. Through the update and creation of the following regulatory tools, current and future city officials will be better equipped to implement and enforce the community's desire for the City of Boerne.

Zoning Regulations

It is recommended that the current Boerne Zoning Regulations be updated to better reflect the concepts and categories depicted throughout the *Boerne Master Plan Update* and the Future Land Use/Development Plan Concept Map (Figure 5-2). Once the two documents are more cohesive, future development and zoning procedures will work more efficiently and effectively. Developers, land owners, private business and local residents will have a better understanding of the vision and standards that Boerne has set for areas located throughout the community and how to achieve it.

Subdivision Regulations

The current subdivision regulations should be updated to better reflect the density levels, neighborhood design, environmental incorporation and connectivity depicted in the *Boerne Master Plan Update*.

Design Standards

Design standards should be developed for the hierarchy of centers and residential developments listed in the plan.

Overlay Districts

Overlay districts would benefit the unique places and areas located throughout Boerne that may require specific and more detailed regulations. The areas that need the development of an overlay district may include Downtown Boerne, a medical campus, higher education campus and future business parks.

C H A P T E R S I X



P L A N I M P L E M E N T A T I O N

Chapter Six: Plan Implementation identifies a program of strategies to implement the *Boerne Master Plan Update*. Implementation is not the culmination of the planning process, rather it is part of the continual planning cycle of input, analysis, plan development, action and evaluation. Successful implementation requires support and commitment from city staff and officials, private and public sector entities, and the general public.

Chapter Five: Future Direction depicts the future of Boerne based on the community's input. The purpose of an implementation strategy is to make the Future Direction a reality. To achieve the Future Direction may seem like a daunting task. The *Boerne Master Plan Update* implementation strategy acknowledges this and addresses it by creating a basic and incremental approach to achieving the vision and objectives from Chapter Four. The implementation strategy is based on the four planning goals that comprise the Goal Framework.

1. Character
2. Development
3. Infrastructure
4. Organization / Policy

Within this framework, specific strategies have been developed to support the goals, objectives and recommendations found in other parts of the plan. These strategies are programmatic in nature, meaning that the strategy is intended to address the recommendations and principles outlined in Chapter Five. The successful completion and implementation of the listed strategies better ensures that the plan's vision will be achieved. Each strategy is incorporated into a matrix. Within this chapter the matrix lists the strategy, the recommended timeframe for strategy implementation, potential funding sources, and any additional comments or remarks relevant to the strategy.

It should be noted that the plan is a guide and as such should be reviewed periodically. As it is reviewed, strategies may be accomplished and new strategies may arise. Thus the matrix should be adjusted accordingly.



Ad Hoc Committee Members



Public input was critical to the development of the implementation strategies

6.1 Character

Goal - Retain Hill Country character and community identity

Natural Environment

- Further investigate the recommended Waterway Plan addressing the priorities and values for the area
- Promote design and development guidelines that address the interface between development and preservation of waterways, tree canopy, vegetative stands, topography and native areas

Scenic Corridors

- Create design standards for local roadways designated as scenic or parkway beautification routes - these standards should guide public improvements within the rights-of-way and private improvements along the rights-of-way (uniform streetscaping, native vegetation, landscape buffering, tree preservation, bicycle and pedestrian facilities, etc.)
- Work with the State to establish scenic parkway standards, promoting Hill Country characteristics, for private development along I-10 and major state designated roadways that are identified for parkway beautification.
- Establish gateways and entrances into Boerne
 - Seek comprehensive design for identified gateways, incorporating common and identifiable features in each gateway
 - Make sure gateways are of appropriate scale; larger markers would be appropriate for I-10 and other primary entrances; smaller signage or water amenity may be more appropriate for secondary entrances into Boerne
 - Prioritize identified gateway sites for available funding
- Investigate and develop a public art and amenities program for use along scenic corridor rights-of-way, to create a supplemental funding source for public improvement enhancements (public art, enhanced pedestrian / bicycle facilities and streetscaping amenities, etc) that reinforce the character and identity of Boerne

Historic Preservation

- Develop and adopt design standards for Downtown Boerne that serve to enhance and complement the historic qualities and character of downtown

Built Environment

- Update the zoning and subdivision codes to correspond with the vision, goals and recommendations of the comprehensive plan
- Incorporate pedestrian connection criteria into all development projects to ensure increased walkability throughout Boerne
- Review, update and/or establish regulations related to landscaping, signage and lighting that reinforce environmental qualities such as existing slopes, creeks / drainage ways, vegetation and the night sky
- Promote design and development principles that incorporate meaningful native and natural features into public improvement projects and private development initiatives
- Develop design standards for public projects that reinforce the native landscape as part of improvement projects

- Encourage and assist property owners to improve the appearance of their property (house and yard)
- Improve enforcement of the city codes and ordinance
- Add sidewalks to existing neighborhoods currently without

Figure 6-1: Character Matrix

Strategies	Timeframe				Funding	Remarks
	Short 0-2 Yrs	Med 2-5 Yrs	Long 5+ Yrs	On- Going		
Natural Environment						
Investigate recommended Waterway Plan to address priorities		●				
Promote design and development guidelines		●				
Scenic Corridors						
Create design standards for designated scenic parkways	●					
Work with State to establish scenic parkway standards			●			Work in concert with the development of the design standards
Establish gateway entrances into Boerne		●				
Seek comprehensive design for identified gateways		●				
Ensure appropriate scale for gateways				●		
Prioritize gateway sites for available funding		●				
Investigate and develop public art and amenities program	●			●	1% new development assessment	
Historic Preservation						
Develop and adopt Downtown Boerne design standards	●					
Built Environment						
Update the zoning and subdivision codes to correspond with the vision	●					
Incorporate pedestrian connection criteria into all development projects				●		
Review, update and establish regulations for landscaping, signage, etc.		●				
Incorporate native and natural features into public and private projects				●		
Develop design standards for public projects		●				
Encourage property owners to improve property's appearance				●		
Improve enforcement of local codes and ordinance				●		
Add sidewalks to existing neighborhoods currently without			●		Capital Improvement Plan, Property Assessment	

6.2 Development

Goal - Achieve a sustainable physical and economic development strategy

Centers

- Downtown Boerne
 - Define the downtown area as the area identified in Figure 5-4
 - Sustain Downtown Boerne as a community and regional destination place by maintaining a mixture of uses, events and activities in Downtown
 - Establish design and development guidelines for Downtown Boerne to reinforce its character - further investigate the expansion of a historic district in the downtown area
 - Develop Downtown Boerne in a manner that offers unique opportunities for residential living and commerce (employment / shopping) not found in any other part of Boerne - establish it as the arts, entertainment and cultural center of Kendall County
 - Seek a new location within downtown for the public library and pursue appropriate re-use and redevelopment of the existing library facilities
 - Conduct a parking study to determine the appropriate provision of both on and off-street parking
 - Seek more family and children-friendly activities and events
 - Develop a downtown master plan

- Regional Center
 - Establish an area master plan for the regional center that identifies design and development guidelines for the build out of the area, as well as circulation improvements necessary to support anticipated development of the center
 - Expand the application of the Entry Corridor Overlay District to cover the regional center area
 - Guide appropriate scaled regional level development to this area
 - Coordinate development in the regional center with the development of the proposed medical related uses

- Community Centers
 - Guide appropriate scale community level development to these areas
 - Guide some regional level development to the Community Centers as an option to the regional center locations when appropriate
 - Investigate the establishment of additional Community Center locations associated with the alternative routing of Highway 46 as growth occurs

- Neighborhood Centers
 - Guide appropriate scale neighborhood level development to these areas

Neighborhoods

- Establish residential development and design guidelines that promote the variation of housing densities choices, public open space, trail and pedestrian connections, and natural features
- Incorporate rural residential design and development criteria into the City of Boerne land development regulations for application within the City and ETJ

Special Areas

- Business Parks
 - Actively promote and further develop the existing business parks along Highway 87 and Johns Road
 - Establish a multi-jurisdictional committee to investigate and pursue the development of **new** business parks
 - Create development and design standards for business parks that establish criteria that complement the character and identity of Boerne and can be incorporated into deed or lease requirements associated with property in the business park
- Medical Campus
 - Establish a multi-jurisdictional committee to investigate and pursue the development of a medical campus and regional medical oriented business, education and research, and services; create a master plan for development of a campus and related facilities
 - Create a medical campus development and marketing campaign to attract medical related uses to Boerne and establish the city as a destination for medical services, research, education and products in the north west region of the San Antonio metropolitan area
- Higher Educational Campus
 - Work to attract a branch campus of a State university to the Boerne area
 - Examine feasibility of locating facilities in the North Main area
- North Main
 - Redevelop Live Oak Center and establish a neighborhood oriented mixed-use center
 - Continue commercial expansion northward along Highway 87 to I-10
 - Create a civic complex on North Main Street including possibly a new combined library, recreation and community/conference center, a local cultural / historical center and outdoor community recreation space
 - Develop and offer North Main Street development incentives - tax increment financing (TIF), public improvement district (PID), business improvement district (BID), land assembly assistance, etc
- Parks and Open Space
 - Create a comprehensive parks and open space plan (review Kendall Country Parks Master Plan)
 - Prioritize Boerne City Lake Park, Northrup Park, and City Park as flagship parks
 - Create and promote identity for each flagship park
 - Explore feasibility and design of Northrup Park expansion
 - Explore feasibility and design of Boerne City Lake Park expansion
 - Investigate the dedication of neighborhood park land or fees in-lieu of land in new subdivision development
 - Explore the expansion of the trails system including additional segments to the Old No. 9 trail and

a trail to Cibolo Creek, from Northrup Park to City Park, for the purpose of a pedestrian trail/riverwalk

- Develop a waterway use plan that identifies the use, such as recreation or preservation, and design of areas along the creek system in Boerne. This plan should be integrated with the parks and open space master plan and the stormwater drainage master plan

- Fairgrounds

- Work with officials to create a committee to master plan the fairgrounds

Figure 6-2: Development Matrix

Strategies	Timeframe				Funding	Remarks
	Short 0-2 Yrs	Med 2-5 Yrs	Long 5+ Yrs	On- Going		
Centers						
Define the downtown boundaries as identified in Figure 5-4	●					
Sustain Downtown Boerne as a community and regional destination	●			●		
Establish Downtown Boerne design and development guidelines	●					
Develop Downtown Boerne in manner that offers unique opportunities for residential living, commerce, entertainment and culture				●		
Conduct downtown parking study	●					
Seek more family-friendly downtown activities and events				●		
Develop a downtown master plan	●					
Seek a new location within downtown for the public library	●					
Establish an area master plan for the regional center		●				
Expand the application of the Entry Corridor Overlay District		●				
Guide appropriately scaled regional level development to the defined area	●					
Coordinate Regional Center development with proposed medical center				●		
Guide appropriate scaled development to Community Centers		●				
Guide regional level development the Community Centers			●			
Investigate the establishment of additional Community Centers along an alternative route of Hwy 46			●			Centers should not detract from downtown or regional centers
Guide appropriate scaled developed to Neighborhood Centers				●		

Figure 6-2: Development Matrix Continued...

Strategies	Timeframe				Funding	Remarks
	Short 0-2 Yrs	Med 2-5 Yrs	Long 5+ Yrs	On- Going		
Neighborhoods						
Establish residential development and design guidelines	●					
Incorporate rural residential design and development criteria into city regulations		●				
Special Areas						
Promote and develop the existing Hwy 87 business park	●					
Investigate and pursue new business parks	●					
Create development and design standards for business parks		●				
Investigate and pursue the development of a medical campus			●			
Create a medical development and marketing campaign			●			
Attract a higher education branch campus to the area		●				Partnership between EDC, hospital, public
Examine feasibility of locating branch university in the North Main area		●				EDC, medical facilities
Redevelop Live Oak Center; establish a neighborhood oriented mixed-use center	●					
Continue commercial expansion northward along Hwy 87 to I-10				●		
Create a civic complex on North Main Street	●					
Develop and offer North Main Street development incentives		●		●		
Create a comprehensive parks and open space plan - city wide		●				
Explore feasibility and design of Northrup Park expansion		●				
Explore feasibility and design of Boerne City Lake Park expansion			●			
Explore the expansion of the trails system				●		
Develop a waterway use plan		●				
Work with officials to create a committee to master plan the fairgrounds			●			

6.3 Infrastructure

Goal - Create a service and facility strategy that supports the vision of Boerne

Transportation

- Update the Thoroughfare Plan to support the development and design recommendations in the comprehensive plan
- Develop a comprehensive city / county transportation plan to address mobility in and around Boerne by integrating roadway, pedestrian, bicycle and transit systems to support the development concepts in this plan
- Investigate a phased approach to alleviate traffic impacts in Downtown Boerne ranging from the re-designation of Highway 46 to other existing roadways to the creation of an alternative route for Highway 46 south of Boerne as a scenic corridor
- Monitor future needs for public transportation including San Antonio commutes, community destination circulator, or Historic Downtown Boerne tourism amenity
- Plan for the extension of Adler Road east to Highway 46 and a northern truck route option to Highway 87

Utilities

- Update master plans for water and sanitary sewer systems in accord with the growth direction and development pattern of the comprehensive plan
- As part of the 5 year CIP process plan for the expansion / extension of utilities systems in support of the growth direction and timing of the strategic annexation plan
- Develop a Stormwater Drainage master plan that is integrated with a waterway use plan
- Create a City / County Stormwater / Drainage Management Utility district
- Proactively promote water conservation design and use principles
- Monitor and annually adjust utility impact and capital recovery fees for all municipal utility systems
- Develop a contractual tool that requires annexation agreements and land development / use / design agreements to municipal utility provision outside the City of Boerne (Municipal utilities should only be expanded or extended in a manner that supports growth and annexation policy for the City of Boerne)
- Revisit and revise water and sewer extension polices to only support strategic annexations and determined growth directions for the City

Cultural / Community

- Investigate the expansion of community conference, convention and resort capabilities
- Coordinate planning and scheduling of community / regional events and festivals to establish Downtown Boerne as the center with strong physical and transportation linkages to key regional venues at Northrup Park, City Lake Park and the Fairgrounds / City Park / Cibolo Nature Center areas

Public Safety

- Develop city / county facility and service master plans for the delivery of efficient and effective public safety services (i.e. police / sheriff, fire, ems) as growth occurs to coordinate communication, training, roadway identification systems and response times
- Investigate the creation of full time professional fire fighting capabilities for the city

Figure 6-3: Infrastructure Matrix

Strategies	Timeframe				Funding	Remarks
	Short 0-2 Yrs	Med 2-5 Yrs	Long 5+ Yrs	On- Going		
Transportation						
Update the Thoroughfare Plan to support development and design recommendations	●					
Develop a city/county transportation plan (multi-modal)	●					
Investigate a phased approach to alleviate downtown traffic		●				
Monitor future needs for public transportation			●			
Plan for Adler Rd extension and northern truck route		●				
Utilities						
Update master plans for water and sanitary sewer systems	●					
Plan for expansion/extension of utilities systems	●					
Develop a storm water drainage master plan		●				
Promote water conservation design and use principles				●		
Annually adjust utility impact and capital recovery fees				●		
Develop a contractual tool that requires annexation agreements		●				
Revisit and revise water and sewer extension policies to only support strategic annexations and determined growth directions for Boerne	●					
Cultural / Community						
Investigate the expansion of community conference, convention and resort capabilities		●				
Coordinate planning and scheduling of events and festivals				●		
Public Safety						
Maintain quality service level to meet future growth				●		
Investigate the creation of full time professional fire fighting capabilities for the city		●				

6.4 Organization / Policy

Goal - Develop an integrated strategic approach for the management of physical growth and development

Government Cooperation

- Continue a monitoring group that includes representatives from the City, County and School District to monitor and assess growth and development in and around Boerne; meet on regular intervals
- Work together to establish special state legislation for expanded zoning and subdivision authority within the City of Boerne ETJ - City, County and Boerne School District
- Work proactively with area water providers to establish policies for water provision that are dependent on meeting certain development standards that respect the inherent qualities of the "Hill Country" (i.e. topography, tree canopy, slopes and drainage)
- Establish a Sports and Recreation Association to coordinate the youth and adult sporting activities and tournaments; promote Boerne as a destination for tournaments
- Open dialogue with Texas Department of Transportation for the purpose of planning for the future of Highway 46
- Seek partnership with the University of Texas Health Science Center (or another major institution) to help with medical facility development

Policy

- Establish and implement a proactive annexation strategy per the priorities for economic development, strategic infrastructure extension and growth direction per the comprehensive plan
- Expand the ETJ through the strategic growth of the City of Boerne and the acceptance of voluntary petitions from property owners to be part of the ETJ per State Statute
- Integrate a 5 year capital improvements planning (CIP) process with the annual budget process and on-going monitoring of comprehensive plan implementation
- Develop an annual comprehensive plan implementation review process that includes minor updates and a 5 year major update process
- Proactively acquire additional water rights to support projected economic and community development initiatives

Figure 6-4: Organization / Policy Matrix

Strategies	Timeframe				Funding	Remarks
	Short 0-2 Yrs	Med 2-5 Yrs	Long 5+ Yrs	On- Going		
Government Cooperation						
Establish a monitoring group that includes representatives from City, County and School District				●		
Work together to establish special State legislation		●				Boerne, Kendall County, Boerne School District
Work proactively with area water providers				●		
Establish a Sports and Recreation Association		●				
Work with Tx-DOT on the future of Highway 46	●					
Partner with UT Health Science Center in the development of the medical facilities			●			EDC
Policy						
Establish and implement a proactive annexation strategy	●			●		
Expand the ETJ through the strategic growth of Boerne	●			●		
Integrate a 5 year capital improvements planning process	●			●		
Develop an annual comprehensive plan implementation review				●		
Proactively acquire additional water rights			●			

A P P E N D I X A



N O R T H M A I N

A.1 Projected North Main Street Commercial Demand

The North Main Street area is seen as a location that can be strengthened by the extension of Downtown Boerne along Main Street, development of the business park and I-10 interchange to the north, and increased residential development within a mile to mile and a half radius of Adler/Main Street intersection. Therefore, North Main must be seen as an area that is not only a Neighborhood Center, but an integrated part of a number of strategies for this part of Boerne.

North Main Street's commercial decline has occurred due to a combination of commercial growth along the I-10 corridor, shifting residential growth and traffic patterns that have left North Main Street at a competitive disadvantage. The city and county's projected population growth will continue to place increased demand for community and regional commercial on the I-10 corridor. At the same time, the historic character and unique shopping in the Central Business District / South Main Street is expected to grow in visitor appeal with the recent investment in new retail, office and lodging, as well as benefit from the business community's on-going marketing efforts.

Given that the City of Boerne's population is projected to double in the next 15 to 20 years, North Main Street can capture a percentage of this growth depending on public and private efforts to reinvest and revitalize in and around the area. As a result of this population growth, it is estimated that overall Boerne will double its commercial establishments, or an overall increase of 425 to 465 total establishments.

At a minimum, the recommendations and strategies presented in this plan will result in North Main Street capturing at least seven percent of the city's projected commercial growth and as much as 10 percent depending on public policies related to possible planning and incentives offered to stimulate new in-fill, renovation and redevelopment. These efforts will result in the North Main Street corridor adding between 30 and 48 commercial establishments during this period (See Figure A-1).

Given the number and size of available buildings, the prevailing uses and orientation along South Main Street and the I-10 corridor and vacant ground or obsolete uses along North Main Street, projections have been made detailing the appropriate type, number and demand for businesses and square footage expected to be attracted to North Main Street.

	Retail	Other Establishments	Total
Existing 2005			
Kendall County	138	455	593
ZIP Code 78006	114	368	482
North Main Street	19	50	69
North Main St. Market Share	17%	14%	14%
Boerne Projected Commercial Growth	100 - 115	325 -350	425 - 465
North Main St. Capture Rate	8 - 12%	7 - 10%	7 - 10%
Projected New Business	8 to 14	22 to 34	30 to 48

Figure A-1: North Main Street Projected Commercial Development Through 2020

Source: U.S. Bureau of Economic Analysis; Richard Caplan & Associates

Figure A-2 identifies the estimated growth potential by geographic area for future commercial and civic uses in Boerne. A "high" area growth potential indicates the number of businesses and/or square footage will more than double as the population doubles, a "moderate" rate indicates an approximate doubling of business activity and a "low" growth rate suggests that the rate of growth will be less than double during the projected period.

The suggested locations for commercial uses in Boerne are based on the following criteria:

- Existing space and building availability
- Compatibility with existing and adjacent land uses
- Site and/or store visibility desired for the particular business
- Land and property values
- Available and/or potential parking
- Vehicle traffic patterns and traffic counts
- The type of existing and new households moving into the Boerne trade area

The commercial uses are presented by retail sales reporting categories.

The 30 to 48 new establishments projected for North Main may require from 115,000 to 160,000 additional square feet of commercial development, excluding new civic uses. The projected square footage estimates are based upon the national industry standard of median gross leasable area in square feet for each particular business classification.

These use categories include a wide range of business opportunities. Figure A-3 offers examples of the types of businesses within these business categories.

	Boerne Growth Potential	North Main Street	CBD/ Downtown	Balance of City
Retail:				
Home Furnishings & equipment	High	X	X	X
Hardware, building materials	High	X	no	X
Specialty stores	High	X	X	no
Grocery, liquor	Moderate	X	X	X
General merchandise	Moderate	X	X	X
Auto related	Low	no	no	X
Gasoline stations	Low	no	no	X
Beauty supplies, Cosmetics	Moderate	no	no	X
Other Establishments:				
Arts, entertainment	High	X	X	no
Food and Drinking:	High	X	X	X
Full service	High	X	X	X
Fast Food	High	no	no	X
Finance, Insurance, Real Estate	Moderate	X	no	X
Professional services	Moderate	X	X	X
Personal care	Moderate	X	no	X
Accommodations	High	no	X	X
Health care related	High	no	no	X
Civic facilities	High	X	no	X

Figure A-2: Target Commercial Uses by Area

Source: U.S. Bureau of Economic Analysis; Richard Caplan & Associates

Retail Category:	Minimum Establishments	Maximum Establishments	Est. Minimum Sq. Feet	Est. Maximum Sq. Feet
Specialty stores	3	5	10,000	13,000
Home Furnishings & equipment	2	3	12,000	15,500
Hardware, building materials	1	2	10,000	16,500
Grocery, liquor	1	1	12,000	18,000
General merchandise/other	1	3	13,000	17,000
Sub-total	8	14	57,000	80,000
Other Establishments:				
Food and Drinking	5	7	16,000	22,500
Professional services	6	12	22,000	28,000
Arts, entertainment	3	4	5,000	10,000+
Finance, Insurance, Real Estate	3	5	12,000	15,500
Personal care	2	3	3,000	4,000
Civic facilities	3	3	TBD	TBD
Sub-Total	22	34		
Total	30	48	115,000	160,000

Figure A-3: North Main Street Projected Commercial Mix and Estimated Square Feet

Source: Urban Land Institute; Richard Caplan & Associates

MAJOR CATEGORY	EXAMPLES OF TARGET BUSINESSES
Specialty Stores	Hobby stores; bike shops; antique stores; arts and crafts; game stores; religious articles; collectibles; cards and gifts; candle shops; Christmas stores; western wear; decorative accessories
Home Furnishings & Equipment	Home furnishings stores; kitchen stores; household appliance stores; radio, television and computers; tapes & video stores; lamps, floor coverings; curtain and drapes; pianos & organs, musical instruments
Hardware, Building Materials, Garden Supplies	Lumber and building materials; paint, glass and wallpaper stores; hardware stores, nurseries, lawn and garden supplies
Food & Drinking Places	Full service restaurants; taverns; clubs; dinner theaters; wine tasting rooms
Arts, Entertainment	Art studios and galleries; martial arts; special format cinemas; dance studios
General Merchandise	Variety stores; catalog showrooms; novelties
Personal Care Products and Services	Women's hair salons; men's barbers; dry cleaners; photographers; interior decorators; photo copy stores; weight loss center; picture framing; mailing / packaging stores
Professional Services	Engineering and architecture firms, accounting firms, attorneys, etc.
Civic	Library; community center, senior center, day care, etc.

Figure A-4: Sample Boerne Target Businesses

Source: Richard Caplan & Associates

A.2 Civic Uses

The incorporation of civic uses along North Main will help to make the area more viable to the neighboring downtown and Boerne. Civic institutions, such as a new library, higher education facility or community/convention facility would establish a presence and stability, acting as anchors for future development. The recommended facilities would benefit and be benefitted by the adjacent Downtown Boerne and the North Main Neighborhood Center.

Currently, discussion for a new library is underway. To select future site locations for this and other facilities outside North Main or Downtown Boerne would be a missed opportunity and a setback to achieving the desired future for Boerne. In addition, the economically depressed area of North Main would allow for the purchase of property at a lower cost than most other sites, thus greater savings for the taxpayers.

Funding for the facilities may have to come from a joint effort between Boerne and Kendall County governments or even through a public/private effort or drive.

A.3 Strategies

Based on the data and analysis collected on behalf of this plan, North Main Street has potential to strengthen its market position and economic success in the future. However, many efforts must be pursued in order to improve the corridor, including public, private, non-profit efforts as well as public/private partnerships. A combination of efforts is critical for the comprehensive multi-year effort Boerne should undertake to enhance the North Main Street corridor. The north/south boundaries of the North Main Street Corridor were defined as Live Oak Center to Blanco Road. Though the defined area was analyzed as one continuous corridor, it is recommended that the corridor be perceptually divided into two. The southern half, Blanco Road to Fredrick Street, should be absorbed into the expanded Downtown Boerne. The same regulatory standards for Downtown should be applied so that this portion of North Main seamlessly blends into Downtown's character and charm. The northern half of the corridor, Fredrick Street to the Live Oak Center, will become the fourth Neighborhood Center, focusing on the Main Street/Adler Road intersection. The Neighborhood Center policies and standards will apply.

To realize redevelopment in the manner recommended, financial incentives may be needed to stimulate private reinvestment. With strategically targeted incentives for reinvestment, the following strategies are designed to successfully redevelop North Main Street.

Redevelop Live Oak Center

Major renovation is required to reposition the center for new retail uses. In order to stimulate this redevelopment, financial incentives to renovate are recommended. It is recommended that a proposed redevelopment district for the center be established extending south and east from the property along North Main Street. The strategies for financing this which are discussed below depend on the projected redevelopment timing, level of public investment available and the degree of cooperation and number of property owners extending south of the center that participate in the redevelopment district.

Create a Civic Complex on North Main Street

North Main Street lacks identity because of the broad mix of neighborhood retail, automotive, medical, office, residential and civic uses. Yet, the presence of the school district administration office, fire station and community theatre serve as a foundation for expanding the corridor into a civic focal point with a new civic complex. A new library is recommended to be one of the major components of the new complex. This public investment will complement and stimulate increased private investment.

Offer Boerne Public Library for Private Reuse

Upon identification of a new site for an expanded public library, it is recommended the current building be sold or long term leased which will allow the private sector to remodel the existing library building into retail and restaurant uses. The new property and sales taxes generated from this sale and reuse will be available to offset costs associated with other North Main Street improvements.

Expand Downtown Boerne North to Fredrick Street

South Main Street will continue to strengthen as a historic, tourist destination as the community and region grow. It is recommended that the character and uses of the South Main Street business district be extended north to Fredrick Street. This will attract further commercial reinvestment and extending South Main Street streetscape improvements, including landscaping, lighting and sidewalk improvements to enhance the attractiveness and upgrade pedestrian safety. This will expand visitor appeal through new opportunities to accommodate more businesses in the public library building as well as the library annex building.

Offer Library Annex Building for Redevelopment

It is recommended that the library annex building be offered for sale and the site be privately redeveloped. The sale and reuse of the library annex building combined will create a new commercial investment opportunity and will increase its and the adjacent property's values. Together, the private reuse of the existing library and library annex will generate new taxes that are recommended to be earmarked for reinvestment in the North Main Street corridor and the new civic complex.

Offer North Main Street Financial Incentives

It is recommended that in conjunction with the North Main Street redevelopment, the city also offer inducement through waiving building and related development fees. By waiving fees for new or expanding North Main Street businesses and for remodeling, the city will communicate to existing and prospective property owners and businesses the city's commitment and desire to strengthen North Main Street.

Reprogram Land and/or Building Sales

The sale of the public library and library annex buildings will offer revenues to offset some of the cost of public improvements recommended in this plan.

Explore Tax Increment Financing Options

Tax Increment Financing publicly finances needed structural improvements and enhanced infrastructure within a reinvestment zone. A reinvestment zone can be initiated by petition of the affected property owners, or the city council can initiate a reinvestment zone without the need for a petition.

Explore Public Improvement Districts (PID)

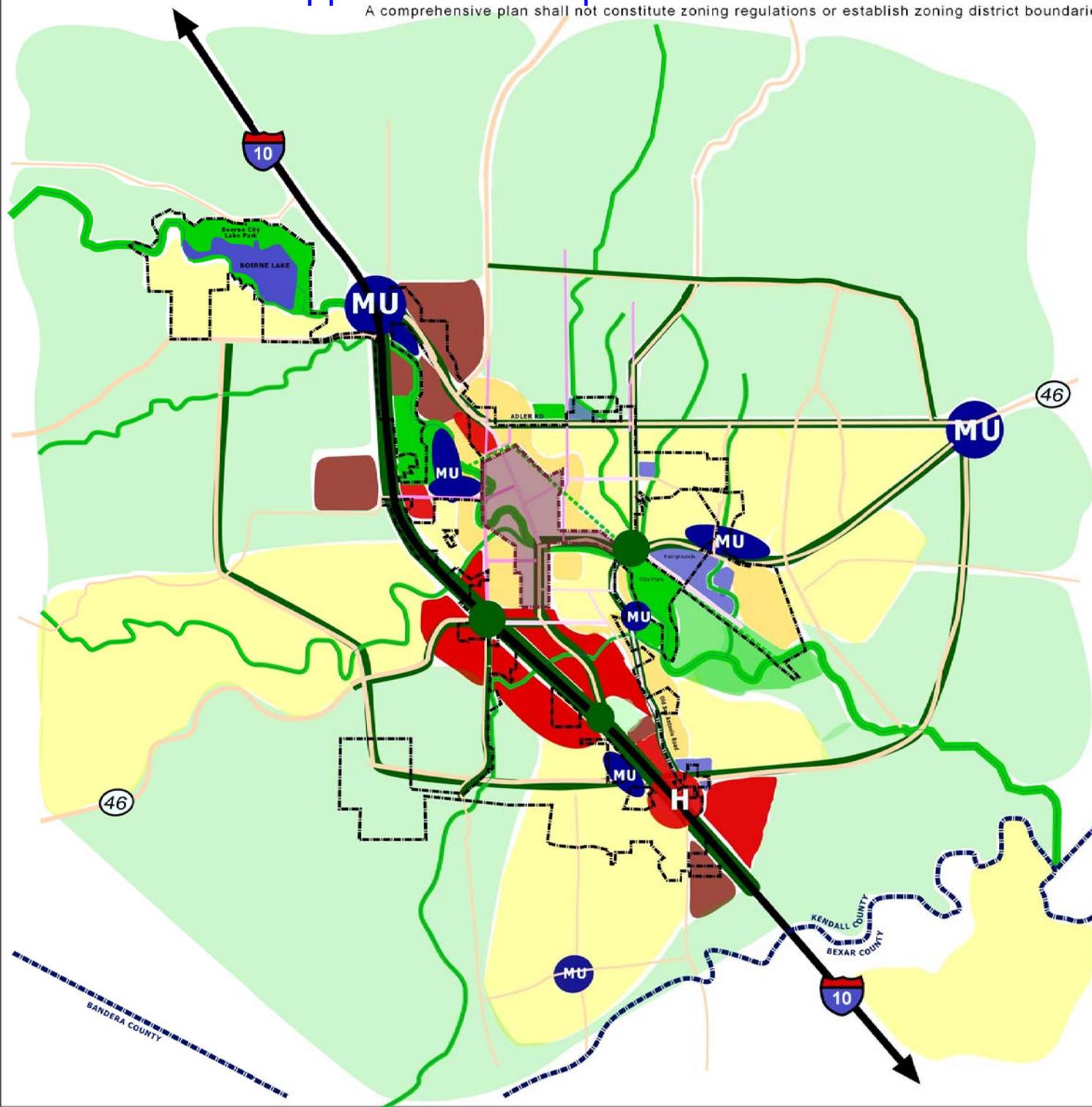
PIDs also promote economic growth in an area. The Public Improvement District Assessment Act allows the city to levy and collect special assessments on properties that are within the city. A PID may be formed to create street and sidewalk improvements; parking improvements; library improvements; park, recreation and cultural improvements; landscaping and other aesthetic improvements; art installation; creation of pedestrian malls or similar improvements; or supplemental business-related services for the improvement of the district, including advertising and business recruitment and development. If a PID is selected over a Tax Increment Financing District, it is recommended that the city contribute an amount that more than matches private assessments.

Implemented altogether, these plans and actions will redevelop the North Main Street corridor into a vibrant and economically strong commercial area for the city.

Appendix B - Adopted 10/27/10

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

FUTURE LAND USE / DEVELOPMENT PLAN CONCEPT MAP



- | | | |
|--|--|-----------------------------|
| | Downtown | |
| | Highway / Commercial Centers | |
| | Mixed Use Districts | |
| | Neighborhood Residential
(5 to 10 units per acre) | DEVELOPMENT PATTERNS |
| | Low-Density Residential
(2 to 5 units per acres) | |
| | Rural Residential
(1 to 20 acres per unit) | |
| | Public/Semi-Public | |
| | Park | DISTRICTS |
| | Business Park | |
| | Conservation area | |
| | Gateway | OTHER ELEMENTS |
| | Pedestrian Trail | |
| | Waterway Plan | |
| | Interstate | |
| | Highway | |
| | Major/Minor Arterials/ Collectors | |
| | Parkway Beautification | |
| | Major Creek | |
| | Existing City Limits | |
| | County Line | |

NOT TO SCALE

October 27, 2010