



6. Plan Implementation

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Introduction

The Boerne Master Plan sets forth a vision to guide how the City could and should grow during the next 10 years, and beyond. With this vision now in place, the community must mobilize its resources towards Plan implementation, which is the most important part of any planning process.

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

Partnering for Success

Implementation, even more so than the planning process, will take coordinated effort from many community leaders, ranging from individual residents to appointed and elected officials to outside

agencies and entities. Increasingly, jurisdictions are recognizing that ultimate success includes a combination of City and non-City partners, including elected and appointed officials, staff, citizens, and property and business owners, among others. This also includes the acknowledgment that the City has a responsibility to partner with all local, state, and federal public and private partners that can be of assistance in improving Boerne today and in the future. Some of these partners include:

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

Implementation Action Plan

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

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

IMPLEMENTATION TOOLS

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

Figure 6.1, *Implementation Tools*

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

Figure 6.2, Implementation Action Plan

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
Goal 1: Accommodate anticipated community growth through smart growth principles and strategic investments in utilities while protecting the natural resources and small-town character of Boerne.								
	1.1.1	Proactively evaluate and implement Boerne's growth program in the context of smart growth principles.	X				City	Policy
	1.1.2	Emphasize community growth strategies that maximize the use of existing City infrastructure.	X				City	Policy
	1.1.3	Continue to evaluate opportunities for potential strategic annexation as part of the City's growth and expansion strategy.				X	City	Policy / Study
	1.1.4	Re-evaluate the City's Capital Improvement Program (CIP) and update it to incorporate consistent findings related to the Master Plan and changing priorities.	X				City	Policy / Study
	1.1.5	Ensure that all departments are open and transparent about their development related data.				X	City	Policy / Operational Change
	1.1.6	Refine the fiscal impact analysis process to potentially include a tool used in the assessment of property annexation and planned unit development proposals.	X				City	Policy / Operational Change
	1.2.1	Coordinate with the San Antonio River Authority (SARA) and Guadalupe-Blanco River Authority (GBRA) partners to implement identified improvements on the Cibolo Creek watershed and other important drainageways in the Boerne area.		X			City/SARA / Other partners	Study / Financial Investment
	1.2.2	Evaluate potential modifications to the City's drainage criteria manual and regulations stemming from recent updates to the frequency and intensity of rainfall events.		X			City	Regulation
	1.2.3	Consider development of a comprehensive Drainage Master Plan for Boerne.		X			City	Study
	1.3.1	Consider expansion of the 2015 Water Resources Plan to develop a Comprehensive Water/Wastewater Master Plan to help identify long-term water and wastewater infrastructure needs and timing of these projects.		X			City	Study
	1.3.2	Evaluate and anticipate extensions of the water and wastewater Certificate of Convenience and Necessity (CCN) boundaries concurrent within the City's growth and annexation program.				X	City	Policy / Financial Investment
	1.3.3	Continue to monitor and communicate annual water demand to ensure the City does not exceed its reserved long-term water supply.				X	City	Operational Change

PLAN IMPLEMENTATION

Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
	1.3.4	Continue to weigh the costs versus benefits and long-term effectiveness of allowing Kendall West Utility (KWU) and other utility suppliers to serve in-City utility needs before expanding to additional areas.				X	City	Policy / Operational Change
	1.3.5	Continue to evaluate and anticipate the need for expansion of the City’s water treatment to accommodate population growth projections.		X	X		City	Financial Investment
	1.3.6	Continue to evaluate and anticipate the need for expansion of the City’s Wastewater Treatment and Recycling Center (WWTRC) to accommodate population growth projections.		X			City	Financial Investment
	1.3.7	Continue to identify opportunities to extend the reclaimed water supply to new private development.				X	City	Financial Investment
	1.3.8	Periodically evaluate and modify necessary utility rates and impact fees to ensure economically sustainable continuation of operations.				X	City	Regulation
	1.3.9	Continue to evaluate the costs versus benefits of providing public utility infrastructure to areas outside the City limits.				X	City	Policy / Study
	1.3.10	Evaluate the feasibility of a future partnership or consolidation of infrastructure services in the Boerne area.				X	City	Policy
	1.4.1	Consider and evaluate environmentally sensitive building and low impact development (LID) practices as part of new public and private development.	X				City / Development Community	Policy
	1.4.2	Continue to promote and foster increased use of water conservation practices throughout the City.				X	City / Development Community	Policy / Regulation
	1.4.3	Continue to implement the urban waterfowl management recommendations as part of a broader effort to improve water quality.				X	City / SARA	Operational Change
	1.4.4	Evaluate opportunities to improve riparian buffers on City-owned property.	X				City	Operational Change / Financial Investment
	1.4.5	Consider and evaluate modifications to the City’s development ordinances to establish riparian buffers and low impact development as part of new development in sensitive areas.	X				City / Development Community	Regulation

Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
	1.4.6	Consider and evaluate opportunities to modify the City’s zoning, subdivision, and other development regulations to encourage or incentivize further protection of sensitive natural resources (e.g., stream or riparian corridors, steep slopes, mature trees, etc.) as part of new development.	X				City	Regulation
Goal 2: Diversify housing and employment opportunities through a focus on the character and quality of development and redevelopment around the community.								
	2.1.1	Undertake a comprehensive analysis of the City’s zoning, subdivision, and other zoning regulations, and consider opportunities for modification to accomplish quality development goals.	X				City	Regulation
	2.1.2	Consider a comprehensive update to the City’s zoning, subdivision, and other development regulations to implement the recommendations identified in the Boerne Master Plan and improve the quality and character of the built environment and the City’s design criteria.	X				City	Regulation
	2.1.3	Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.	X			X	City	Regulation
	2.1.4	Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in neighborhoods.	X				City	Regulation
	2.1.5	Collaborate with Boerne ISD to establish joint goals for future school siting to ensure they are well-located and integrated into neighborhoods where possible.	X				City/BISD	Operational Change
	2.2.1	Proactively evaluate opportunities to expand the unique urban character of downtown to adjacent areas designated on the Boerne Future Land Use Plan.	X				City	Policy
	2.2.2	Identify opportunities to allow multi-family residential in transitional residential areas per market demand.	X				City/ Development Community	Policy/ Regulation
	2.2.3	Review and amend the zoning and subdivision regulations to facilitate increased transition of existing single-family residential units to higher density transitional residential products or neighborhood commercial in and around the older established neighborhoods of downtown.	X				City	Regulation
	2.2.4	Consider developing character and context-sensitive street cross-sections as part of the next update to the City’s Thoroughfare Master Plan.	X				City	Regulation

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Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
	2.2.5	Evaluate additional opportunities to implement the Cibolo Creek Catalytic Site in downtown Boerne.		X			City	Financial Investment
	2.2.6	Evaluate additional opportunities to implement the BISD Catalytic Site in downtown Boerne.		X			City	Financial Investment
	2.2.7	Consider expansion of efforts to increase protections for historic preservation in Boerne.	X				City	Regulation
	2.3.1	Continue to enhance the City's interactive website which contains all data and layers necessary to navigate the development process.				X	City	Operational Change
	2.3.2	Continue to provide the What's Happening interactive website to improve interaction and transparency with citizens and the development community.				X	City	Operational Change
	2.3.3	Consider developing a comprehensive guidebook which clearly specifies the development process for citizens and the development community.	X				City	Operational Change
	2.3.4	Consider the establishment of a zoning clearance permit to clarify development rights.	X				City	Operational Change
	2.3.5	Continue to implement a consistent process for codifying adopted City ordinances.	X				City	Operational Change
	2.3.6	Evaluate opportunities to establish mixed-use development along Herff Road (i.e., mixed-product residential, commercial, medical and office development).	X				City	Policy / Regulation
	2.3.7	Continue to evaluate and make necessary improvements to the development review process as identified in the 2017 and 2018 Economic Development Work Plans.				X	City	Policy / Operational Change
	2.4.1	Consider public streetscape improvements as catalyst projects in downtown.		X			City	Financial Investment
	2.4.2	Consider additional gateways into downtown Boerne.		X			City	Financial Investment
	2.4.3	Continue to identify opportunities to add urban-character residential units in downtown and the surrounding area to create an increased nighttime and weekend market demand.		X			City / Development Community	Regulation
	2.4.4	Coordinate with area property owners (and TxDOT) to improve access and the landscaping and visual appearance of properties along North Main Street.		X			City / TxDOT / Property Owners	Study / Financial Investment

Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
Goal 3: Proactively plan for a multimodal transportation system to reduce congestion, accommodate anticipated travel demand, and provide quality of life amenities.								
	3.1.1	Prepare an update to the City's Thoroughfare Master Plan.	X				City	Study
	3.1.2	Continue to actively participate in regional transportation planning efforts to promote funding and infrastructure improvements which benefit Boerne.				X	City	Operational Change
	3.1.3	Continue to work in partnership with TxDOT, Kendall County, and other area partners to implement the applicable recommendations from the Kendall Gateway Study.	X				Kendall County/City /TxDOT	Policy / Financial Investment
	3.1.4	Consider acquiring the rights-of-way of Main Street/Highway 87 from TxDOT.	X				City/TxDOT	Financial Investment
	3.1.5	Consider available opportunities to establish a new truck route ordinance to reroute truck traffic away from Main Street.	X				City/TxDOT	Policy / Regulation
	3.1.6	Support longer-term efforts to establish a transit station in Boerne by 2032.			X		City/AAMPO	Policy
	3.2.1	Consider the adoption of a Complete Streets policy to promote safer mobility for all users.	X				City	Policy
	3.2.2	Obtain cost estimates and establish a long-term plan to implement the high priority on-street bicycle lane projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., East Blanco Road/West San Antonio Ave.; Herff Road from Oak Park Drive to Old San Antonio Road; West Highland Drive; South Plant Street; and the secondary streets of Turner Avenue, West Hosack Street, Live Oak Street, and Rosewood Avenue).			X		City/AAMPO	Financial Investment
	3.2.3	Obtain cost estimates and establish a long-term plan to implement the high priority pedestrian sidewalk projects as set out in the Boerne Pedestrian & Bicycle Recommendations Study (AAMPO) (e.g., West San Antonio Avenue to Lattimore Boulevard; Rosewood Avenue to downtown Boerne; North right-of-way of River Road; East Bandera Road; Schweppe Street; Herff Road to Old San Antonio Road; West Bandera Road from I-10 frontage road to past Norris Lane).			X		City/AAMPO	Financial Investment
	3.2.4	Continue to work with TxDOT to establish additional pedestrian crosswalks with median refuges at additional locations on Main Street and River Road.	X				City/AAMPO /TxDOT	Financial Investment

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Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
	3.2.5	Consider the recommended improvements to key intersections to improve the safety of pedestrian crossings (e.g., River Road; Main Street, and the South Main Street/Crosspoint intersections).	X		X		City/AAMPO	Financial Investment
	3.2.6	Consider the recommended shared use path improvements to improve pedestrian and bicycle connections throughout the City (e.g., along Esser Road and Johns Road, Champion Boulevard, and a connection between Johns Road and North Main Street).			X		City/AAMPO	Financial Investment
	3.2.7	Consider partnering with the Alamo Area MPO and other jurisdictions to create consistent bicycle and pedestrian educational and promotional materials beneficial to the Boerne community.		X			City/AAMPO	Financial Investment
	3.2.8	Expand efforts to increase enforcement actions related to bicycle and pedestrian safety in Boerne.				X	City/AAMPO	Financial Investment
Goal 4: Provide high-quality facilities and services which create a healthy, safe, and well-educated community and include the residents in decision-making processes.								
	4.1.1	Enhance a community outreach and engagement strategy that fosters dialogue, builds community trust, and encourages informed civic participation.	X			X	City	Operational Change
	4.1.2	Utilize the Boerne Master Plan as an integral part of daily, weekly, and monthly decision-making processes.	X			X	City	Policy
	4.1.3	Develop specific benchmarking performance measures for each Master Plan element and use these to track plan implementation on a recurring basis.	X				City	Policy / Operational Change
	4.1.4	During the annual budget process consider funds needed to implement identified projects set out in the Master Plan.	X			X	City	Financial Investment
	4.1.5	Consider the development of additional parking options.		X			City	Financial Investment
	4.1.6	Publish list of volunteer and donation opportunities to allow the public to help improve the public spaces in Boerne.	X				City	Operational Change
	4.2.1	Consider moving forward with implementation of priority projects identified in the Boerne Parks, Recreation, and Open Space Master Plan.	X	X	X	X	City	Financial Investment
	4.2.2	Review and update the Open Space Systems requirements as a Parkland Dedication Ordinance to help meet the growing need for parks and recreation as development in the community continues.	X				City	Study

Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
	4.2.3	Proactively address parkland needs in under-served areas identified in the Boerne Parks, Recreation, and Open Space Master Plan.			X		City	Financial Investment
	4.2.4	Pursue partnerships with Boerne ISD and Kendall County to best leverage City resources and maximize recreation opportunities.				X	City/BISD	Operational Change
	4.2.5	Annually assess the need for parks and recreation project funding in the City's 5-Year Capital Improvement Plan.				X	City	Financial Investment
	4.2.6	Consider development of an aquatics facility plan to provide a variety of water-based recreation opportunities in Boerne.		X			City/BISD / Other Partners	Financial Investment
	4.2.7	Continue to perform Recreational Programming and Event Assessments to identify additional opportunities for multigenerational recreation.				X	City	Study
	4.2.8	Update the Boerne Parks, Recreation, and Open Space Master Plan by 2022-2023.		X			City	Study
	4.3.1	Develop an update to the library strategic plan by 2020.	X				City	Study
	4.3.2	Consider alternative funding options, including increased support from Kendall County library system, and collaborate and support efforts by the Boerne Public Library Foundation (BPLF) and the Friends of the Boerne Public Library (FOBPL) to raise funds to support library services.	X				City/BPLF / FOBPL	Policy
	4.3.3	Consider the longer-term goal to establish public libraries in other areas of Boerne.			X		City/BPLF	Financial Investment
	4.3.4	Continue support for further expansion of traditional and innovative library resources and programs.				X	City	Operational Change
	4.4.1	Continue to support Police Department efforts to establish relationships to ensure efficient and effective provision of law enforcement in Boerne (e.g., dispatch, jail, and school resource officer (SRO) operations).				X	City	Policy
	4.4.2	Continue to support Police Department efforts to offer community service and educational programs.				X	City	Operational Change
	4.4.3	Support Police Department efforts in advancing the use of technology to improve the safety of the Boerne community.				X	City	Financial Investment
	4.4.4	Evaluate near-term needs to improve operations at the City's existing facility.				X	City	Operational Change
	4.4.5	Continue to support Police Department staffing, training, and vehicle and equipment needs as part of the Department's budget and 5-year Plan.				X	City	Operational Change

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Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
	4.5.1	Continue to identify and evaluate opportunities to better meet accepted national fire service response and staffing standards.				X	City	Operational Change
	4.5.2	Evaluate opportunities to maintain or improve the City’s Insurance Services Office (ISO) ratings.				X	City	Operational Change / Financial Investment
	4.5.3	Continue to support Fire Department efforts to offer community service and educational programs.				X	City	Operational Change
	4.5.4	Expand the Fire Department’s efforts to educate the public on wildland fire protection and awareness.				X	City	Operational Change
	4.5.5	Support Fire Department efforts to obtain specialized response equipment (e.g., hazardous materials response, high and low angle rope rescue, confined space, swiftwater, vehicle extrication, and other specialized rescue needs).		X		X	City	Financial Investment
	4.5.6	Support Fire Department efforts to increase the amount of training for both paid and volunteer personnel (e.g., emergency response training, supervisory training, etc.).				X	City	Operational Change
	4.5.7	Evaluate partnerships and financial opportunities to establish an emergency services training facility in Boerne.		X			City / Other Partners	Financial Investment
	4.5.8	Continue to support Fire Department efforts in advancing the use of technology to improve the safety of the Boerne community.				X	City	Financial Investment
	4.5.9	Continue to evaluate other Fire Department facilities, including future substations.		X	X		City	Financial Investment
	4.6.1	Evaluate the near- and long-term needs regarding Boerne’s provision of EMS response.	X				City / Kendall County	Policy / Operational Change
	4.7.1	Continue to provide quality humane care of animals for the health, safety, and welfare of the community.				X	City	Study / Financial Investment
	4.7.2	Increase partnership opportunities with area veterinarians, rescue groups, trainers, and volunteers to increase quality humane care and adoptions.				X	City / Other Partners	Operational Change
	4.7.3	Evaluate the near- and longer-term needs regarding healthcare facilities in Boerne.		X			City / BKCEDC / Other Partners	Operational Change / Study

Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
Goal 5: Foster a thriving and diverse economy through business attraction, retention, expansion, employment diversification, and destination amenities which maintain the overall financial viability of the City.								
	5.1.1	Continue to develop an annual budget, the CIP, and the Economic Development Work Plan to ensure a proactive and coordinated course of action for current and future economic development efforts.				X	City / BKCEDC	Study
	5.1.2	Maintain and/or expand support for an effective and coordinated business attraction, retention, and expansion (BRE) program.				X	City / BKCEDC	Operational Change / Policy / Financial Investment
	5.1.3	Evaluate opportunities to expand incentives and other assistance for residential and nonresidential property owners to reinvest in their properties.	X				City	Operational Change
	5.1.4	Evaluate opportunities to increase entrepreneurship in Boerne.				X	City / BKCEDC	Policy / Financial Investment
	5.1.5	Continue to support efforts to increase the establishment of place-based economic opportunities in Boerne.				X	City / BKCEDC	Policy / Financial Investment
	5.1.6	Consider increased support for efforts to create destination amenities in Boerne.				X	City / BKCEDC	Financial Investment
	5.1.7	Consider and/or expand support for the Boerne Convention and Visitors Bureau (CVB).	X				City/CVB	Policy / Financial Investment
	5.1.8	Consider opportunities for partnering to attract a future community college or higher education institutional campus to the Boerne area.	X			X	City / BKCEDC	Policy / Financial Investment
	5.1.9	Consider support for the development of an economic development strategic analysis.	X				City / BKCEDC	Study
Goal 6: Foster a thriving and diverse economy through business attraction, retention, expansion, employment diversification, and destination amenities which maintain the overall financial viability of the City.								
	6.1.1	Develop additional park-based events to provide increased opportunities for diversified recreation and encourage greater use of the parks system.				X	City	Operational Change
	6.1.2	Consider opportunities for additional publicly (e.g., plazas, greens) and privately (e.g., outdoor dining) developed gathering spaces to promote community interaction.				X	City	Financial Investment
	6.1.3	Following a Recreational Programming and Events Assessment, evaluate additional opportunities for community events.				X	City	Study

Figure 6.2, Implementation Action Plan (cont.)

Rank	Action #	Action Recommendation	Initiation Time Frame				Involved entities	Action Type(s)
			Short term (1-2 yrs.)	Mid term (3-5 yrs.)	Long term (6-10+ Yrs.)	On-going		
	6.2.1	Investigate opportunities to expand and/or enhance the Hill Country Mile to increase its marketability.	X				City	Financial Investment
	6.2.2	Continue to evaluate the effectiveness of the recently adopted lighting provisions as a means to further protect Boerne’s nighttime skies.				X	City	Regulation
	6.2.3	Utilize scaled entrance monuments, signage, and landscaping to identify points of entry into Boerne.	X				City	Financial Investment
	6.2.4	Consider funding alternatives to provide for a greater variety of arts initiatives.	X				City	Operational Change
	6.2.5	Consider replacing and enhancing street signage throughout Boerne to improve community identification.	X				City	Operational Change
	6.2.6	Consider the addition of wayfinding signage at key points around the City.		X			City	Financial Investment
	6.2.7	Coordinate with TxDOT to improve the appearance of key interchanges along Interstate 10 (i.e., South Main Street, Bandera Road, Johns Road, North Main Street).	X				City/TxDOT	Financial Investment

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Plan Administration

IMPLEMENTATION ROLES & RESPONSIBILITIES

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

City Council

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

Planning and Zoning Commission

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

Boerne Kendall County Economic Development Corporation (BKCEDC)

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

Administration and City Staff

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

CONTINUING EDUCATION

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

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

IMPLEMENTATION FUNDING

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

PLAN AMENDMENT

Although this Plan was based on a detailed analysis of existing conditions and an intense public engagement program, it still just reflects a snapshot in time. To be achievable, implementation must continue to be flexible and allow adjustment to accommodate changes in local and national social, economic, physical, and political changes over time. Therefore, it is recommended that the Plan be revisited on a regular and routine basis followed by warranted updates.

- Annual Progress Report. As a part of their work program, the Planning and Zoning Commission should prepare a yearly report for submittal and discussion with the City Council. Status of implementation for the Master Plan should be included in these yearly reports. Important actions and accomplishments in the past year should be recognized, in addition to identification and recommendations for needed actions and programs to be created and implemented in the coming year. This should be coordinated with the City’s yearly budget development process so that the recommendations will be available early in the budgeting process.
- Annual Updates. After the yearly progress report is prepared, the *Implementation Action Plan* should be updated as part of a yearly Plan amendment. The *Implementation Action Plan* update, or near-term work program, identifies near- and mid-term actions to be started in the next year or shortly afterward. Yearly Plan amendments also provide opportunities for relatively minor Plan updates and revisions, including changes to the Future Land Use.

- Five-Year Update. Every five years, a broader evaluation and update should be prepared. This is usually more staff driven through input from several departments and elected and appointed officials. Led by the Planning & Community Development Department, this update includes a review of the present Plan to evaluate its accomplishments and shortcomings with regard to implementation of the vision, goals, and objectives. The purpose is to determine if the remaining proposed actions are still relevant. The update should consist of the following:
 - » A summary of Plan amendments and accomplishments to date;
 - » Changes in trends and issues since the previous Plan adoption (e.g., changes in the projected growth rate and the physical limits of the City; demographic composition; public attitudes; or other social, environmental, or political issues which may affect the feasibility of implementation);
 - » Conflicts between decisions made and implementation actions yet to be undertaken;
 - » Changes in law, procedures, or programs which will affect identified implementation actions; and
 - » A comprehensive re-evaluation of the *Implementation Action Plan*.
- 10-Year Full Update. The Master Plan sets the stage for all subsequent implementation actions in the 10-year planning horizon. Conditions, population composition, and City trends and concerns change over time. To ensure that the Master Plan continues to provide the best and most appropriate direction possible, the Plan should be taken through a full update process every 10 years.