



CIBOLO COMPREHENSIVE MASTER PLAN

ADOPTED NOVEMBER 15, 2016

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"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."
– Jane Jacobs



Plan Introduction, Demographics & Vision

INTRODUCTION

Cibolo is a vibrant and rapidly growing city at a critical point in its growth and development. Since 2000, Cibolo's population has grown by 733 percent and households have grown from 1,176 in 2000 to 6,827 in 2013. Today, 26,637 people call Cibolo home.¹

Rapid growth presents many opportunities and challenges to Cibolo. Residential growth is only one part of measuring the success of a city. Business development such as retail attractions and job opportunities help make a community more resilient to economic cycles. Civic assets such as recreation and cultural destinations make Cibolo an appealing place to live and visit.

In its effort to embrace change while remaining true to its rural charm and heritage, the City's leadership is dedicated to pro-actively planning for the future. This document should guide not only City leadership in their decisions, but also those of land owners, developers, and other government entities who may impact the future of Cibolo.

¹ U.S. Census Bureau. 2014 Population Estimates.

Why Plan?

Cibolo was once a small rural community of farmers and ranchers on the far outskirts of San Antonio. Since then it has become a vibrant suburban community in the Alamo area. Growth in the City and the greater region is expected to continue. As the community continues to grow and change, City leaders are asking, “What will Cibolo look like 20 years from now?”

A comprehensive master plan is a guide to a city’s future. It looks at where a city is today and describes what it may look and feel like in the future. Comprehensive master plans envision a future 20 years out and then identify steps on how to get there. Due to current growth trends in the area and unforeseen future changes that may directly impact the City, this Plan – and those steps – should be updated every three to five years to make adjustments as necessary.

A comprehensive master plan becomes a document that guides decisions made by city leaders. It helps staff and elected and appointed officials make public policy, plan for capital improvements, and evaluate proposed private developments in a way that leads toward the long-term vision for Cibolo.

Planning Authority

For the “purpose of promoting sound development of municipalities and promoting public health, safety, and welfare,” the Texas Local Government Code (LGC) permits municipalities to develop a comprehensive plan “for the long-range development of the municipality.”¹ In Texas, the bulk of land use control falls on municipalities. And while comprehensive plans are not required in Texas, as they are in other states, municipalities across the state use comprehensive plans and the planning process to identify their needs and desires and how to achieve them. Political leaders and decision makers use comprehensive plans as a foundation to establish development and land use regulations.

This section is only intended to provide a brief summary of legislative authority for land use planning and regulations among municipalities. It is not intended to provide legal guidance on land use regulation issues.

According to the LGC, municipalities may “define the content and design of a comprehensive plan” and this may: (1) include, but is not limited to, provisions on land use, transportation, and public facilities; (2) consist of a single plan or a coordinated set of plans organized by subject and geographic area; and (3) be used to coordinate and guide the establishment of development regulations.²

The LGC requires the adoption or amendment of a comprehensive plan to include both review by the city’s planning commission or department (if one exists), as well as a public hearing.

In addition, a municipality may define the relationship between a comprehensive plan and development regulations. Municipalities are given different authority to regulate land use and development depending on whether the property is within their full service jurisdiction or within the municipality’s extraterritorial jurisdiction (ETJ). Also, cities have different authority based on whether they are a home rule or general rule city. Home-rule cities have more authority and are established when a city with more than 5,000 residents votes to approve a charter to assume the full power of local self government (also known as a home-rule charter). Cibolo is a home rule city.

¹ Texas Local Government Code, Chapter 213. Municipal Comprehensive Plans, Section 213.002.

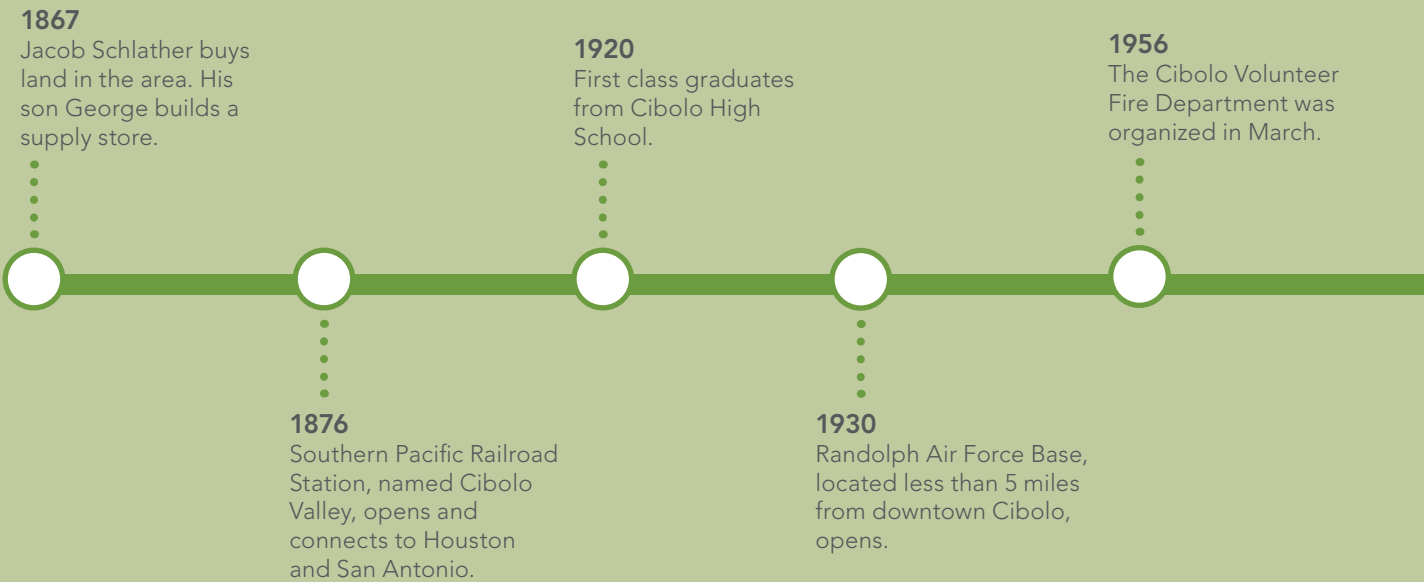
² Ibid.

Plan Structure

The plan is organized into eight chapters, as described below.

1	PLAN INTRODUCTION, DEMOGRAPHICS & VISION	P. 1
	Introduces the plan, including the plan's purpose and planning process, summarizes the existing physical, economic, and social conditions of Cibolo today, and overviews the community input that was gathered to form the basis of this Plan.	
2	LAND USE & CHARACTER	P. 29
	Assesses the growth of the City by determining opportunities for, and constraints to, annexation, areas of preferred future land use, and development quality. It includes an assessment and incorporation of the City's existing Downtown Revitalization Plan.	
3	TRANSPORTATION	P. 61
	Assesses the City's existing thoroughfare system and alternate modes of transportation in the City. This will provide for the orderly development of the City's vehicular and pedestrian transportation system.	
4	HOUSING & NEIGHBORHOODS	P. 89
	Assesses the City's existing housing stock and neighborhood conditions, and future housing needs, to ensure that there is an adequate supply of housing types and conditions to meet the needs of a growing city.	
5	PARKS, RECREATION, & OPEN SPACE	P. 115
	Assesses the City's existing park, recreation, and open space system to provide recommendations for the future regarding expanding the park system as growth occurs, adding new amenities or programs, and improving park conditions and/or distribution.	
6	COMMUNITY FACILITIES & PUBLIC SERVICES	P. 133
	Assesses the City's existing community facilities and public services to provide recommendations for the future regarding expanding and/or improving them to meet future growth projections of the City.	
7	ECONOMIC DEVELOPMENT	P. 163
	Identifies opportunities for economic growth in Cibolo to make the community more stable and resilient to economic cycles primarily through the incorporation of the strategic directions and framework from the City's separate Economic Development Strategic Plan.	
8	IMPLEMENTATION	P. 181
	Uses recommendations of each individual plan element to consolidate an overall strategy for executing the comprehensive master plan while setting a near- and mid-term action plan.	

Historical Context

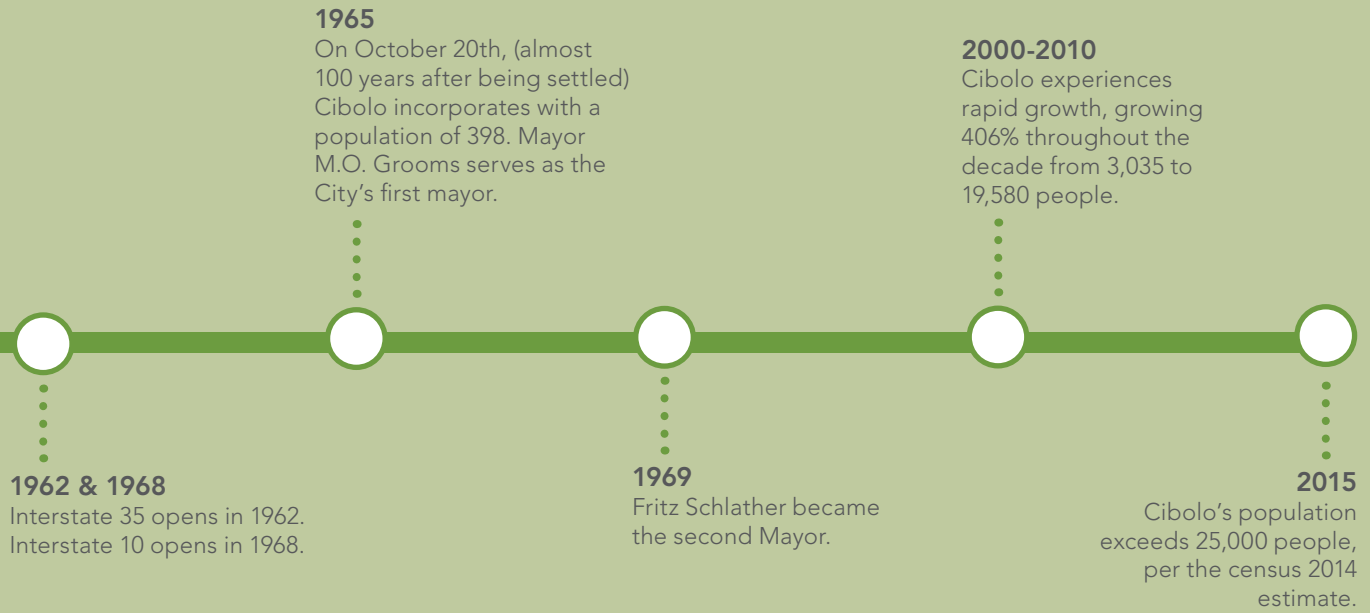


Regional & Planning Context

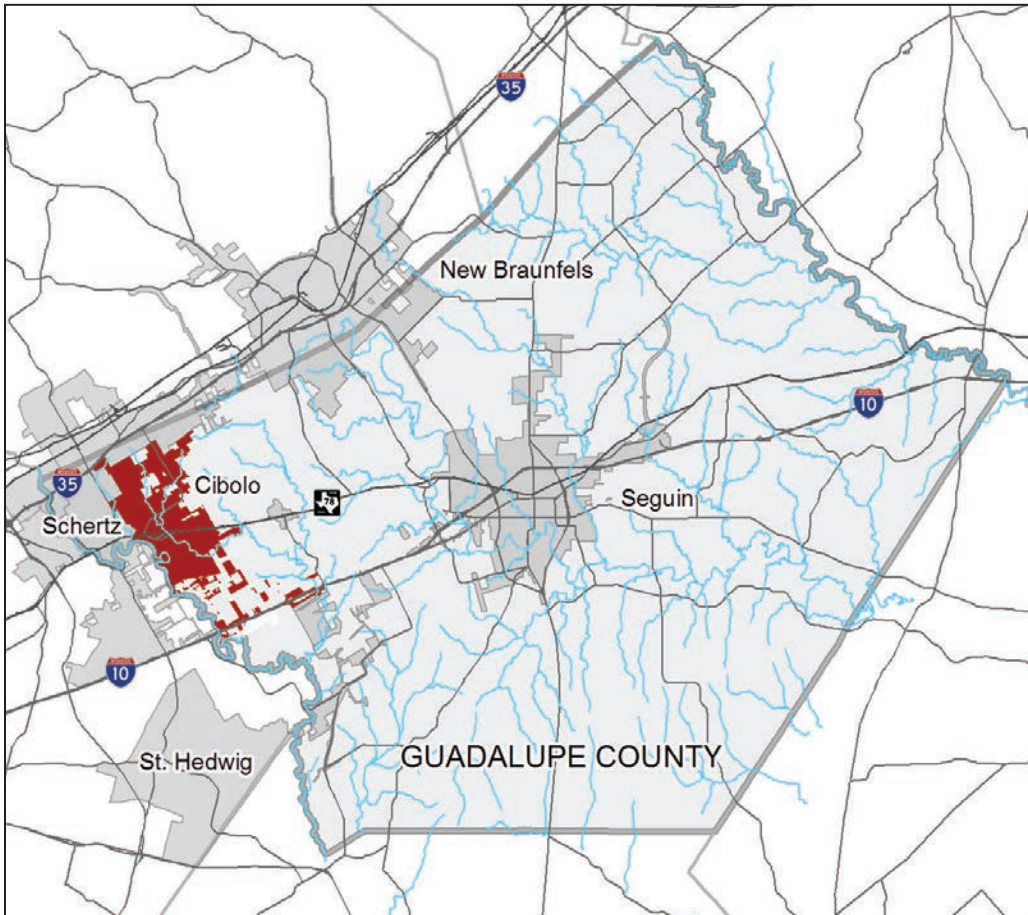
The planning area for the Comprehensive Master Plan includes the currently incorporated area of Cibolo (City limits), as well as the extraterritorial jurisdiction (ETJ), and non-annexation agreement areas. Today, the incorporated area includes approximately 15.2 square miles, the ETJ adds an additional 4.7 square miles, and the non-annexation agreement area an additional 18.4 square miles.

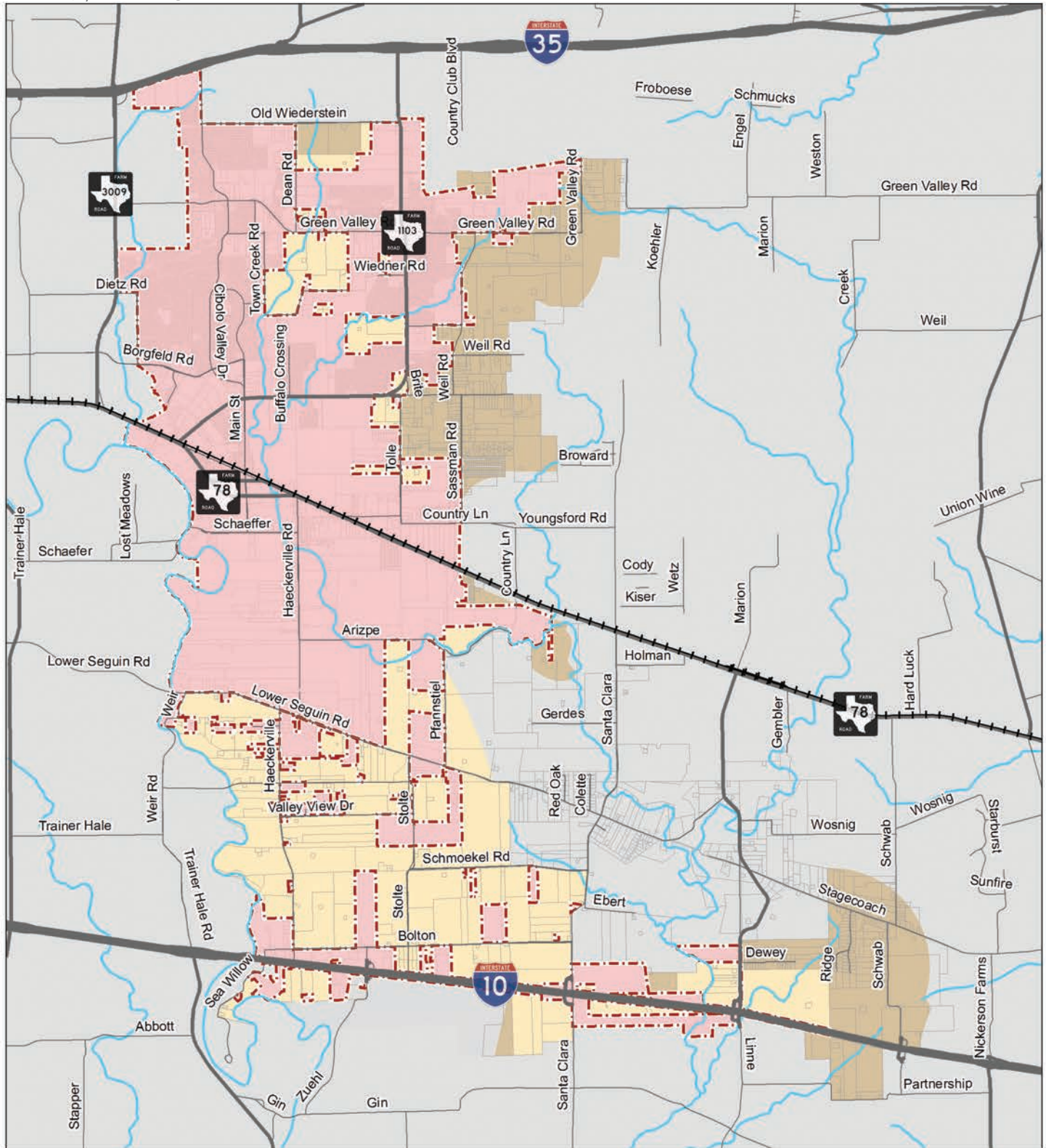
Cibolo is located in the far southwest corner of Guadalupe County. The planning area generally extends from I-35 to the north to I-10 in the south. Cibolo is adjacent to the City of Schertz, and the San Antonio ETJ is located to the south. Cibolo is surrounded by other smaller cities and unincorporated areas to the south and north/northeast including Marion, Santa Clara and New Berlin. See *Map 1.1, Regional Location*.

Located on I-35, and in very close proximity to I-10, Cibolo is easily accessible to San Antonio, Austin, and other surrounding communities and economic opportunities. The community is located approximately 23 miles northeast of downtown San Antonio, 60 miles southeast of Austin, and 15 miles west of Seguin.



MAP 1.1, REGIONAL LOCATION





LEGEND

- | | | |
|----------------------------|------------------|---------------------------------|
| Cibolo City Limits | Railroads | Minor Roads |
| Cibolo City Limits | Non-Cibolo Areas | Major Roads |
| Annexation Agreement Areas | | Watercourses (Rivers & Streams) |
| Cibolo ETJ | | |



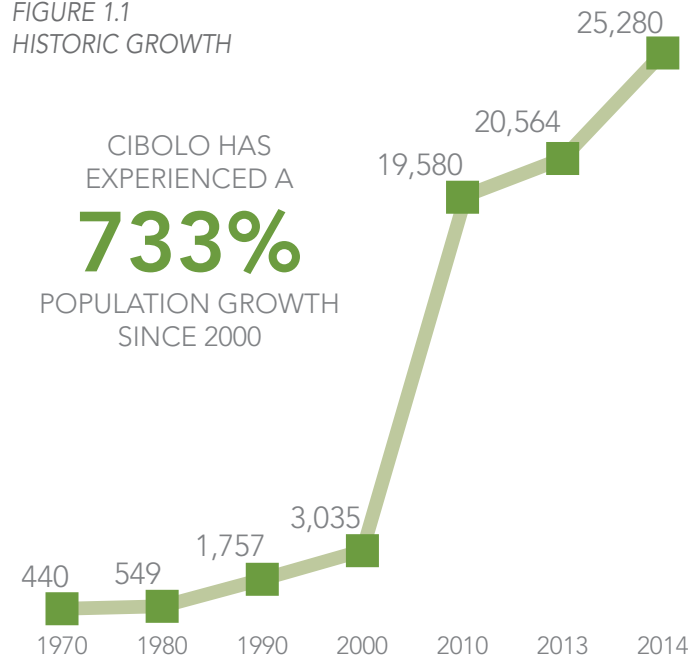
Demographic Snapshot

HISTORICAL POPULATION GROWTH

Beginning in the 21st century, Cibolo has experienced high levels of growth, increasing 733 percent since 2000, when the population was 3,035 people. Between 2000 and 2010, the population increased 545 percent to 19,580 people as seen in *Figure 1.1, Historic Growth*.

As Cibolo has grown, its share of the county population has also increased. In 2000, Cibolo accounted for only 3.4 percent of Guadalupe County's population. However, between 2000 and 2010 Cibolo captured 38.9 percent of the county's growth, and its share of the population increased to 14.9 percent. Between 2010 and 2013, Cibolo acquired 22.3 percent of the growth in Guadalupe County, and today Cibolo accounts for 17 percent of the county's population. See in *Figure 1.1, Historical Growth* and *Figure 1.2, Historical Population Growth*.

FIGURE 1.1
HISTORIC GROWTH



Source: U.S. Census Bureau.

FIGURE 1.2
HISTORICAL POPULATION GROWTH

Year	Cibolo (Persons)	Percent Change	Cibolo Percent of County Population	Guadalupe County (Persons)	Percent Change	Cibolo's Share of County Growth
1970	440	-	1.3%	33,554	-	-
1980	549	25%	1.2%	46,708	39%	0.8%
1990	1,757	220%	2.7%	64,873	39%	6.7%
2000	3,035	73%	3.4%	89,023	37%	5.3%
2010	19,580	545%	14.9%	131,533	48%	38.9%
2013	20,564	5%	15.1%	135,940	3%	22.3%
2014	25,280	23%	17.2%	147,250	8%	63.2%

Source: U.S. Census Bureau. Decennial Census, 1970-2010; 2009-2013 American Community Survey 5-Year Estimates; 2014 Population Estimates.

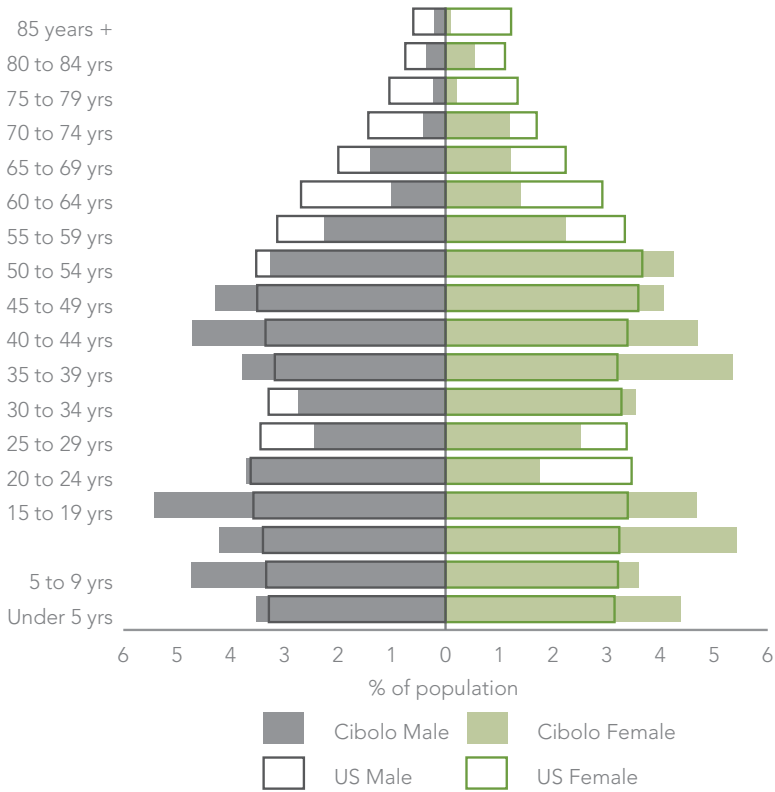
FIGURE 1.3
POPULATION GROWTH: COMPARATIVE CITIES

	2000	2010	% Change (2000-2010)	2013	% Change (2010-2013)
Cibolo	3,035	19,580	545%	20,564	5%
Converse	11,508	18,198	58%	19,023	5%
Devine	4,140	4,350	5%	4,436	2%
Fair Oaks	4,695	5,986	27%	6,411	7%
Hutto	1,250	14,698	1076%	17,336	18%
Leander	7,596	26,521	249%	28,281	7%

Source: U.S. Census Bureau.

In addition to experiencing exponential growth in recent years, Cibolo has also kept up with the growth pace of other fast-growing cities in the Central and South Central Texas regions. *Figure 1.3, Population Growth: Comparative Cities* shows Cibolo’s recent growth in comparison to these other cities.

FIGURE 1.4
AGE DISTRIBUTION



Source: U.S. Census Bureau.

AGE DISTRIBUTION

When compared to 2013 population estimates for the United States, Cibolo has a greater percentage of the population aged zero to 19 and 35 to 54. See *Figure 1.4, Age Distribution*. In 2013, 36 percent of Cibolo’s population was 19 years or younger and 34.4 percent was between the ages of 35 and 54. This indicates a disproportionately large share of young and established families in Cibolo.

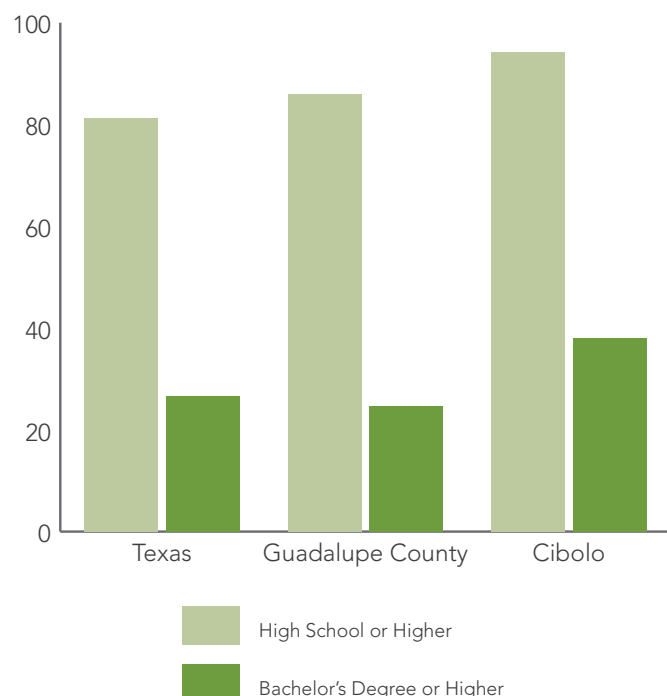
At the same time, there’s a significantly low portion of the population aged 55 and over. While this age group accounts for over a quarter of the total population in the United States, it accounts for only 12.8 percent in Cibolo. There’s also a lower share of population aged between 20 and 34.

These trends are likely due to a lack of housing options and amenities or services that accommodate these populations.

EDUCATIONAL ATTAINMENT

As illustrated by *Figure 1.5, Educational Attainment*, Cibolo has a greater percentage of high school graduates than Texas and Guadalupe County. It also has a higher percentage of residents with a bachelor's degree or higher than Texas or Guadalupe County.

FIGURE 1.5
EDUCATIONAL ATTAINMENT



Source: U.S. Census Bureau.

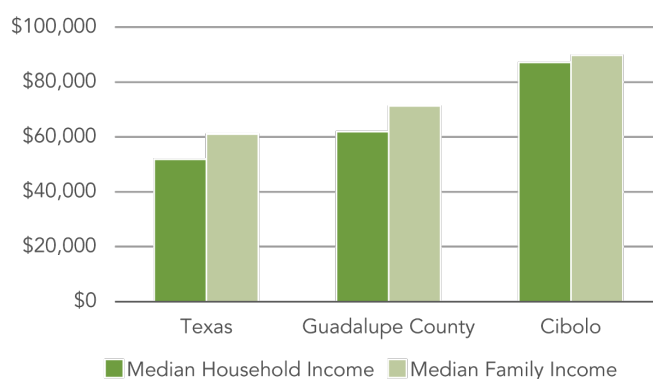
RACE & ETHNICITY

The American Community Survey estimates illustrate that Cibolo and Guadalupe County are both primarily white. As *Figure 1.7, Race & Ethnicity* indicates, Cibolo is slightly more diverse than Guadalupe County, but the two are less diverse than Texas. As the City continues to diversify, additional cultural, educational, and economic opportunities may arise.

HOUSEHOLD & FAMILY INCOME

According to the U.S. Census Bureau, household income includes income from the householder and all other people (whether or not they are related) who are 15 years or older living in the same housing unit. Family income includes income from two or more people related by birth, marriage, or adoption who are residing together. As illustrated in *Figure 1.6, Housing & Family Income*, median family income and median household income in Cibolo is greater than Texas and Guadalupe County.

FIGURE 1.6
HOUSING & FAMILY INCOME



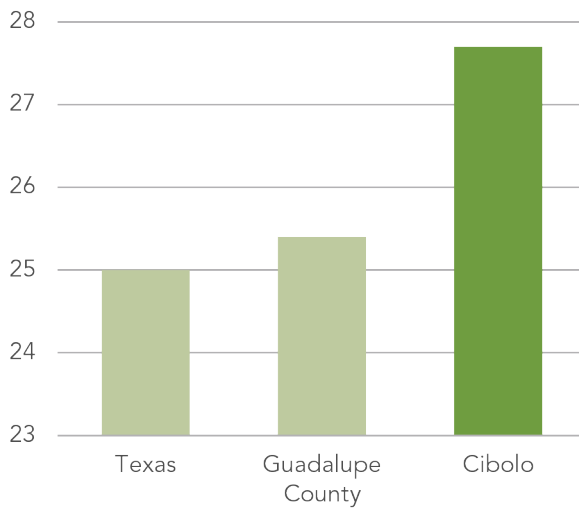
Source: U.S. Census Bureau.

FIGURE 1.7
RACE & ETHNICITY

	Texas	Guadalupe County	Cibolo
White	74.4%	84.3%	79.8%
Black or African American	11.8%	6.5%	10.6%
American Indian & Alaska Native	0.5%	0.3%	0.1%
Asian	4.0%	1.6%	2.0%
Native Hawaiian & Other Pacific Islander	0.1%	0.1%	0.0%
Other Race	6.9%	4.2%	1.6%
Two or More Races	2.3%	3.1%	5.9%
Hispanic or Latino Descent	37.9%	36.1%	31.3%

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey, B02001 Race, B03002 Hispanic or Latino Origin by Race

FIGURE 1.8
MEAN TRAVEL TIME TO WORK



Source: U.S. Census Bureau.

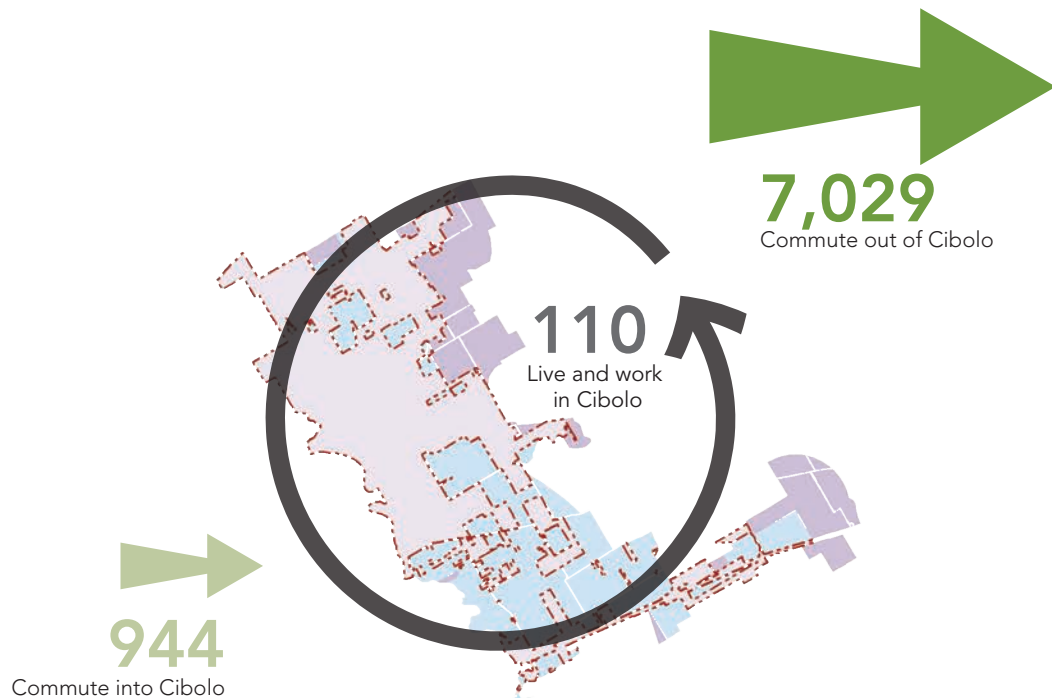
COMMUTING PATTERNS

A majority of Cibolo's residents work outside of the City. According to the U.S. Census Bureau, 98.5 percent of Cibolo's residents commute out of Cibolo to their job. As such, Cibolo has a higher mean travel time to work than Texas or Guadalupe County. See *Figure 1.8, Mean Travel Time to Work*. Additionally, 89.6 percent of the jobs in Cibolo are filled by people commuting into the City. Only 1.5 percent of the employed workforce of Cibolo stays in Cibolo to work. See *Figure 1.9, Inflow/Outflow Job Counts*.

This discrepancy indicates a lack of employment opportunities within the City. Cibolo has a 0.15 household to job ratio, far below the target ratio of one job per household that many suburbs strive for.

More local employment options would not only have economic benefits such as a diversified non-residential tax base, but providing local jobs to residents of Cibolo would cut down on commute times, air pollution emissions, and costs to commuters and businesses, and would improve overall quality of life in Cibolo.

FIGURE 1.9
INFLOW/OUTFLOW JOB COUNTS



Source: U.S. Census Bureau, Center for Economic Studies 2009-2013 5-Year American Community Survey, <http://onthemap.ces.census.gov/>



Community Engagement Process

OVERVIEW

A comprehensive master plan is not just a document. It is a process that includes gathering data as well as conversations, known as charettes, with residents and stakeholders in Cibolo regarding their vision of the future for the community. A comprehensive master plan should capture the wants and needs of its citizens and provide steps toward that vision and use tools to measure progress. Public input provides crucial insight into the current and future needs of the citizens.

Throughout this process, a variety of public involvement techniques were used to gather citizens' thoughts and ideas. These strategies allowed different people to express their opinions. The public engagement component of this planning process included six stakeholder meetings, five meetings with the Master Plan Committee (MPC), an online community survey, two public open houses, and four meetings each with the Planning and Zoning Commission and City Council. Below is a discussion of these efforts and a summary of findings.

SUMMARY OF STAKEHOLDER MEETINGS

As part of the two-day project kick-off for the Comprehensive Master Plan held in September 2015, six stakeholder group listening sessions were held to identify community concerns, issues, and opportunities for Cibolo. Attendees included elected and appointed officials; City staff; land, business and industry owners; regional transportation and school district officials; neighborhood representatives; and various citizens. Approximately 150 people participated in the various meetings held over two half days.

At the stakeholder meetings, attendees were asked to provide input on a variety of topics including, but not limited to: downtown, mobility, neighborhoods, parks, recreation, trails, open space, economic development, among other topics.

As part of these meetings, a series of key topics were identified which helped to frame the remainder of the planning process and this Plan. Some of the key topics are summarized on the next page.

Land Use & Character

- Focused attention is needed for areas south of Farm-to-Market (FM) 78;
- Improved gateways and entrances to the City & downtown are needed to identify Cibolo and enhance the image of the City; and
- Downtown needs to be preserved as a means of protecting the City's small-town character.

Transportation

- Need for an adequately funded street maintenance & repair program;
- Need to identify a proper location for a fly-over(s) of the railroad (particularly as it expands);
- Need for a plan of action for FM 78;
- Continued need for enhanced bike and pedestrian connectivity including on-street bike lanes and sidewalks; and
- Need for improved connectivity (i.e., making adequate needed connections on the thoroughfare plan).

Housing & Neighborhoods

- Need for multigenerational and diversified housing types (e.g., apartments, zero lot line, independent and assisted senior living); and
- Need for alternative types of neighborhoods and housing stock (e.g., smaller home—smaller lot, larger home—estate lots, mixed income, etc.).

Parks, Recreation, Open Space & Trails

- Continued need for an expanded and connected trail system;
- Need for additional youth athletic fields and park properties big enough to handle large events;
- Need for reassessing Cibolo's role in providing recreational program offerings to Cibolo residents;
- Improved park amenities (including splash pads, dog parks, and more Americans with Disabilities Act (ADA) accommodation); and
- Need for additional areas of accessible open space.

Community Facilities & Services

- Reassessment of interagency coordination regarding emergency services, 9-1-1, and training facilities;
- Need for improved dissemination of information directly from the City;
- Need for expanded infrastructure; and
- Need for a community center/senior center.

Economic Development

- Need for expanded infrastructure;
- Additional need for commercial and retail businesses, restaurants, medical offices, and a hotel;
- Need for pursuing additional opportunities to attract higher education opportunities to Cibolo; and
- Need for additional marketing of Cibolo's downtown, historic and natural resources, schools, quality neighborhoods, events, etc.



MASTER PLAN COMMITTEE (MPC)

Throughout the planning process, a 15 member broadly represented Master Plan Committee was utilized to provide key input and oversight of the development of the Comprehensive Master Plan. The purpose of the MPC was to provide a balanced community opinion on important City issues and the vision for the future. In addition, the MPC was tasked with reviewing and responding feedback on draft deliverables and Plan chapters as it progressed through the planning process. The MPC met on five different occasions, including the project kick-off, three times to review and provide feedback on Plan chapters, and as part of a large joint meeting of elected and appointed officials to fully vet the Plan prior to it proceeding through the public hearing process. The MPC's comments and feedback were essential in developing a Plan that captured the essence of where Cibolo wants to be in the next 20 years and beyond.

PLANNING AND ZONING COMMISSION

As set out in Section 213.003, of the Texas Local Government Code, the Planning and Zoning Commission (P&Z), if one exists, is supposed to review the Comprehensive Master Plan before it is adopted or amended. Since they are also the City-designated appointed body which advises the City Council on plans, programs, policies, and short- and long-range strategies, it is important to ensure that their experience and feedback are incorporated into the process. As such, the P&Z was involved at four key points in the process, including three joint meetings with the City Council, and during the P&Z public hearing. As part of their involvement, the P&Z voted to recommend approval at their public hearing on October 19, 2016.

CITY COUNCIL

As the elected and legislative body of Cibolo, the City Council provided early strategic direction and feedback in the middle of the process. Similar to the P&Z, they were involved at four key points including three joint meetings with the P&Z and during the City Council consideration of adoption. The City Council voted to approve the Comprehensive Master Plan on TBD.



FIGURE 1.10
TRANSPORTATION ISSUES/IMPROVEMENTS

TRANSPORTATION ISSUES / IMPROVEMENTS	
Please help the City identify priorities for improving traffic safety and congestion within Cibolo. Place up to three (3) GREEN Sticks. Draw one person on your three highest priorities for improving traffic safety and flow within the City.	
Priority	Transportation Strategy
1	Add additional stoplights along FM 1103 and add signal timing from I-35 through the curve to FM 78.
2	Widen FM 1103 from I-35 to FM 78 and add additional stoplights at key intersections.
3	Widen FM 1103, connect it from I-35 to I-10, and add additional stoplights at key intersections.
4	Continue to implement the City's thoroughfare plan as development occurs to improve connectivity and route choices throughout Cibolo.
5	Proactively improve FM 78 to ensure its design is functionally capable of accommodating its intended use as an important future east-west connector and economic spine across the City.
6	Adopt a Citywide policy that all streets need to accommodate pedestrians and bicyclists (i.e., a Complete Streets policy).
7	Coordinate with Guadalupe County to help prioritize specific road improvements that can be done in conjunction with City improvements to improve the overall effect on the City/county road system.
8	Make improvements at railroad crossings to improve Citywide access and provide for more choices.
9	Improve regulations to require interconnectivity between adjacent businesses for new development and redevelopment.
10	Establish a traffic calming program where neighborhoods could implement ways to slow down traffic and improve safety in residential areas.
11	Expand resources (e.g., manpower, equipment, and funding) to improve the quality and condition of road surfaces within the City.
Other:	
Other:	
Other:	

CIBOLO, TEXAS
COMPREHENSIVE MASTER PLAN
FIN 10 CONNECTION PLAN

SUMMARY OF PUBLIC MEETINGS

At a key interval in the planning process, an open house public meeting was held to solicit feedback from the community. This open house was held in November 2015 and was attended by 21 people. A variety of exercises were used to gain input regarding areas of need in the City, such as transportation, parks and recreation, and housing. Key results from the first open house are summarized below.

Transportation Issues & Improvements

Most issues and improvements were needed along FM 1103. See *Figure 1.10, Transportation Issues/Improvements*. When asked how they would prioritize improving traffic safety and congestion in Cibolo, the top three selected strategies include:

- Widening FM 1103 between I-35 and FM 78 and adding traffic signals at key intersections;
- Adopting a complete streets policy; and
- Widening FM 1103 between I-35 and I-10 and adding traffic signals at key intersections.

Housing in Cibolo

As illustrated by Figure 1.11, *Needed Housing in Cibolo*, Figure 1.12, *Personal Housing Preference* and Figure 1.13, *Perceived Housing Needs*, meeting attendees said that their housing needs are currently being met, but some feel there is a housing need for select populations, such as students, and critical workforce (policemen, firemen, and teachers). When asked what types of housing may be needed for future populations to make Cibolo a full life-cycle community, top answers included:

- Senior, retirement, or assisted living;
- Townhouses; and
- Patio, garden, or zero-lot-line homes.

FIGURE 1.12
PERSONAL HOUSING PREFERENCE

Does Cibolo have the type of housing you prefer?

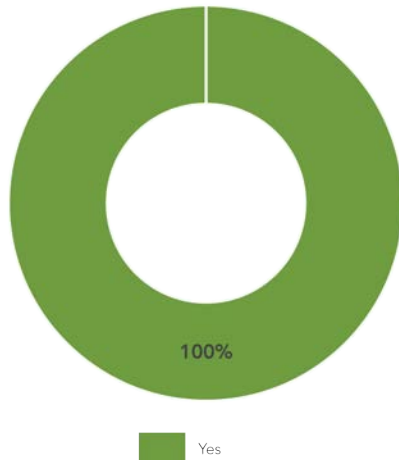


FIGURE 1.13
PERCEIVED HOUSING NEEDS

Does Cibolo have housing for all people so that Cibolo can be a life-cycle community?

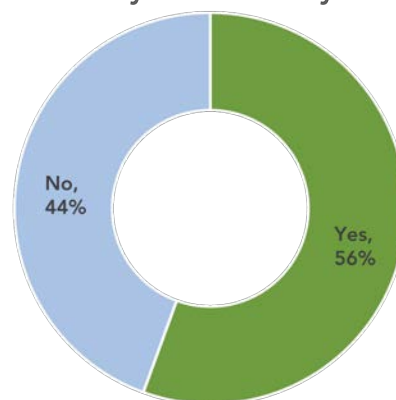
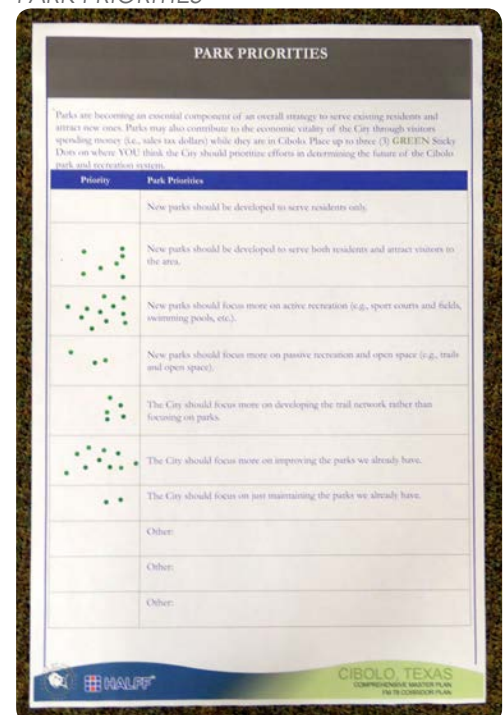


FIGURE 1.11
NEEDED HOUSING IN CIBOLO



FIGURE 1.14
PARK PRIORITIES



Park & Trail Priorities

New or improved parks, trails and sidewalks were key areas that attendees felt they would like the City to address in the future. See Figure 1.14, *Park Priorities*. The top three priorities identified for park and recreation system improvements at the open house were:

- New parks should focus on active recreation (sport courts/fields, swimming pools, etc.);
- The City should focus more on improving the parks Cibolo already has; and
- New parks should be developed to serve both residents and attract visitors to the area.

When asked to identify trail priorities, the top two priorities were:

- Trails should be located to provide connections to parks; and
- Trails should be located to extend existing trails.

FIGURE 1.15
CIBOLO TRAILS TODAY AND TOMORROW



Attendees at the open house identified shared-use paths as the top preferred trail type, followed by sidepaths. There was also a 10:1 preference for concrete surface trails over crushed granite trails. The highest priority for new trail construction was a trail along an existing stream corridor, running south from Veazey Park to Town Creek. See *Figure 1.15, Cibolo Trails Today and Tomorrow*.

Bicycle Facilities

With regards to walking and bicycling in Cibolo, nearly all attendees indicated that Cibolo should consider striping on-street bicycle lanes so long as the street width, traffic volumes, and parking configuration can accommodate it.

FM 78 Corridor

A visual preference survey was conducted as part of the open house public meeting, evaluating the public sentiment regarding the quality and extent of the built environment. This assessment included overall street view, building form and architecture, landscaping, and signage along the FM 78 corridor. This information can help shape updates to development regulations in a way that reflect the preferences of the community character. See *Figure 1.16, Preferred Quality Examples*.

Attendees displayed a preference for higher quality improvements. For overall street view, there was a preference for the highest quality choice. The preferences for building form and architecture were evenly distributed among the top two choices. The second highest quality signage type and the highest quality landscaping choice were preferred.

FIGURE 1.16
PREFERRED QUALITY EXAMPLES



Preferred Overall Quality of Street View



Preferred Signage Quality



Preferred Landscaping Quality



Preferred Building Form and Architecture

Economic Development

Open house attendees were asked to identify types of businesses that they felt the City should support for economic development purposes. See Figure 1.17, *Economic Development*. Figure 1.18, *Economic Development Support* identifies general categories of those business types listed. Forty-four percent of the types of businesses identified were restaurant-related businesses, followed by medical-related, then retail establishments.

Among restaurant types, attendees identified a wide range of food and drink establishments, including high-end fast food chains (e.g., Chipotle and Chick-fil-A), ethnic restaurants (e.g., Korean, Thai, Indian), and family-oriented restaurants, as well as dessert and coffee establishments. The two specific answers that received

FIGURE 1.17
ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

Attendees are the future of a vibrant & healthy City. The City desires to keep its family-friendly character and attract new families to the area in the future and play an important role as Cibolo's long-term sustainability and economic prosperity. Please **TWO (2) YELLOW** sticky dots on the family-school issues that you think Cibolo should prioritize as a focus for improvement.

ECONOMIC DEVELOPMENT	PRIORITY
Quality of schools	Use up to 2 yellow dots
Quality of housing	
Opportunities for community involvement	
Opportunities for social family activities	
Family-oriented business & retail offerings	

One of the most important factors in attracting businesses and the people who work there is the quality of public education. Please place **TWO (2) YELLOW** sticky dots on the areas of academic quality that you feel are in most need of improvement.

ECONOMIC DEVELOPMENT	PRIORITY
Quality of teaching staff	Use up to 2 yellow dots
Better in-class curriculum	
Condition of facilities / supplies	
More advanced technology	
Better integration of curriculum (K-12, elementary, middle, and high schools)	
Higher level of college preparation / dual credit options	
More business support	
More parental support	

CIBOLO, TEXAS
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FIGURE 1.18
ECONOMIC DEVELOPMENT SUPPORT

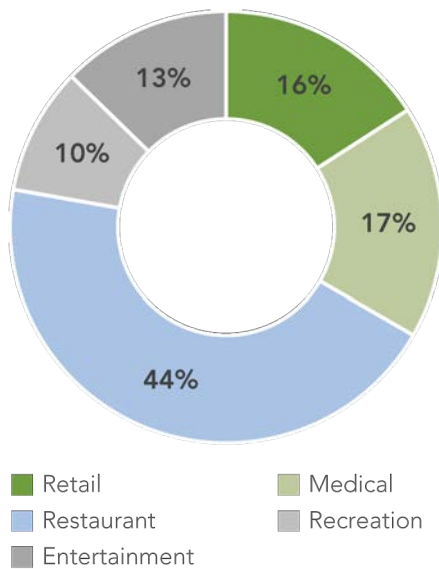
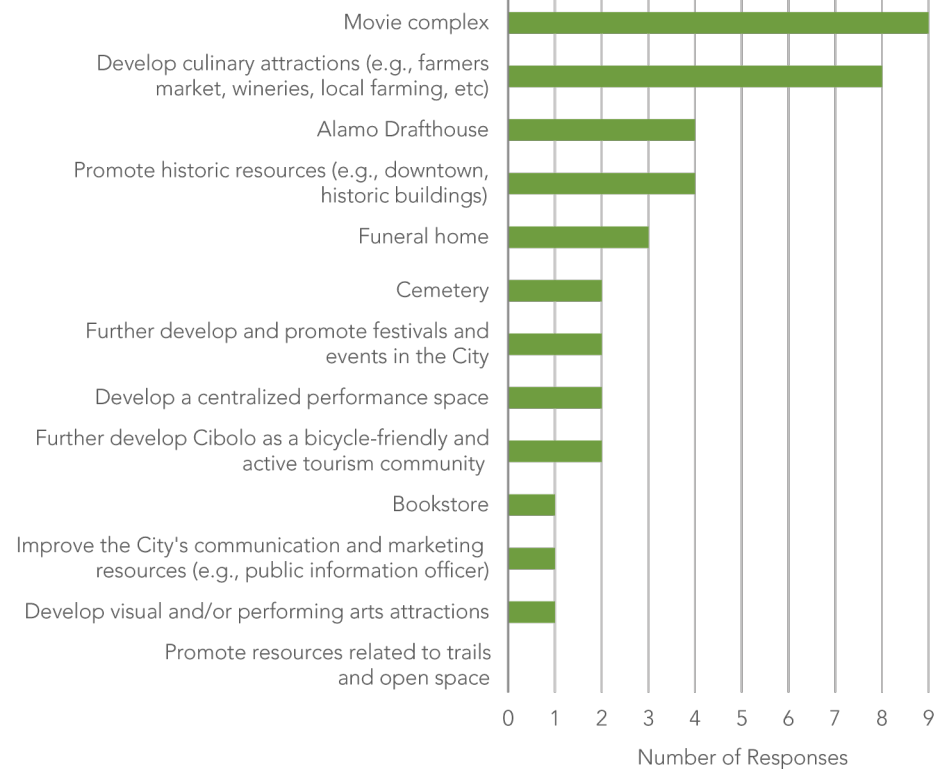


FIGURE 1.19
ECONOMIC DEVELOPMENT ACTIVITIES



the most repeated votes included family-oriented restaurants and a movie theatre.

Further questions supported these findings. Top responses to economic development activities that should be prioritized included a movie complex and developing culinary attractions. Also, retail and business types were identified as top family-related issues that should be prioritized for improvement. See *Figure 1.19, Economic Development Activities* and *Figure 1.20, Family-Related Issues*.

Finally, attendees were asked to identify areas of public education that are in need of addressing in order to improve the local workforce and attract businesses to Cibolo. The top two answers were higher level of college prep or dual credit options and more advanced technology. See *Figure 1.21, Academic Quality Most in Need of Improvement* below.

FIGURE 1.20
FAMILY-RELATED ISSUES

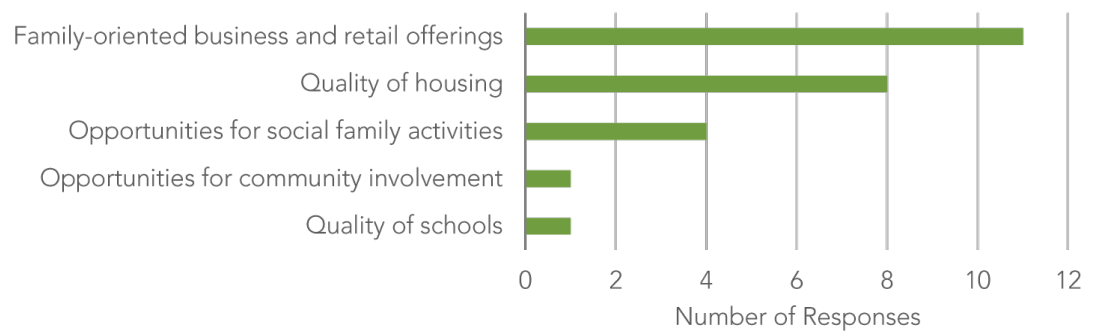
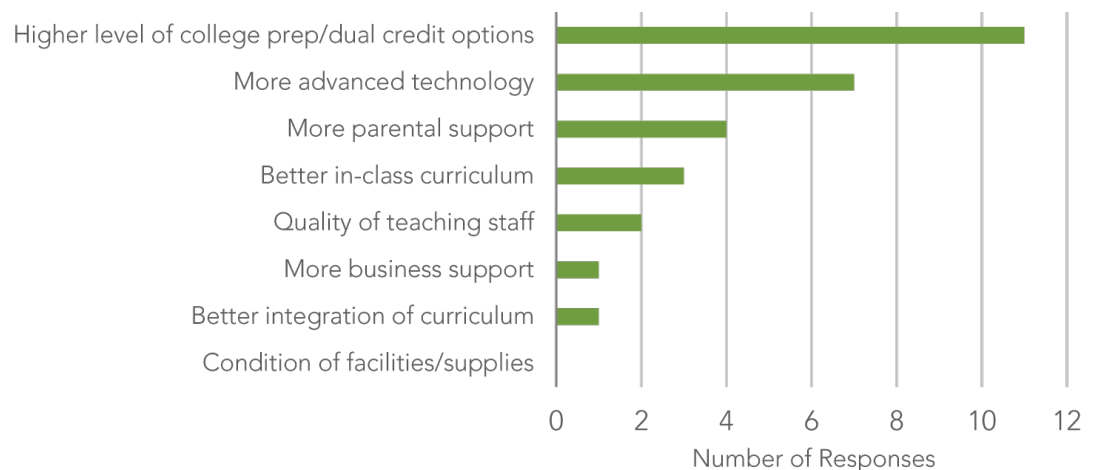


FIGURE 1.21
ACADEMIC QUALITY MOST IN NEED OF IMPROVEMENT



ONLINE SURVEY

An extensive Citywide public opinion survey was conducted as an online and paper questionnaire. The survey included a variety of topics such as demographics, quality of life, satisfaction with City services; transportation; housing and neighborhoods; parks, recreation, and trails; economic development; tourism; and prioritizing issues. Findings from the public survey can inform trends regarding opportunities and issues in the City.

A total of 999 survey responses were received, corresponding to approximately four percent of the City's population. *Figure 1.23, Survey Respondent Demographics* illustrates the demographics of respondents to the survey. There were slightly more women than men who completed the survey, and a variety of age ranges were represented. The majority of respondents were between the ages of 35 and 54, accounting for 64 percent of the responses. Sixty-eight percent have children under the age of 19 living at home, and 81 percent own their home. Eighty-six percent of the respondents were residents of Cibolo and 25% work in Cibolo. Seventy-one percent of the respondents have lived in Cibolo for 10 years or less.

Overall Quality of Life in Cibolo

Generally, residents of Cibolo are satisfied with the City. Fifty-eight percent also believed that Cibolo has changed for the better during the time they have lived in the City. When asked about satisfaction in certain categories, in nearly every one, at least 50 percent of respondents were either satisfied or very satisfied. Respondents were most satisfied with Cibolo as a place to raise a family, and least satisfied with Cibolo as a place to play. See *Figure 1.22, Satisfaction With Cibolo*.

Respondents also generally feel that the City does a good job performing its jobs, with all categories receiving at least 50 percent satisfied or very satisfied ratings. When asked about their satisfaction with specific City services, over 90 percent of respondents were either satisfied or very satisfied with police and fire protection services. There was least satisfaction with street maintenance and repair, recreation services and programs, library services and programs, and senior services and programs, all of which received more than 50 percent of responses being dissatisfied or very dissatisfied (question not shown).

FIGURE 1.22
SATISFACTION WITH CIBOLO

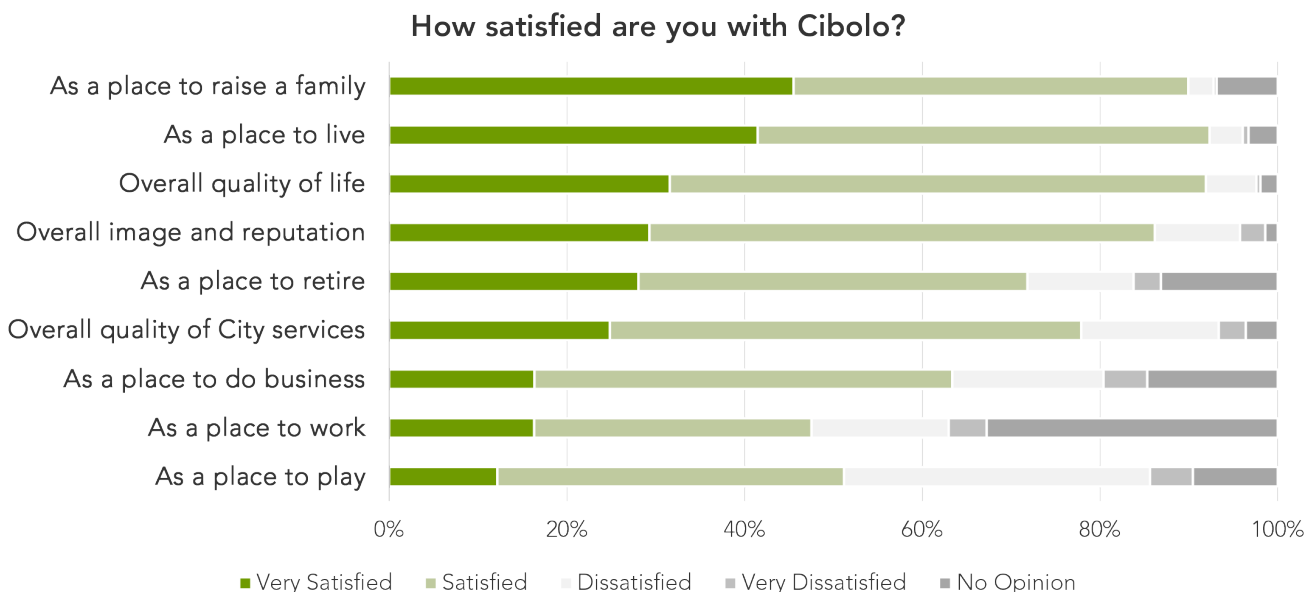
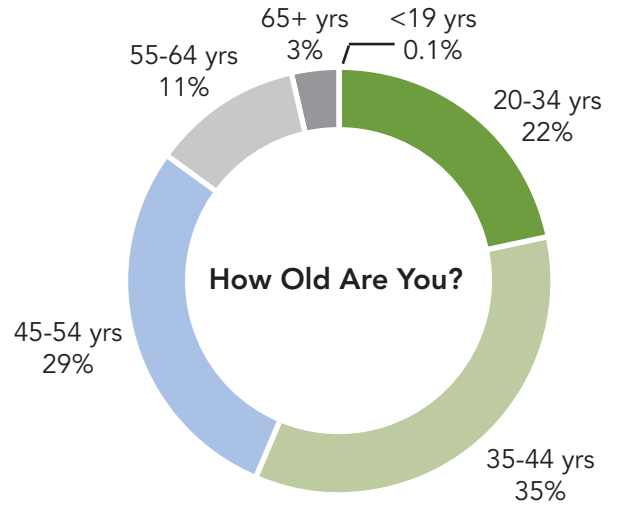
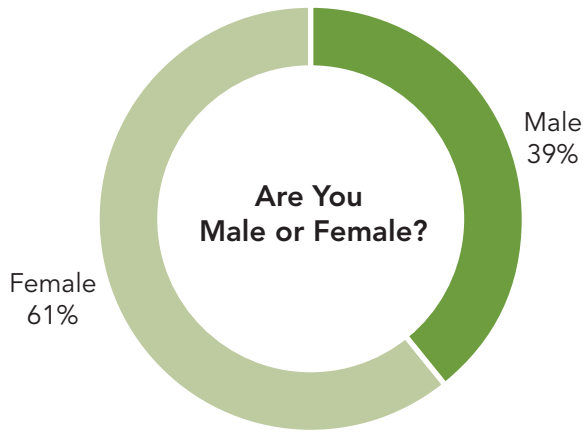
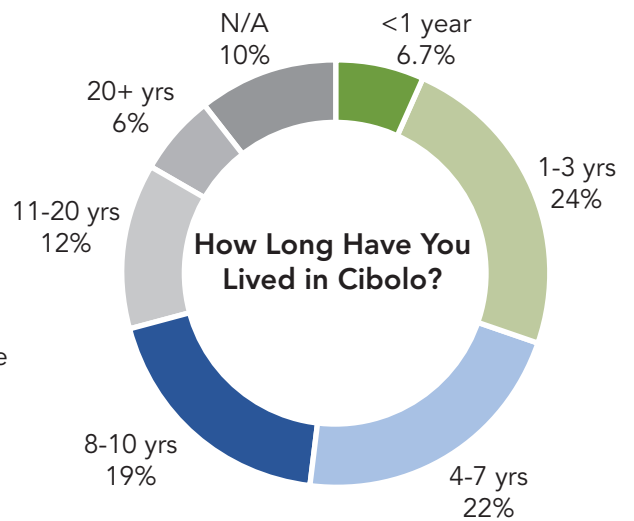
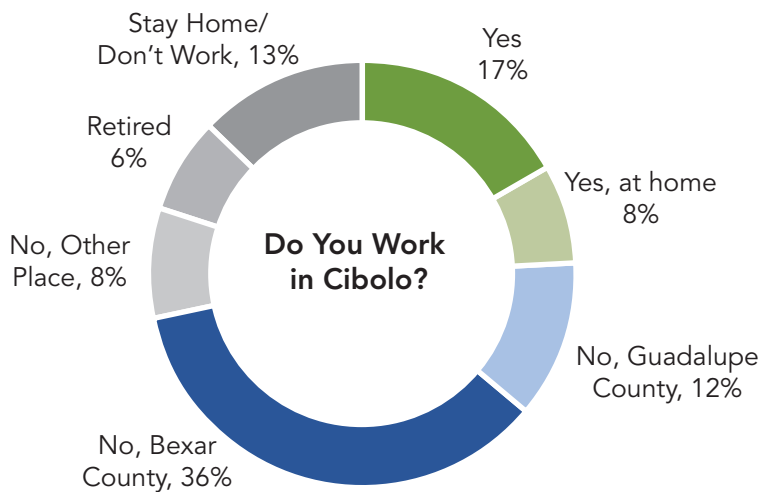
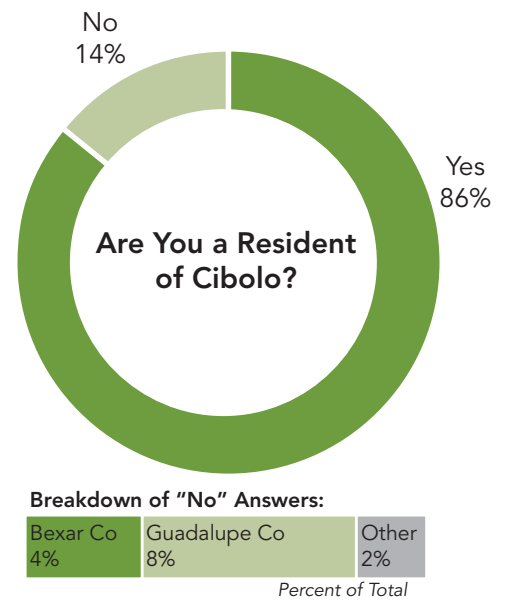
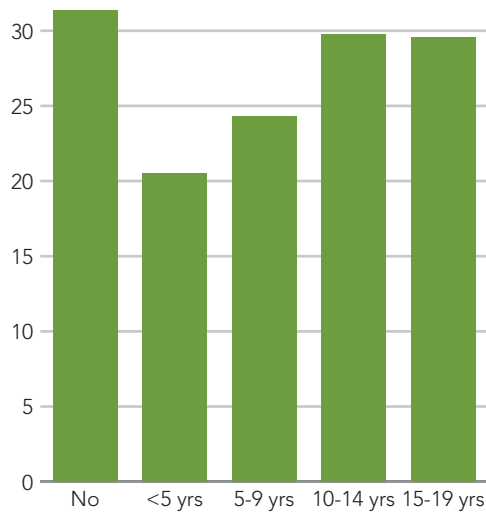


FIGURE 1.23
SURVEY RESPONDENT DEMOGRAPHICS



Do You Have Children Under the Age of 19 Living at Home?



Transportation

The online survey identified traffic, street conditions and maintenance, safety, and pedestrian accommodations as top priorities to be addressed for transportation. See *Figure 1.24, Select Survey Questions about Transportation* and *Figure 1.25, Transportation Priorities* below. In addition, only five respondents reported that they use public transit on a daily basis, while 20 percent of respondents said that they would like to use public transit in Cibolo (question not shown).

FIGURE 1.24
SELECT SURVEY QUESTIONS ABOUT TRANSPORTATION

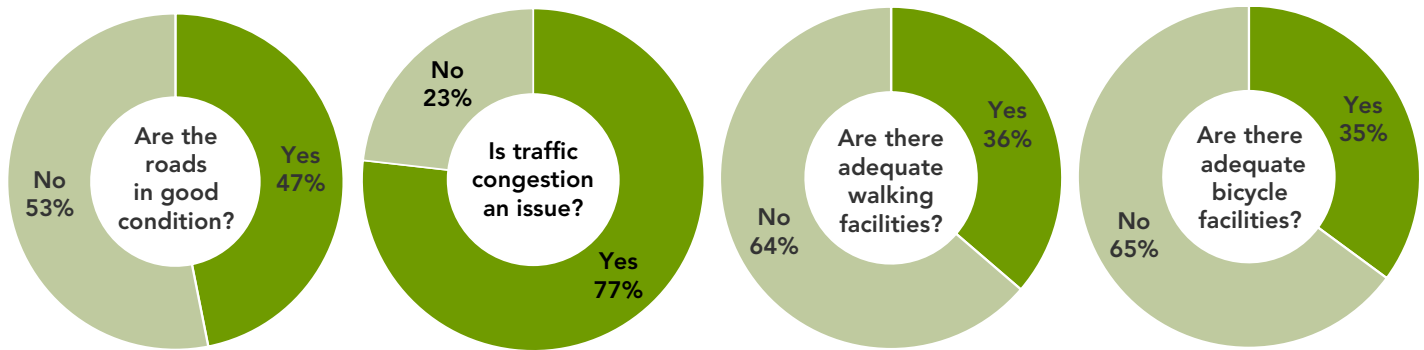


FIGURE 1.25
TRANSPORTATION PRIORITIES

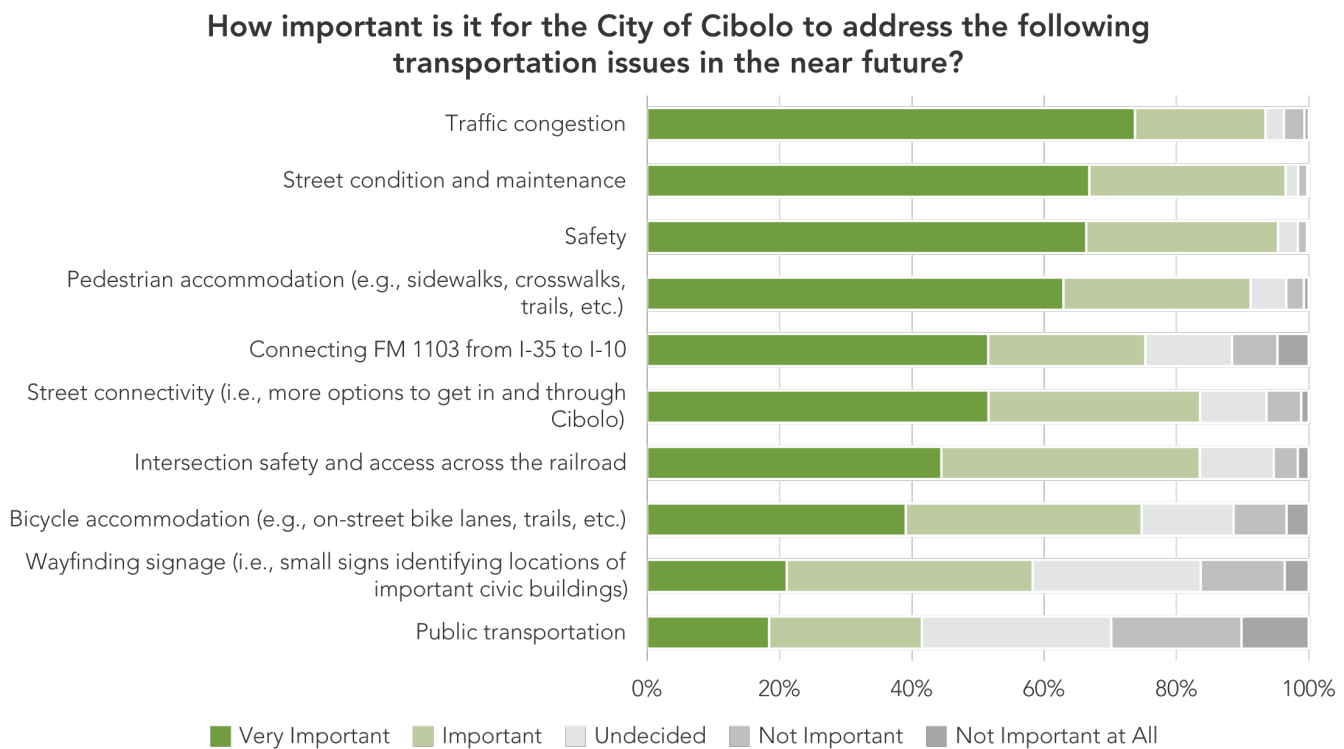
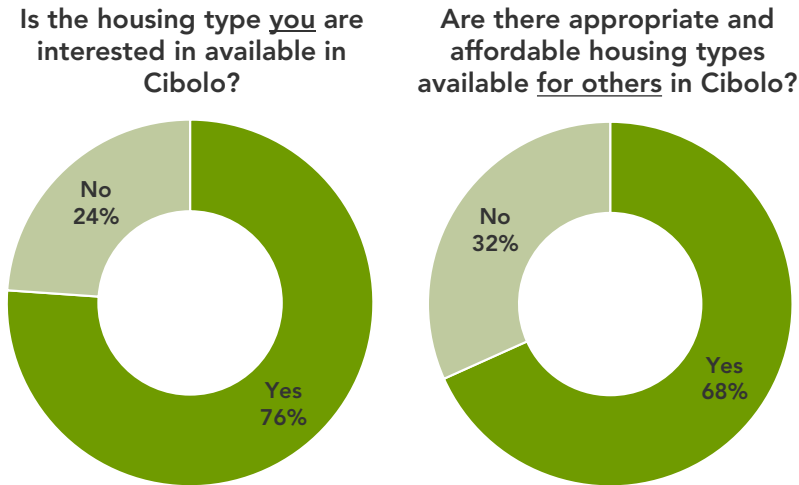


FIGURE 1.26
HOUSING PREFERENCES AND OPTIONS



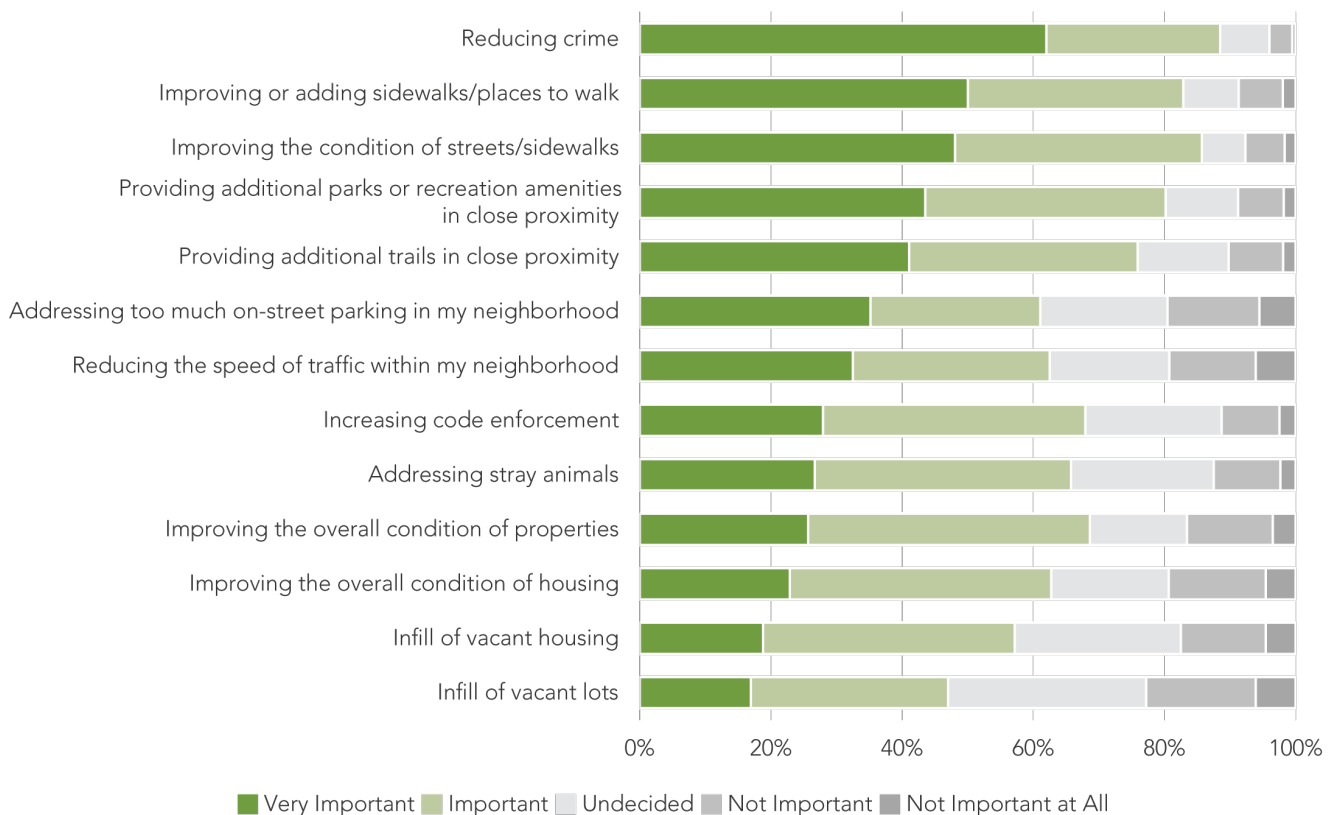
Housing & Neighborhoods

Respondents were asked about housing options available in Cibolo. Over three-quarters of respondents said that the type of housing they were interested in (personally) was available in Cibolo. On the other hand, 32 percent of respondents said that there were not appropriate and affordable housing types for other people living in Cibolo, such as returning youth, young families, singles, or seniors. See Figure 1.26, *Housing Preferences and Options*.

Reducing crime was rated the top housing-related issue that the city should address. The next four priorities all had to do with providing or improving trails, sidewalks and streets, and parks or recreation amenities in neighborhoods. Issues ranked with the lowest importance included improving the overall condition of properties or housing and infill of vacant housing or lots. See Figure 1.27, *Neighborhood Priorities*.

FIGURE 1.27
NEIGHBORHOOD PRIORITIES

How important is it for the City of Cibolo to address the following issues in your neighborhood in the near future?



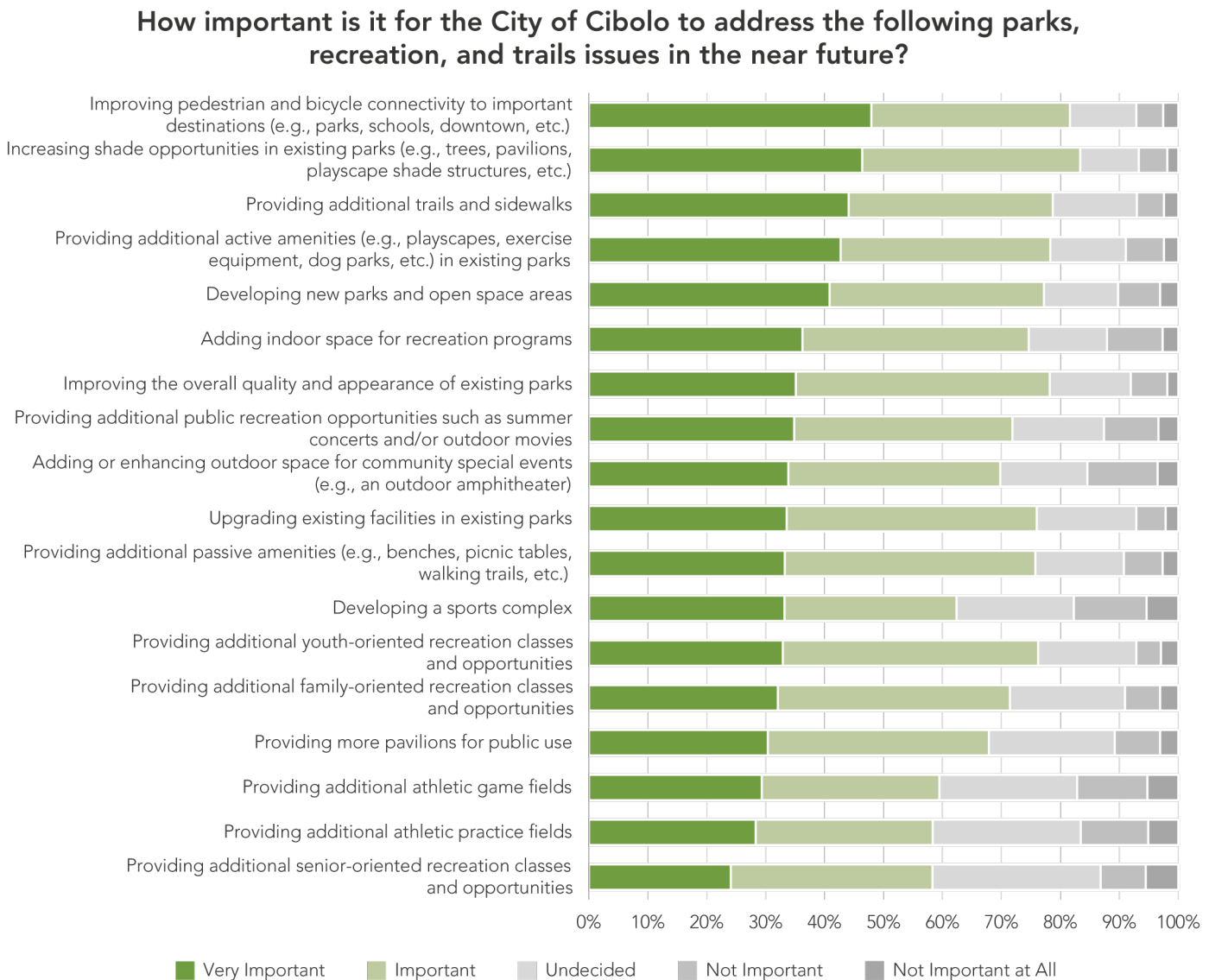
Parks, Recreation, & Trails

The three parks, recreation, and trails issues rated as most important included improving pedestrian and bicycle connectivity to important destinations, increasing shade opportunities in existing parks, and providing additional trails and sidewalks. See *Figure 1.28, Park, Recreation, and Trail Priorities*.

Respondents were also asked to identify park and recreation amenities needed in Cibolo. The top three amenities respondents ranked most needed were trails, outdoor pool, and dog parks. The amenities ranked lowest included uncovered basketball courts, public art and sculpture, and disc golf.

Top ranked improvements needed at existing parks included shade structures, lighting, and better external connectivity to neighborhoods. The lowest ranking improvements included better building maintenance, better ADA accessibility, and more bike racks (question not shown).

FIGURE 1.28
PARK, RECREATION, AND TRAIL PRIORITIES



Economic Development

Respondents identified taxes as the most significant economic challenge facing Cibolo. When asked to rank the importance of economic development factors (i.e., what people felt was important to the economic vitality of their community), quality of public schools was identified as the most important economic development factor in Cibolo. See *Figure 1.29, Economic Development Factors*. When asked to rank the City’s existing performance in some of those same factors, quality of public schools received good ratings (82 percent of respondents said the quality of public schools in Cibolo were either excellent or very good).

Respondents were asked to identify types of employers they would like to see in Cibolo. The top five responses included restaurants, retail, entertainment, business and professional services, and healthcare. See *Figure 1.30, Business Expansion*.

FIGURE 1.29
ECONOMIC DEVELOPMENT FACTORS

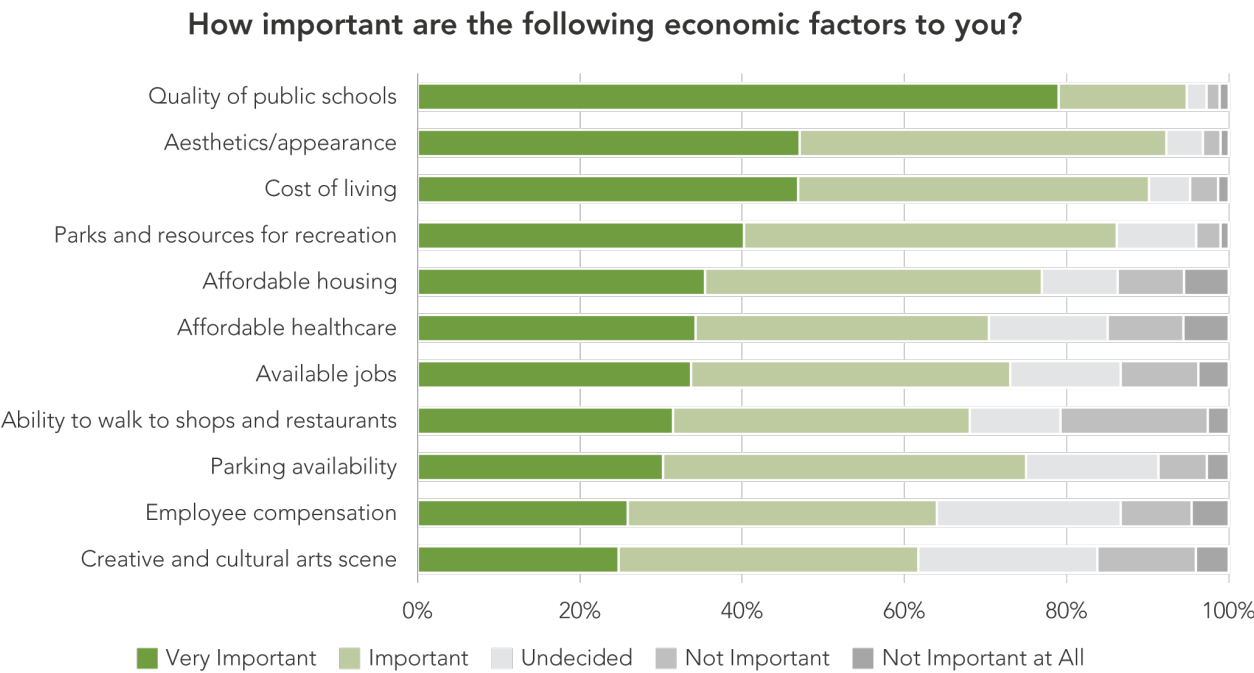
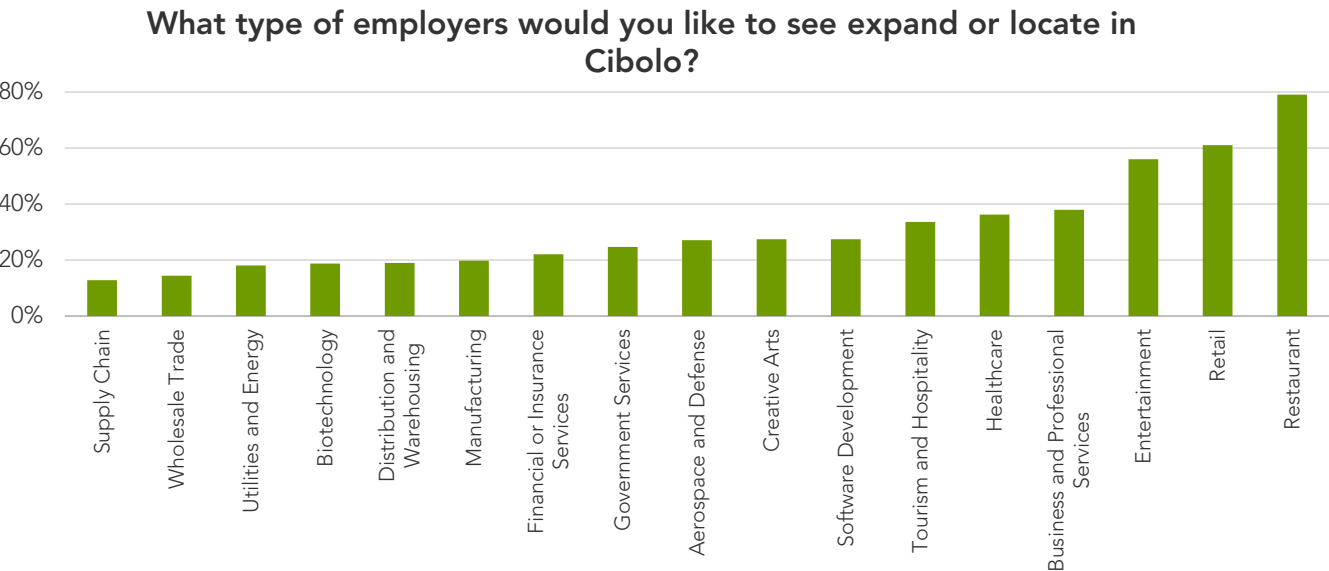


FIGURE 1.30
BUSINESS EXPANSION



FM 78 Corridor Planning

As part of this planning process, the City gathered information on community preferences for the future of the FM 78 Corridor through Cibolo, between Dietz Creek and Pfannstiel Lane. See *Figure 1.33, FM 78 Corridor, on the next page*. While FM 78 is a regional thoroughfare providing connectivity, 62 percent of survey respondents said this segment of the corridor should function primarily as a destination area for Cibolo residents and visitors.

Survey respondents felt that the types of uses most appropriate for the FM 78 corridor included commercial retail, restaurants and entertainment. The least appropriate type of use was heavy industrial. See *Figure 1.31, Appropriate Uses Along FM 78*. Respondents also felt it's important that the corridor serve automobile mobility needs, with 81 percent saying this mode of transportation is very important along this corridor. See *Figure 1.32, FM 78 Mobility Needs*.

Sixty percent of respondents felt that development along the FM 78 corridor should be of higher quality compared to other non-residential developments in Cibolo. Top rating features to be considered in future development along the corridor included tree preservation, street lights, and automobile connectivity across the railroad tracks. The lowest ranking items included pedestrian and bicycle connectivity to downtown, trails parallel to FM 78, and on-street bike lanes. See *Figure 1.34, FM 78 Corridor Features*.

FIGURE 1.31
APPROPRIATE USES ALONG FM 78 CORRIDOR

What types of uses do you think are needed and appropriate along the FM 78 Corridor?

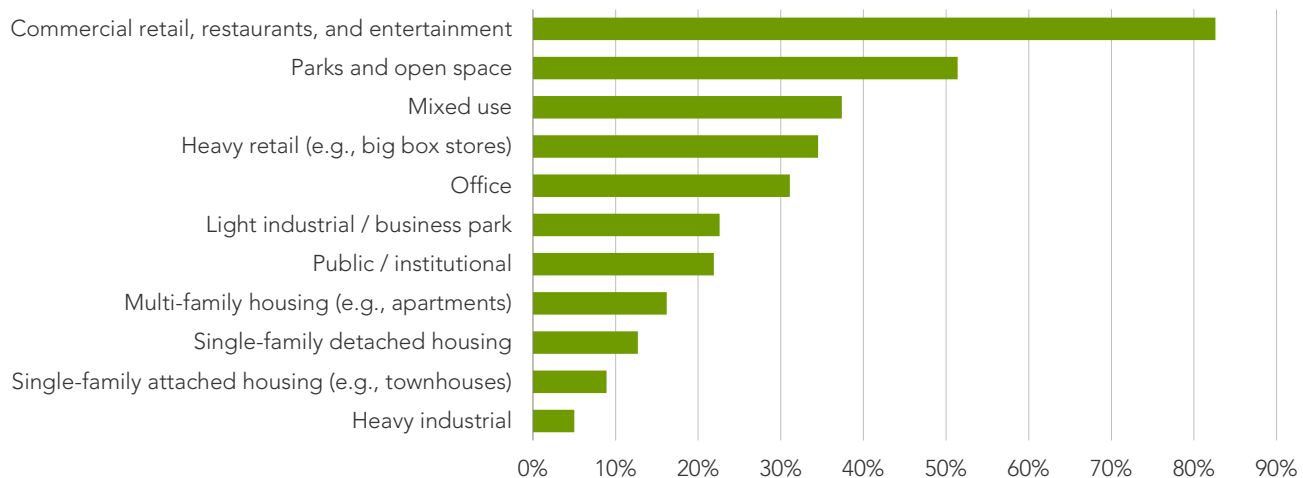


FIGURE 1.32
FM 78 MOBILITY NEEDS

When thinking about overall community mobility needs, how important are the following modes of transportation along this corridor?

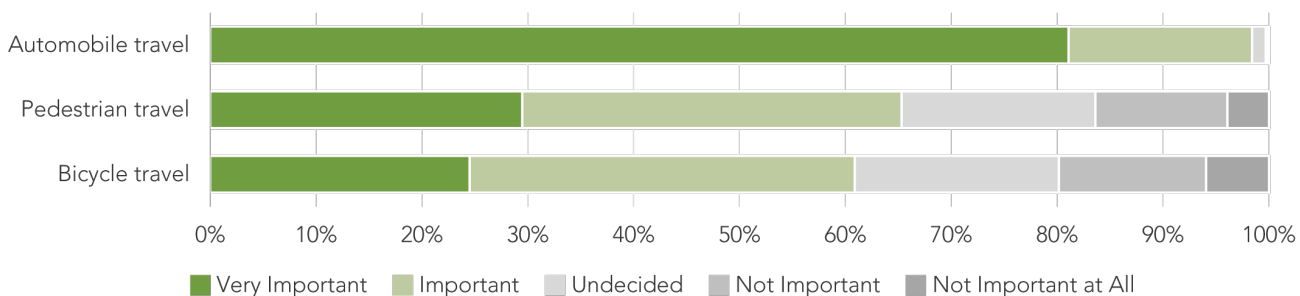


FIGURE 1.33
FM 78 CORRIDOR

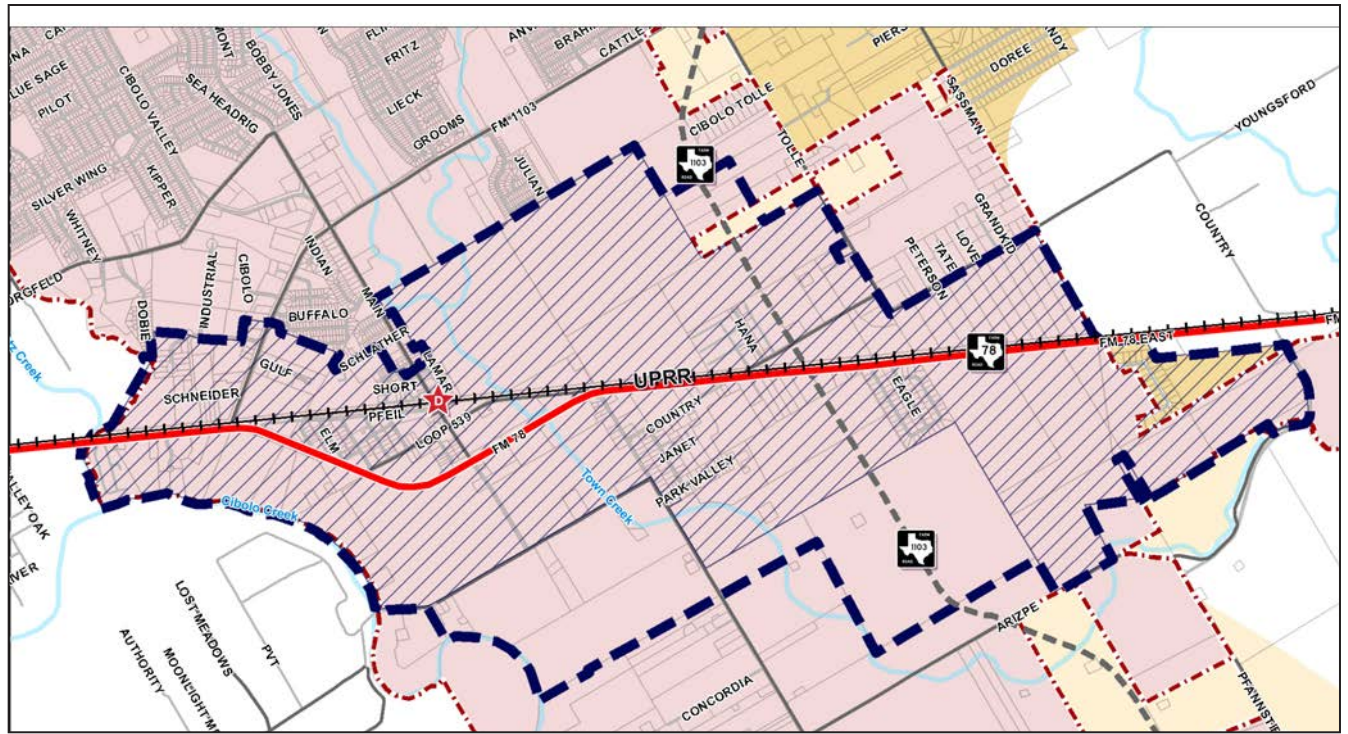
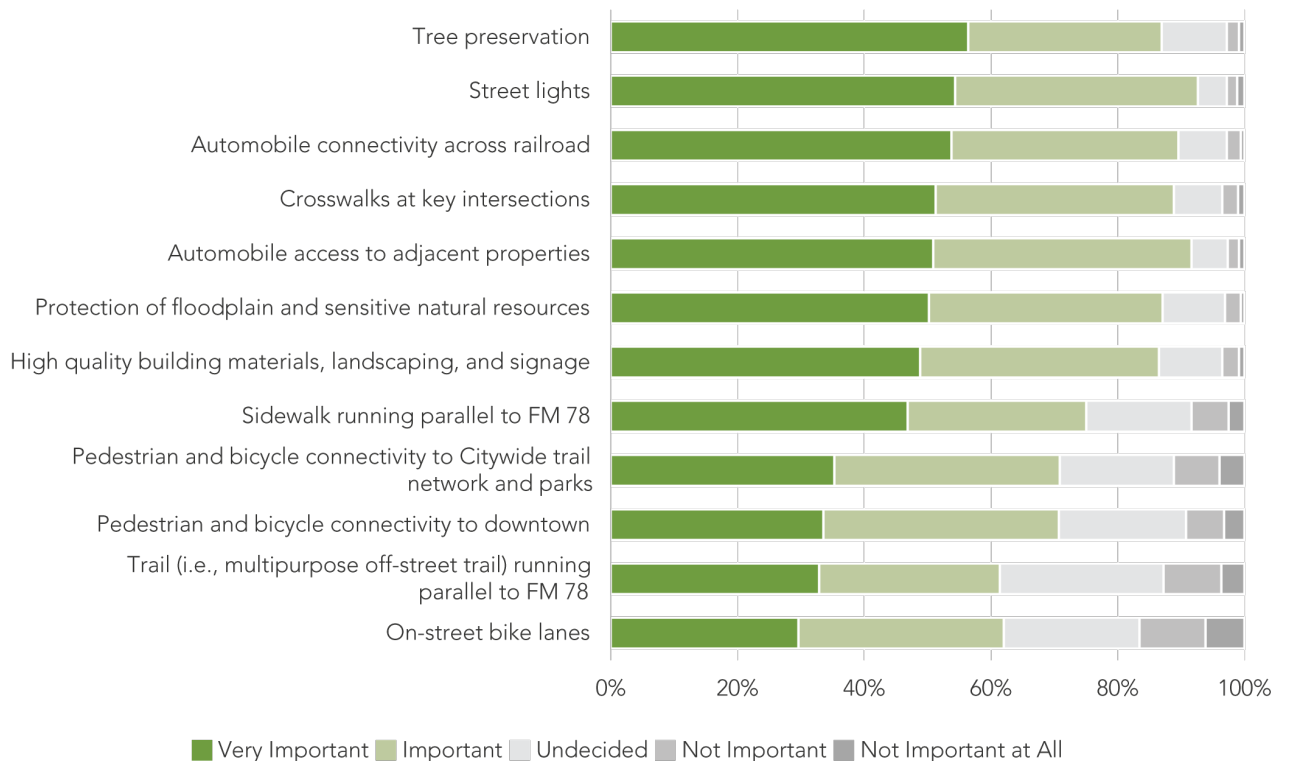


FIGURE 1.34
FM 78 CORRIDOR FEATURES

How important are the following features when considering the future of the largely undeveloped FM 78 corridor?



Vision & Mission

A community's vision and plan goals embody a collective aspiration for the future, while helping to frame the analysis and recommendations which follow in specific elements of this Plan. It helps guide decision-making and priorities of elected and appointed officials and the staff who support them and administer the City's operations.

The community vision striving for a City of Choice has been moving the City forward for years.

City of Cibolo Vision Statement

"Cibolo is committed to enhancing the quality and characteristic typical of a City of Choice, from excellent police and fire protection to quality of life issues. The city endeavors to be cognizant of its businesses and citizens first and foremost."

City of Cibolo Mission Statement

"The mission of the City of Cibolo is to provide the best city services possible with excellent customer service while implementing cost-effective measures through fiscal responsibility and the innovative allocation of human resources."

Cibolo Economic Development Corporation Mission Statement

"To attract desirable industries and commercial developments to the City of Cibolo and to retain and assist in the expansion of existing industries."

Vision

A vision statement is a formal statement that expresses the aspirations and goals of a company or organization.


Plan Goals

The plan goals were derived starting from the 2005 Comprehensive Master Plan with refinement from elected and appointed officials and the community during the early engagement activities.

- **Provide adequate infrastructure to support projected growth.** This includes maintaining and upgrading existing infrastructure (e.g., upgrading streets or adding plant capacity) and preparing for the extension of infrastructure (i.e., thoroughfares, water, wastewater, drainage, electricity, and cable) in the City's primary growth areas to the south. This could include additional City resources or increased partnerships with public or private stakeholders who are interested in long-term investment in the City. This could also include being more efficient with the resources already available.
- **Provide for the health, safety, security, and general welfare of all citizens.** As the City continues to grow exponentially, it is essential that the City be proactive in ensuring its policies, programs, staffing, and operations grow commensurately. This includes additional resources for public safety operations (i.e., police, fire, emergency medical services), vehicular and pedestrian safety, animal control, drainage control, and community healthcare facilities.
- **Provide a community environment which will draw new families and businesses into the City, and encourage existing families and businesses to make long-term investments in Cibolo.** While a community is exponentially growing, prospective residents value new development (oftentimes larger, higher quality, and more cost efficient than places closer to their place of work in the metropolitan core of the region) and increasing property values. As a community matures, the same residents value the necessary community amenities and services needed to be a life-cycle community. Consequently, the City will need to make (or support) investments in higher education; parks, trails, and recreation; diversified housing; senior services; healthcare and personal care service businesses; and

retail and other businesses that are essential in meeting the needs of a multi-generational community comprised of individuals and families.

- **Manage the growth of jobs and businesses in harmony with residential development.** This includes establishing a close relationship between the future land use plan and zoning regulations to ensure needed nonresidential development contributes to, rather than detracts from, the high quality neighborhoods predominant in Cibolo. This ensures that nonresidential commercial and/or appropriate industrial development is properly located and of a quality that brings long-term value to the community.
- **Provide parks, recreation, trails, and open space to serve existing and prospective citizens and visitors to Cibolo.** The provision of parks, trails, and recreational opportunities and protection of open space is increasingly becoming one of the most valued amenities in the state and U.S. In addition to quality schools, it is one of the essential elements in creating a “City of Choice” and something that clearly sets a community apart from another that does not provide these amenities adequately. For Cibolo, exponential growth in suburban development north of FM 78 has quickly illustrated that growth oftentimes causes the rural character of a community to slowly disappear over time. In Cibolo’s relatively undeveloped area south of FM 78, there are still opportunities to protect some of this rural character, if valued by the community. Protection of natural resources as open space, in combination with recreational amenities, is one framework that can provide efficient and dual solutions to address this community aspiration for the future.
- **Identify and preserve the character of Cibolo which sets itself apart as a City of Choice.** This includes identifying, protecting, or enhancing differing special areas of character within the City and understanding how they all work together to create a “City of Choice.” This involves the identification of areas of special concern (e.g., downtown, sensitive natural resources or remaining open space, certain corridors like FM 78, etc.) and creating a development framework that protects and/or enhances the special attributes over the long-term. This also includes establishing and maintaining a positive and cohesive image of the City and ensuring that when one enters the City, they know that they have arrived in a “City of Choice.”



*"We shape our buildings;
thereafter they shape us."
– Winston Churchill*

Chapter 2

Land Use & Character

INTRODUCTION

As Cibolo has undergone tremendous growth over the past decade and a half, it has changed considerably. What was once rural farm fields and open spaces is now suburban residential houses and commercial development. While most of the existing development is located north of Farm-to-Market 78 (FM 78), development interest is starting to turn its sights toward the undeveloped areas to the east and south. It is in these undeveloped areas, however, that still give Cibolo its small-town charm and rural character.

Since rapid population growth is expected to continue in Cibolo over the Plan horizon, the City will need to be proactive in its efforts to create a long lasting, quality built environment. This includes providing differing areas of character throughout the City. This could include creating an urban character in Downtown Cibolo or protection of some of the rural areas to the south.

In other words, the City needs to be proactive in developing a well-planned system of land uses that when combined, create a distinct sense of place and character that sets Cibolo apart from its neighbors, and as a true City of Choice.

This chapter provides a 20-year policy framework for the compatibility of land use, the character of the community, and the quality of the built environment, including addressing the following:

- **Quality Growth.** While the geographic extents of the City are largely set, the City will need to expand its City limits in a measured fashion to ensure it has the administrative capacity and infrastructure to support a continued rapid growth in population.
- **Future Land Use.** A land use plan should provide guidance to citizens, staff, appointed and elected officials, and the development community as to the long-term vision for differing areas of the community. It should identify the intended character of the built environment, while providing some flexibility to respond to market conditions.
- **Downtown Revitalization and Enhancement.** Downtown Cibolo has and always will be the historical and cultural heart of the City. Fortunately, the City's relatively new City Hall and Police Station ensure that it will also stay the governmental heart of the City too. However, increased efforts are needed to transform the downtown area into the walkable and pedestrian-friendly central business district envisioned in the 2005 Comprehensive Master Plan and in the Cibolo Downtown Revitalization Plan.
- **Placemaking and Image.** The City's recent development largely lacks a sense of place that sets it apart from any other city in the region. Moving forward, the City will need to foster a quality and character of development which creates a unique community image for Cibolo.

Placemaking

Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote a sense of place and community image that citizens can relate to.

Understanding Growth

One of the core responsibilities of government is to provide safe and adequate services to its citizens and to those who work or visit the city. In this regard, it becomes necessary to project how fast a population is growing and where it will be located. This allows a city to proactively provide infrastructure (e.g., roadways, police and fire protection, water and wastewater pipes and plant capacity, etc.) where and when it is needed.

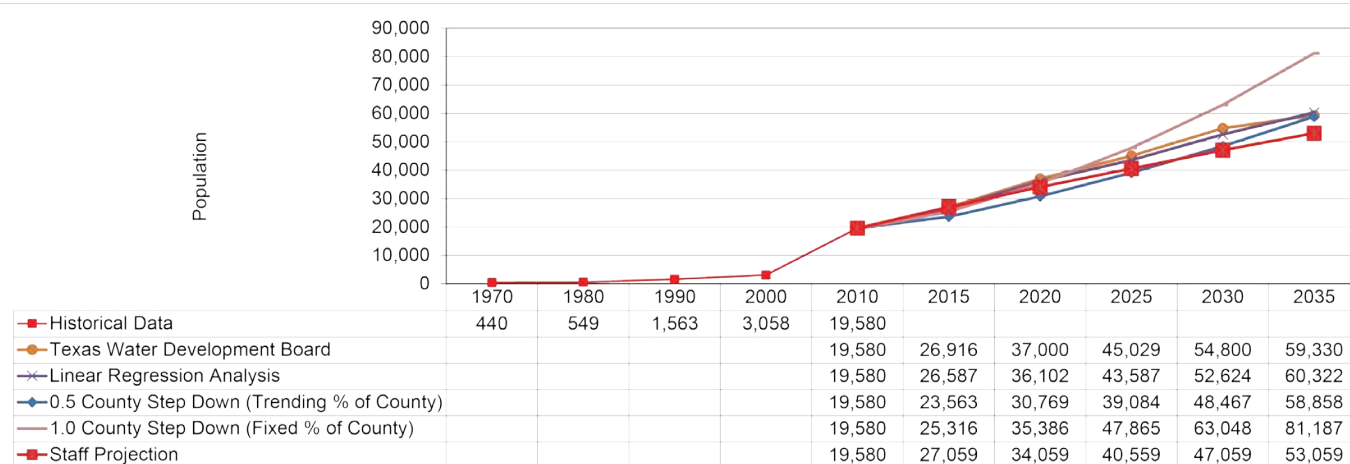
While it is impossible to determine with great certainty the exact future population of a city, it is important none-the-less. There are many different types of population projection methodologies that are used to predict the growth of a city, including such methods as linear regression, county step-down progression, among many others. Linear regression factors in vacant land, minority groups in the area, accessibility to work, and land values that are formulated into an equation related to population distribution. Step-down progression assumes that the connection between location and the county or state will endure in the future. Population projections at this bigger scale signify degrees of dependability and detail that cannot be achieved on a smaller scale. Most, however, are simply based on an extrapolation of past growth. In other words, an algorithm is used to evaluate a city's past increases (or decreases) in population to determine potential similar growth. This works well when a city is not constrained geographically, the economy stays the same, and all other inputs remain relatively constant. Other population projection methodologies are more refined, taking into account expanding (or constrained) geographic boundaries, evaluations of actual development permits, etc. What is important to understand is that any population projection still only reflects a snapshot in time. This requires proactive cities to constantly monitor local, regional, and national trends so that infrastructure and service corrections can be made appropriately.

Due to a strong Texas economy, close proximity to San Antonio, and easy access to Interstates 10 and 35, Cibolo has experienced unprecedented growth over the past decade and a half placing it as one of the fastest growing cities in the country. Indeed, the City has grown over 733 percent since the year 2000. While the City's population is projected to continue to grow quickly, it should occur at a slower rate over the Plan horizon. As set out in Figure 2.1, *Cibolo Historical and Projected Population*, various population projections were used to make this



As the City continues to grow, development pressure will grow towards the undeveloped areas to the east and to the south of FM 78.

FIGURE 2.1
CIBOLO HISTORICAL AND PROJECTED POPULATION



determination. These include projections from the Texas State Data Center (TSDC) and Texas Water Development Board (TWDB), a linear regression using Census data, and a more refined staff projection. A common "exponential growth" projection was not included due to its unrealistic outcomes.

The above projected population results show that Cibolo could grow from about 27,000 people in 2015 to approximately 53,000 to 85,000 people by the year 2035. However, the TWDB, linear regression, and TSDC 0.5 and 1.0 county step down projections all use the City's past growth rate as the predominant factor in determining future growth.

Staff's population projections are based on new home permits, active utility accounts, planned annexations, and a Census-based average household size of 3.2 persons per household. It recognizes that from 2000 to 2010, the City grew by an annual average of 1,655 new residents per the U.S. Census. However, from 2010 to 2015, the City's growth rate slowed to an annual average of 1,321 new residents. Further, staff project conservative estimates for 2015 through 2020 using an annual growth rate of 1,400 (1,200 for new development plus 200 for expiring non-annexation agreements). Staff estimates for 2021 through 2030 are calculated with an annual growth rate of 1,300 (1,200 for new development plus 100 for possible expansion of the City limits into the remaining areas of the extraterritorial jurisdiction). The staff estimates for 2031 to 2035 use an annual growth of 1,200 new residents since the City is largely geographically landlocked and there will be limited remaining areas available within the City's ETJ. Accordingly, the staff projection is that Cibolo will have approximately 53,059 people by the year 2035.

2035 Projected Population

Using the best data available, staff anticipates that Cibolo will reach a projected population of:

53,059 people by the year 2035.

Existing Land Use

Similar to previous plans, a cursory analysis of existing land use was undertaken to help understand current growth patterns and to help predict where the similar uses should go into the future. In essence, a city is comprised of various land uses, which when combined, create a diverse and functional city. For Cibola, the City is comprised of various residential, commercial, industrial, public and institutional, and open space uses.

To determine differing areas of land use, aerial imagery was used in conjunction with zoning and other GIS spatial data to determine how properties would be classified. For the purposes of comparing land use against previous plans, similar categories were used. However, since the City limits has changed quite considerably over the past decade or so, it makes comparison more arbitrary. In addition, several categories were consolidated because their character is inherently the same (e.g., active farm fields versus undeveloped open space in the City's non-annexation and ETJ areas). The existing land use categories include:

- **Rural / Agriculture / Undeveloped (RAU).** Properties comprised of undeveloped lands or rural farmsteads and residences are classified as "rural / agriculture / undeveloped." Many of these areas contain large undeveloped tracts, or have been subdivided into a few small minor parcels along the road frontage. Almost all of these areas are served by rural roadway cross-sections (i.e., no curb and gutter), wells, and on-site septic. Some of these properties contain active agriculture; others are just undeveloped open space.
- **Vacant (VA).** Properties located within the City limits which are currently undeveloped are classified as "vacant." These areas within the City are where existing public infrastructure and services are already readily available and could support active development. In some cases, sites may be platted as part of an active development, but that specific lot is not yet developed. Generally, vacant property indicates that development is imminent or possible in the short-term.
- **Residential (LDR, MDR, HDR, MH).** Properties located within the City limits or ETJ which are comprised of residential uses are classified into one of four subdistricts: low-density residential, medium-density residential, high-density residential, and manufactured housing / mobile home. The classifications are intended to enable better planning for compatibility with surrounding uses and utility requirements, while providing a basis of comparison to previous land use assessments. The four classifications can be further defined as:
 - » **Low-Density Residential** uses (LDR) are dwellings situated on parcels ranging from 0.5 acres to 10 acres.
 - » **Medium-Density Residential** uses (MDR) are dwellings situated on parcels ranging from approximately 1/8 acre to 0.49 acres. These include most standard single-family residential uses (R-2 and R-3 zoning classifications). Individual vacant lots in actively developing subdivisions are considered occupied for the purposes of this analysis.
 - » **High-Density Residential** uses (HDR) include duplex, triplex, and apartment uses.
 - » **Manufactured Housing / Mobile Home** use (MH) is determined by the presence of a home commonly known as such, and as regulated by the Department of Housing and Urban Development. The size of the lot or parcel that these homes are situated on is not considered in this classification, with the exception of those instances in which the definition of "Rural / Agricultural / Undeveloped" is more appropriate.
- **Public / Institutional (PI).** Properties located within the City which are comprised of public governmental or utility facilities are classified as "public / institutional." In most cases, these areas are public entities. Public use does not imply that the general public has access to the facilities; rather it is intended to identify those uses which are under the control of a public body. In some cases, non-profits and/or private entities are also included (e.g., private schools).

- **Commercial / Retail (CR).** Properties located within the City which offer the sale of products, goods, or services are classified as “commercial / retail.” Typical uses include: retail and wholesale sales of products, personal and non-personal services (e.g., mechanics), offices, etc. For the purposes of this analysis, non-medical professional offices are considered commercial.
- **Industrial (I).** Properties located within the City which are comprised of industrial and business park uses are classified as “industrial.” Industrial use includes those uses which are generally considered either basic industry or resource extraction, custom or light manufacturing, stockyards, scrap and salvage operations, or vehicle storage.
- **Parks (PK).** Properties located within the City which are comprised of parkland and facilities are either publicly or privately owned properties for which the primary use is intended for recreation, either passively or actively.
- **Right-of-Way (ROW).** Areas within the City which are not associated with a parcel of development is classified as “right-of-way.” These areas include public streets, rights-of-ways, and the railroad.

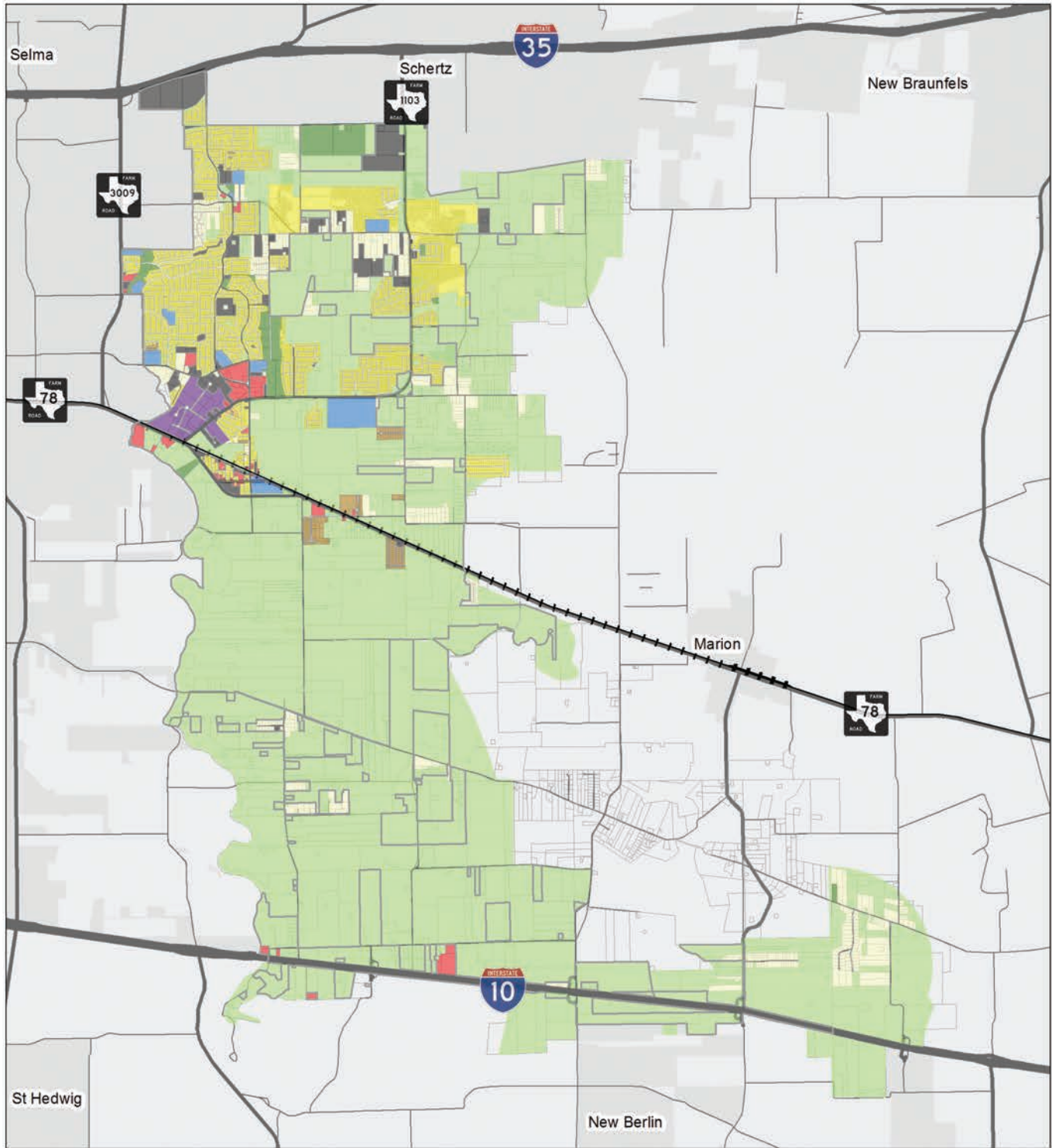
2016 EXISTING LAND USE AREA ANALYSIS

As indicated by Figure 2.2, *2016 Existing Land Use Calculations*, the City is still relatively undeveloped even with the exponential growth rate over the past decade in a half. This is because the geographic extent of the City limits has also been expanding rapidly. Consequently, over 50 percent of the land area within today’s City limits is still undeveloped. When comparing it against the City’s ETJ, almost three-quarters of the City’s full geographic area is still remaining to be developed. This has also allowed City residents to perceive a “small town feel” despite all of the suburban growth that has occurred. As the City fully develops over time, Cibolo will slowly (and then more quickly) start to lose its rural, small-town sense of character.

FIGURE 2.2

2016 EXISTING LAND USE CALCULATIONS

Existing Land Use Category	City Limits		ETJ & Non-Annexation Areas		Total	
	Acres	%	Acres	%	Acres	%
Rural / Agriculture / Undeveloped (RAU)	7,051.7	59.2%	8,467.6	92.3%	15,519.3	73.6%
Vacant (VA)	530.9	4.5%	0.9	0.0%	531.8	2.5%
Low-Density Residential (LDR)	570.7	4.8%	511.8	5.6%	1,082.5	5.1%
Medium-Density Residential (MDR)	1,853.0	15.6%	49.2	0.5%	1,902.2	9.0%
High-Density Residential (HDR)	12.4	0.1%	1.1	0.0%	13.5	0.1%
Manufactured Housing / Mobile Home (MH)	116.4	1.0%	0.1	0.0%	116.5	0.6%
Public / Institutional (PI)	217.1	1.8%	0.0	0.0%	217.1	1.0%
Commercial / Retail (CR)	1,96.1	1.6%	1.2	0.0%	197.3	0.9%
Industrial (I)	152.2	1.3%	0.0	0.0%	152.2	0.7%
Parks (PK)	144.1	1.2%	129.0	1.4%	273.1	1.3%
Right-of-Way / Utilities	1,069.9	9.0%	15.0	0.2%	1,084.9	5.1%
Total	11,914.5	100.0%	9,175.9	100%	21,090.4	100.0%
Total Developed Area	4,331.9	36.4%	707.4	18.5%	5,039.3	23.8%
Total Undeveloped Area	7,582.6	63.7%	8,468.5	181.3%	16,051.1	76.1%



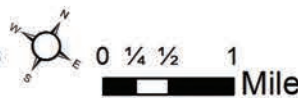
LEGEND

Existing Land Use

- Rural/Agriculture/Undeveloped
- Low-Density Residential
- Medium-Density Residential
- High-Density Residential
- Manufactured / Mobile Homes

- Commercial
- Industrial
- Public/Institutional
- Parks
- Vacant

- Railroads
- Cibolo City Limits
- Parcels
- Major Roads
- Minor Roads
- Adjacent Cities
- Non-Cibolo Areas



EXISTING LAND USE HISTORICAL COMPARISONS

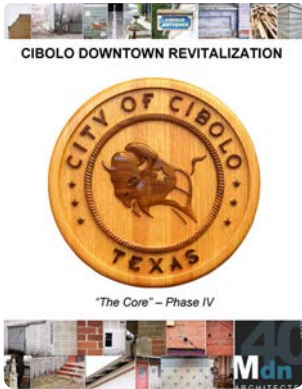
Figure 2.3, *Existing Land Use Historical Comparisons*, uses the 2004 and 1995 Comprehensive Master Plans and compares them to the 2016 existing land use areas. Some of the highlighted trends are as follows:

- As the City limits of Cibolo expands, the acres of rural / agriculture / undeveloped land has also increased. A large portion of Cibolo growth area continues to remain rural, which allows expansive opportunities for future development.
- Commercial / retail areas of Cibolo continue to remain low at only 2.0 percent. There has not been a significant increase in commercial and retail land use since 1995. Similar to the concerns in 2004, more commercial / retail land uses will be needed in Cibolo for diversification of the tax rolls and the City's long-term financial stability.
- The amount of vacant land in the City has been reduced from 12.5 percent in 2004 to 5.5 percent in 2016. This signifies that the development community is doing a good job with infill development.
- The industrial areas of Cibolo have not changed since 2004. The City has seen a decreased in industrial land use since 1995 when the percent of this land use was 6.4 percent.
- Public / Institutional has slightly decreased since 2004 from 3.8 percent to 2.2 percent.
- Park land in Cibolo has increased slightly from 1.2 percent in 2004 to 1.5 percent in 2016.
- The percent change in land area with the City limits has increased significantly from around 4,308 acres in 2004 to around 9,711 acres in 2016. This is an increase in land area of over 125 percent.

FIGURE 2.3
EXISTING LAND USE HISTORICAL COMPARISONS

Existing Land Use Category	2016		2004		1995	
	Acres	%	Acres	%	Acres	%
Rural / Agriculture / Undeveloped (RAU)	5,218.80	53.7%	1,865.4	43.1%	2,364.4	69%
Vacant (VA)	530.9	5.5%	541.3	12.5%	61.1	1.8%
Low-Density Residential (LDR)	569.1	5.9%	200.7	4.6%	337.5	10.0%
Medium-Density Residential (MDR)	1,853.0	19.1%	834.1	19.3%	3.1	0.1%
High-Density Residential (HDR)	11.6	0.1%	4.6	0.1%	6.8	0.2%
Manufactured Housing / Mobile Home (MH)	116.4	1.2%	17.3	0.4%	-	-
Public / Institutional (PI)	217.1	2.2%	163.6	3.8%	43.1	1.3%
Commercial / Retail (CR)	196.1	2.0%	70.1	1.6%	44.3	1.3%
Industrial (I)	152.2	1.6%	69.0	1.6%	217.1	6.4%
Parks (PK)	144.1	1.5%	53.1	1.2%	22.0	0.7%
Right-of-Way / Utilities	701.9	7.2%	506.3	12.5%	61.1	1.8%
Total	9,711.2	100%	4,308.3	100%	3,377.3	100%
Percent Change in Area (2016 - 2004)	125.6%					
Percent Change in Area (2016 - 1995)	187.5%					
Percent Change in Area (2004 - 1995)	27.6%					

Downtown Revitalization



Small Town Feel

When asked what makes Cibolo a great place to live or work, the overwhelming response was that it still had a **"small town atmosphere."**

As part of the Comprehensive Master Plan in 2005, an analysis was undertaken regarding the City's central business district (CBD). It indicated that the area had interesting and historic building stock, but the area lacked sufficient sidewalks, parking, shade, and gathering places that are typical and necessary in a downtown area. The CBD was highlighted as an important economic development issue for the City as it should be the "defining quality of Cibolo that makes the community unique and special as a place to live, work, and visit." It also indicated that the City should focus its primary tourism activities in the CBD area. Overall, it provided guidance that CBDs should embody the following attributes: high density residential development; sidewalks which are clean, safe, and accessible; landscaping and buffering creating a pleasant pedestrian experience; the presence of central gathering places; sufficient parking; and a sophisticated public relations effort intended to bring people into the CBD for events.

In 2014, the City Council and EDC adopted the Cibolo Downtown Revitalization Plan that detailed a plan of action to guide the physical and general revitalization and development of the downtown "Core." It envisioned a reinforced and reinvigorated mixed-use core which would be the heart of Cibolo comprised of an appropriate mix of retail, office, entertainment, civic, and residential uses proportioned in accordance with the traditional values of the City (see Figure 2.4, *Downtown Cibolo*).

When asked what made Cibolo a great place to live or work, the overwhelming response was that it still had the potential to embody a "small town atmosphere." As the City moves forward with the implementation of the Comprehensive Master Plan and Downtown Revitalization Plan, it will need to take into consideration that the downtown area provides the only opportunity to make a historical, cultural, and governmental heart of the City that is uniquely Cibolo and which sets it apart from all other cities. Many feel that progress has not been fast enough.

FIGURE 2.4

DOWNTOWN CIBOLO



Image Courtesy:
Cibolo Downtown
Revitalization Plan

Placemaking & Image

Although downtowns are typically the focal point for creating a strong sense of place that fosters community pride, it is important to encourage it throughout the City. Accordingly, many communities are prioritizing projects that create or reinforce a sense of place. It starts with a comprehensive understanding of the City's historic, cultural, economic, and social context, followed by key implementation actions that reinforce these community attributes throughout the City as a constant reminder of who and what being in Cibolo is all about. In this regard, such things as quality public spaces, community gateway monuments, and wayfinding are important elements which help provide for this reinforcement.

Land Use & Character Policies & Actions

In order for the Comprehensive Master Plan to be implemented over time, the following land use and character policies and actions are recommended.

Policy LUC-1. Promote a growth strategy concurrent with the ability to provide adequate infrastructure and services.

One of the main misconceptions of growth is that all growth is good growth. To the contrary, poorly timed or located growth combined with low quality development could have long-lasting impacts on the success of the community, particularly when you consider that buildings could last for 50 years or more. As identified earlier in this chapter, the City has been undergoing tremendous growth over the past decade and a half and is projected to continue to grow well past the horizon of this Plan.

Fortunately, the City's past growth has predominantly consisted of higher quality residential development. More recently, the City has begun to diversify its tax rolls by allowing more commercial development. From this point forward, development pressure will start to increase along and south of FM 78. Currently, much of this area is lacking the public infrastructure (e.g., water, wastewater, and drainage infrastructure) necessary for development. This lack of infrastructure will most likely necessitate private developers to look to cut costs to offset the cost of extending infrastructure, or to try to design projects with on-site utilities. Potentially, this could have long-term negative impacts on the community.

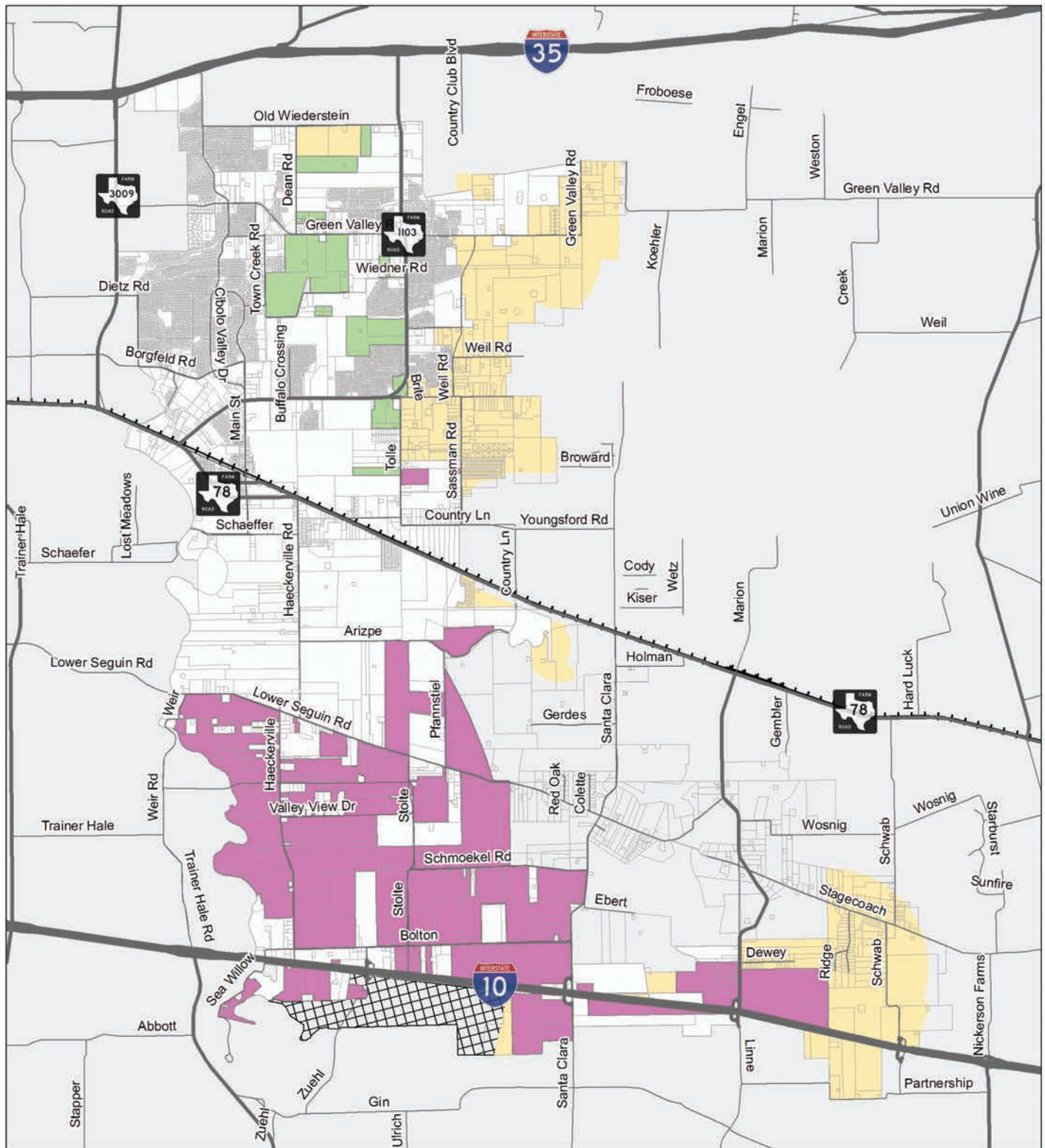
The following actions are recommendations to achieve this policy.

Action LUC-1.1. Continue to coordinate with the City of San Antonio regarding the potential transfer of ETJ to Cibolo.

One of the best ways to diversify the City's tax rolls is to diversify the tax base. Today, most of the City's funding comes from residential property taxes. Moving forward, the City will need to increase the amount of funding coming from sales taxes. Previous agreements resulted in the City having limited frontage along Interstate 35. This concurrently limited the amount of sales tax generating revenue from this corridor. While Interstate 10 is not currently as busy as I-35 is today, this will not always be the case. Accordingly, the City should be proactive in trying to maximize the amount of highway frontage along I-10. This necessitates continued negotiation with the City of San Antonio to transfer a portion of their extraterritorial jurisdiction (ETJ) into Cibolo's ETJ (see Map 2.2., *Growth and Annexation Plan*, on the next page). As development increases along this vital corridor, greater opportunities will be available to maximize future sales tax generation for the City and its tax rolls.

Action LUC-1.2. Manage the City's annexation policy concurrent with the provision of adequate public infrastructure and services.

Currently, the City has existing non-annexation agreements with various property owners in the City's ETJ. As currently negotiated, these legally binding agreements were approved with established expiration dates when the City would pursue full annexation. As set out on Map 2.2, *Growth and Annexation Plan*, on the next page), portions of the ETJ will be automatically annexed in phases starting in 2015 and finishing in 2020. Knowing that these areas are intended to be added to the City over the next four years, the City should strive to coordinate public sector extension of infrastructure concurrent with annexation. This could include extension of public infrastructure as part of planned roadway extensions or improvements (e.g., the extension of FM 1103 from its existing alignment to I-10). It could also include requirements for the private sector to be responsible for all or part of off-site infrastructure extensions.

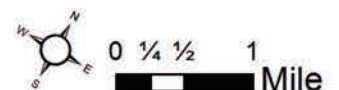


LEGEND

Non-Annexation Agreement Expiration

- 2016-2017
- 2018-2020
- Cibolo City Limits
- Cibolo ETJ

- Major Roads
- Minor Roads
- Railroads
- Non-Cibolo Areas
- Parcels
- ETJ Transfer in Negotiations



Action LUC-1.3. Promote or incentivize infill development in areas in which are already served by public infrastructure.

While the City will need to extend its City limits to accommodate the projected growth over the Plan horizon, the most cost effective and efficient growth is new development in areas already served by public infrastructure and utilities. While this will be further explored in Chapter 6, *Community Facilities and Public Services*, the vacant areas identified in Map 2.1, *Existing Land Use*, have the greatest potential to be served by existing infrastructure. Implementation of this policy could include an evaluation of the City's zoning and development regulations to remove impediments and/or add incentives for infill development.

Policy LUC-2. Utilize the Future Land Use Plan to diversify the types of uses and character throughout the Cibolo.

The Future Land Use Plan and associated descriptions captures the community's values and envisioned future regarding how, when, and where Cibolo should grow over the next 20 years and beyond. It covers all areas within the City limits, the existing non-annexation areas, and the City's extraterritorial jurisdiction (ETJ). It was derived using feedback from the public engagement process, including feedback received from the online community survey, open house public workshop, and the Master Plan Committee.

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

With that being said, the Future Land Use Plan is also intended to be a guide. The map itself is primarily used to evaluate rezoning requests. Similarly, the descriptive text is used to support staff recommendations and elected and appointed official decisions on the same. By state law, the Future Land Use Plan does not have the same force of law as the City's zoning map. However, the descriptive text is oftentimes used to guide updates to the City's zoning and other development regulations. In this regard, the future land use descriptions have been developed within the context that they will lead to improvements to the City's Unified Development Code (UDC) over time.

As set out in Map 2.3, *Future Land Use Plan*, on the next page, geographic areas of future land use have been identified for the entire City limits, non-annexation areas, and the ETJ. Following a map are a series of one-page future land use descriptions which provide further information about the intent of these differing areas of the community, including:

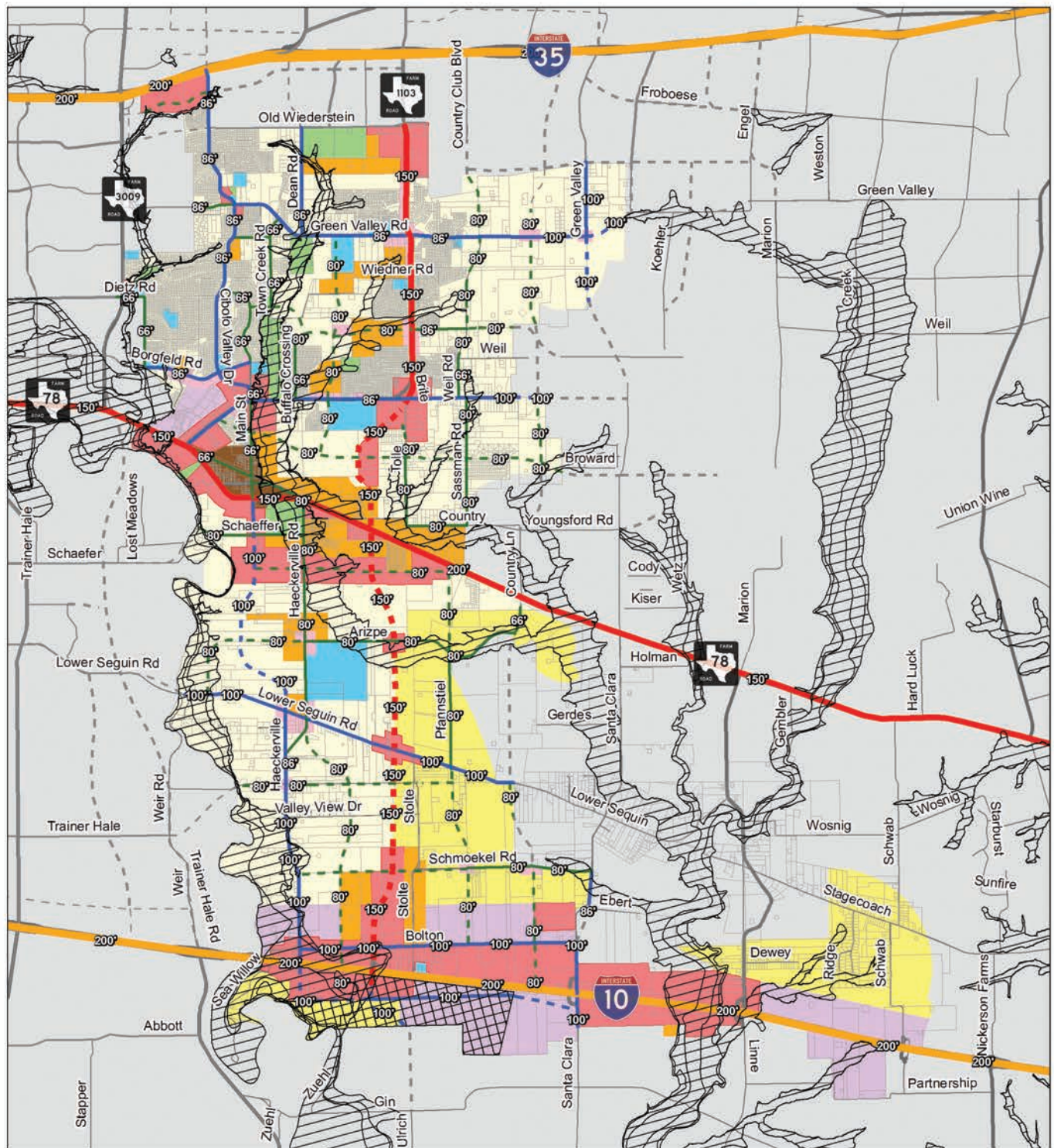
- **Intent & Character.** This subsection provides a general description of the intent and intended character of development.
- **Appropriate Land Use Types.** This subsection provides guidance on the primary, and in many cases, secondary uses which, may be appropriate in certain areas of the City and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

Set out in Figure 2.5, *Future Land Use Category Analysis*, found after the future land use descriptions contains acreage and percentage breakdowns by category.

Future Land Use Categories

The Future Land Use Plan contains the following nine categories:

- » Parks & Open Space
- » Rural Residential
- » Neighborhood Residential
- » Transitional Residential
- » Neighborhood Commercial
- » Commercial
- » Business Park & Industrial
- » Downtown
- » Public / Institutional

**LEGEND****Future Land Uses**

Parks and Open Space	Business Park and Industrial
Rural Residential	Public/Institutional
Neighborhood Residential	Downtown
Transitional Residential	Non-Cibolo Areas
Neighborhood Commercial	Parcels
Commercial	ETJ Transfer in Negotiations

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

Floodplain

Thoroughfares (Existing /Proposed)

Freeway, Existing
Major Arterial
Minor Arterial
Major Collector
Local Streets

0 ¼ ½ 1 Miles





PARKS AND OPEN SPACE

Intent & Character

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

Appropriate Land Use Types

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

Compatible Zoning Districts

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

Moving Forward

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

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



Public parkland



Common areas in neighborhoods



Creeks, natural drainage, and other open space areas



Single-family detached house, large lot with associated granny flat



Rural residential served by a rural street cross-section (i.e., no curb and gutter)



Single-family detached, large lot with horses (Image courtesy of shutterstock.com)

RURAL RESIDENTIAL

Intent & Character

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

Appropriate Land Use Types

The appropriate primary uses allowed in areas designated as rural residential include agriculture, community recreation, parks and recreation, safety services, local utility services, secondary education facilities, single-family detached residential, modular housing, and accessory dwelling units. Appropriate secondary uses include such things as greenhouses, home professions, kennels, adult/community group homes, campgrounds, detention facilities, and cemeteries (AG only); large scale assembly, day-care services, and nursery schools (SF-1 only).

Compatible Zoning Districts

- Agricultural (AG)
- Single-family residential (SF-1)
- Planned unit developments (PUDs), as part of a conservation subdivision

Moving Forward

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

- A minimum density of one dwelling unit per two acres is appropriate to maintain a rural character; provided there are appropriately configured lot width (e.g., 220 feet), front (e.g., 50 feet) and side setback requirements. Alternately, conservation subdivisions could be allowed with smaller lot sizes and larger areas of protected common open space.
- New estate neighborhoods should be served by roads with rural cross-sections and should not need sidewalks or on-site stormwater detention systems.
- New estate neighborhoods are intended to be served by on-site septic and wells.
- New nonresidential development should also be designed to reflect a rural character.



NEIGHBORHOOD RESIDENTIAL

Intent & Character

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

Appropriate Land Use Types

The appropriate primary uses allowed in areas designated as neighborhood residential include single-family residential, accessory residential units, home professions, large scale assembly, community recreation, local utility services, park and recreation services, primary and secondary education facilities, and safety services. Appropriate secondary uses include such things as accessory living quarters and residential units, greenhouses, life care services, day-care services, and nursery schools.

Compatible Zoning Districts

- Single-family residential (SF-2)
- Planned unit developments (PUDs)

Moving Forward

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

- New neighborhood residential developments with a planned large number of lots (e.g., 250 lots or greater) should be required to have at least two points of access to a collector roadway or greater in functional classification.
- Development approvals for new residential or nonresidential development should include dedication of thoroughfares and trails as within the adopted thoroughfare plan and trail plan maps.
- New neighborhoods should be served by roads with urban cross-sections and should serve vehicular, bicycle, and pedestrian users.



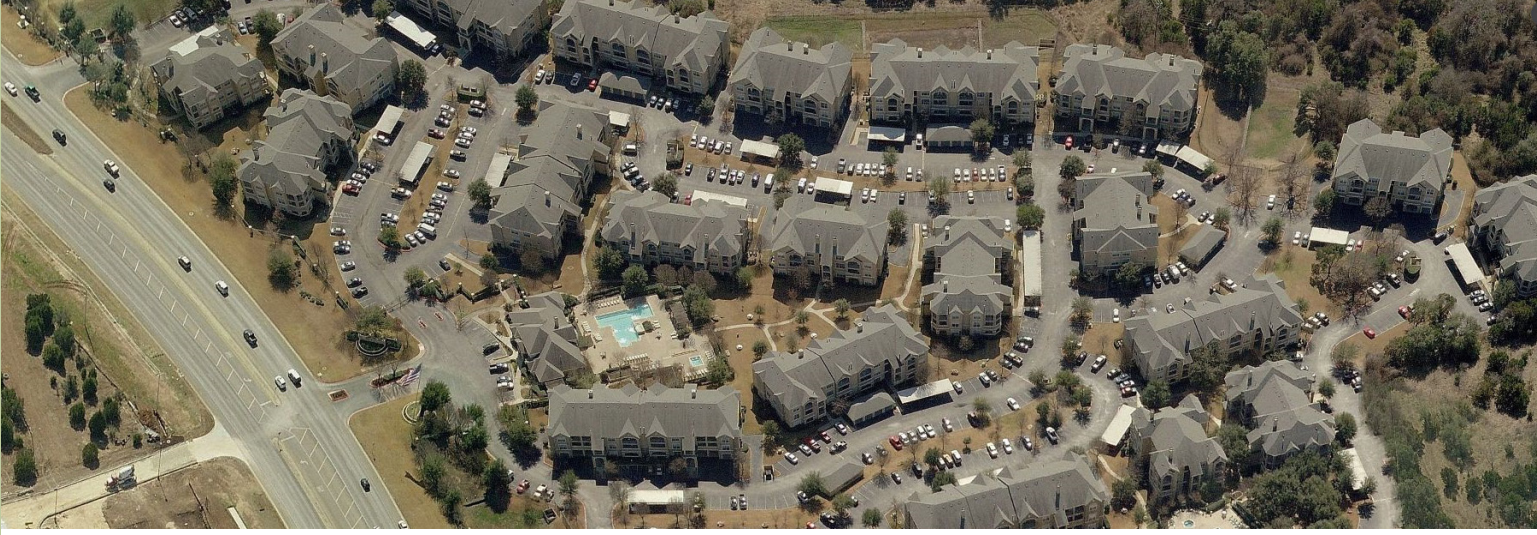
Single-family detached house



Single-family detached house



Residential served by a collector street with an urban cross-section (i.e., curb and gutter), on-street bike lanes, and sidewalks



Duplex



Townhouse

Photo source: canterburyparkregina.com



Apartment

TRANSITIONAL RESIDENTIAL

Intent & Character

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

Appropriate Land Use Types

The appropriate primary uses allowed in areas designated as transitional residential include parks and recreation, community recreation, large assembly, local utility services, primary and secondary educational facilities, safety services, condominium and duplex residential, greenhouses, home professions, group residential, multiple-family residential, and patio homes (MF-1 and MF-2 only); and townhouse residential (MF-1 only). Appropriate secondary uses include such things as day-care services and nursery schools, accessory living quarters and residential units and group residential (SF-3 and TF-1 only); adult / community group homes, college and university facilities, community treatment facilities, and group care facilities (MF-1 and MF-2 only). Small neighborhood-serving nonresidential uses could be considered as part of a planned unit development.

Compatible Zoning Districts

- Mixed density single-family residential (SF-3)
- Duplex (TF-1)
- Multi-family (MF-1 and MF-2)
- Planned unit developments (PUDs)

Moving Forward

- New transitional residential development should be designed in a manner that reflects the character of development it abuts.
- Nonresidential mixed use should be allowed, provided that it is part of a planned unit development and does not constitute more than 25 percent of the development.
- New transitional residential development should be designed in a manner that buffers lower density uses from more intense uses. It should be constructed of durable, long-lasting materials which help to improve property values of both the site and abutting property.



NEIGHBORHOOD COMMERCIAL

Intent & Character

The neighborhood commercial future land use category is intended for areas that will be developed primarily as nonresidential uses that are of an appropriate use, scale, and design that is compatible with abutting or nearby residential uses. These areas are intended to be of a more suburban character rather than auto-oriented. In other words, the areas designated for vehicles (i.e., driveways, parkways, etc.) should be deemphasized through placement (e.g., on the side of the building), landscaping, or screening. In addition, these areas should occupy smaller footprints and have pitched roofs, higher levels of landscaping, and less signage than similar uses in Commercial land use areas.

Appropriate Land Use Types

The appropriate primary and secondary uses allowed in areas designated as Neighborhood Commercial include all of the commercial and civic uses set out in *Neighborhood Commercial (C-1)* district in the City's Code of Ordinances. Primary uses allowed in the Neighborhood or Transitional Residential future land use categories could be considered as long as they were part of a larger planned unit development and comprise no more than 25 percent of the land area devoted to the entire development.

Compatible Zoning Districts

- Neighborhood commercial (C-1)
- Planned unit developments (PUDs)

Moving Forward

- New neighborhood commercial development should be located and take access from a collector roadway or greater in functional classification.
- The gross floor area of nonresidential uses (excluding Institutional) should be as follows: local street (5,000 sf); collector street (10,000 sf); and arterial street (25,000 sf).
- Residential mixed use should be allowed, provided that it is part of a planned unit development and does not constitute more than 25 percent of the development.
- No drive-throughs should be allowed, bay doors should be placed perpendicular to the public right-of-way, and signage should be appropriately scaled to reflect neighborhood-serving uses.



Neighborhood scale administrative office



Neighborhood scale professional office



Neighborhood scale retail



COMMERCIAL

Intent & Character

The commercial future land use category is intended for areas that will be developed to support local and regional nonresidential businesses that rely on higher traffic volumes. In this regard, these areas are primarily located along collector or arterial roadways such as I-10 and I-35, FM 78 and 1103, Cibolo Valley Drive, and the non-downtown areas of Main Street. These areas are typically comprised of nonresidential uses of varying lot sizes and intensities and configured in a manner that predominantly serves the automobile. While these areas will always be auto-oriented, there is room for improved pedestrian and bicycle accommodation and higher quality development.

Appropriate Land Use Types

The appropriate primary and secondary uses allowed in areas designated as neighborhood commercial include all of the commercial and civic uses set out in *Retail / Office (C-3)* or *General Commercial (C-4)* districts in the City's Code of Ordinances. Primary uses allowed in the neighborhood or transitional residential future land use categories could be considered as long as they were part of a larger planned unit development and comprise no more than 25 percent of the land area devoted to the entire development.

Compatible Zoning Districts

- Retail / office (C-3)
- General commercial (C-4)
- Planned unit developments (PUDs)

Moving Forward

- New commercial development should be located and take access from an arterial roadway, or a newly constructed collector roadway that is appropriately designed to handle larger traffic volumes.
- New commercial development should include improved standards for building form and architecture, buffering, landscaping, and signage.
- Minimum lot sizes should not be needed provided that all other minimum requirements (e.g., parking, landscaping, setbacks, etc.) are met without the need for a variance.¹
- Bicycle and pedestrian accessibility and safety should be considered in new development, including connecting sidewalks from the right-of-way to the front door and the addition of bike racks.



Retail, strip shopping center



Retail, stand alone



Big box retail

¹ A variance is a deviation from the code requirements of the City's Unified Development Code (UDC).



BUSINESS PARK & INDUSTRIAL

Intent & Character

The Business Park & Industrial future land use category is intended for areas that will be developed to support various employment opportunities related to light manufacturing, light industrial, or warehousing uses. Considering the City's easy access to I-10 and I-35, there are opportunities for Cibola to become an employment center for the San Antonio metropolitan area, particularly along the relatively undeveloped I-10 frontage.

Appropriate Land Use Types

The appropriate primary and secondary uses allowed in areas designated as Business Park & Industrial include all of the commercial, industrial, and civic uses set out in *Light Industrial (I-1)* or *Heavy Industrial (I-2)* districts in the City's Code of Ordinances.

Compatible Zoning Districts

- Light Industrial (I-1)
- Heavy Industrial (I-2)
- Planned unit developments (PUDs)

Moving Forward

- New Business Park & Industrial development should be located and take access from an arterial roadway.
- New Business Park & Industrial development should be designed in a manner which orients loading docks and bays away from the front property line or public right-of-way.
- New Business Park & Industrial development should include a landscape buffer between any property that is zoned to a non-industrial classification. The required level of screening should be based upon the difference in intensity of development of the abutting district. In other words, new development located abutting to residential areas should have a larger or more opaque landscape screen than what would be required against abutting commercial development.
- New development which includes outdoor operations should be designed to minimize the amount of nuisance (e.g., light, sound, dust, etc.) that leave the site.
- New outdoor storage areas should be designed in a manner that screens materials and equipment from the public rights-of-way and abutting uses.



Light industrial



Warehousing



Industrial



DOWNTOWN

Intent & Character

The downtown future land use category is intended for areas that will be developed with an urban character situated in a pedestrian-friendly environment. This area is predominantly defined as the study area that was included in the City's Downtown Revitalization Plan. In this area, some properties would redevelop into new nonresidential buildings where the buildings are located close to the street, parking is either on-street or in public parking lots, and the pedestrian environment has priority over the vehicle. In other areas of Downtown, existing residential structures would be transitioned to new nonresidential uses (e.g., administrative or professional offices, restaurants, etc.) while maintaining the same residential character. This is already occurring along Main Street.

Appropriate Land Use Types

The appropriate primary and secondary uses allowed in areas designated as downtown include those set out in Section 4.7.4.4, *Old Town Mixed Use Overlay District Regulations*, in the City's Code of Ordinances.

Compatible Zoning Districts

Currently, there is not a base zoning district which effectively implements the intent of the downtown future land use category. Portions of the area are designated under the Old Town Mixed Use Overlay District; however overlay districts are oftentimes confusing and difficult to implement. As such, it is recommended that a base zoning district be created using a modified framework from the current overlay district.

Moving Forward

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



Local businesses along Main Street



Pedestrian sidewalk fronting Main Street



Transitioned residential to commercial uses



PUBLIC / INSTITUTIONAL

Intent & Character

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

Appropriate Land Use Types

The appropriate primary uses allowed in areas designated as public / institutional include administrative services, adult/community group homes, large scale assembly, cemeteries, clubs or lodges, college and university facilities, community recreation, cultural services, detention facilities, hospital services, major and local utility services, maintenance and service facilities, parks and recreation services, postal facilities, primary and secondary facilities, railroad facilities, and safety services. Appropriate secondary uses include such things as aviation facilities, campgrounds, community treatment facilities, concrete / asphalt batching plants, and life care services.

Compatible Zoning Districts

- Public Facilities (PF) zoning district, which specifies different areas as either parks or institutional facilities.

Moving Forward

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



City Hall



Schools



Safety services

FUTURE LAND USE ANALYSIS

As set out in Map 2.3, *Future Land Use Plan*, the City is separated in differing areas of land use and character. It is intended to guide growth in a manner that results in a balanced land use pattern, which is important for the health and well-being of the community. As identified in the existing land use analysis, the developed portions of the City were predominantly comprised of the same relative residential product. There were few examples of transitional residential products (e.g., duplexes, townhouses, and multi-family apartments), which are all important types of housing that support life-cycle housing for multi-generational buyers. While improvements have been made since the last Comprehensive Master Plan, there is still market demand for commercial and retail opportunities throughout Cibolo.

This Future Land Use Plan provides for varying areas of residential character. Although it is envisioned that a majority of new residential development will mimic the suburban and auto-oriented residential development that exists today, there have been new areas designated for transitional residential and higher end, larger lot rural housing. Several commercial nodes have been added along the relatively undeveloped FM 78 corridor, the realigned and extended FM 1103 corridor, and along I-10. It is in these areas that the City can diversify its tax base with more intense commercial uses. A new downtown district has been added to protect the historical, cultural, and governmental heart of Cibolo, which is intended to be developed with an urban character. Pockets of more neighborhood-serving commercial and retail uses have been identified in and among future neighborhood areas and are intended to be developed with a more suburban, residential-like appearance. New business park and industrial uses have been identified in proximity to I-10. This provides these uses with convenient access to the regional transportation system while not interfering with sales tax generating commercial and retail opportunities which require greater visibility from the I-10 rights-of-way.

FIGURE 2.5
FUTURE LAND USE CATEGORY ANALYSIS

Future Land Use Category	Map Color / Symbol	Acres	Percent
Parks & Open Space		414.4	1.9%
Rural Residential		3,456.0	15.7%
Neighborhood Residential		10,424.4	47.3%
Transitional Residential		1,431.6	6.5%
Neighborhood Commercial		337.0	1.5%
Commercial		3,392.4	15.4%
Business Park & Industrial		1,889.8	8.6%
Downtown		192.5	0.9%
Public & Institutional		497.8	2.3%
Total		22,035.9	100%

The following actions are recommendations to achieve this policy.

Action LUC-2.1. Utilize the Future Land Use Plan to diversify uses and character within Cibolo.

One of the best ways to diversify uses and character within Cibolo is to utilize the Future Land Use Plan in conjunction with zoning to guide both public and private sector actions as part of new development or redevelopment. This enables a city to respond better to outside market forces and economic trends. For private sector projects, there is a direct correlation between the guidance of the Future Land Use Plan and its implementation through the zoning, subdivision, and other development regulations. For public sector actions, the City is able to implement diversified uses and character through more refined small area plans, infrastructure extensions and retrofits, beautification and enhancement projects, and through other capital improvement programming and annual budgeting.

Action LUC-2.2. Utilize the Future Land Use Plan to improve compatibility between differing types, intensities, or character of land uses.

One of the refinements of the Future Land Use Plan is that open-ended mixed use areas have been transitioned to areas with more defined uses (e.g., transitional residential, neighborhood commercial, etc.). This does not mean that mixed-uses are discouraged. To the contrary, the future land use descriptions intend that many of these areas will still consist of mixed uses, however, the plan highlights what the predominant use should be. By way of example, the transitional residential future land use description details that higher density residential products could be inter-mixed with up to 25 percent of compatible mixed commercial uses. In this regard, it acknowledges the intended mix of uses while providing guidance as to which type of use takes priority. Accordingly, the Future Land Use Plan should be used to improve compatibility between areas of different types, intensities, and character of uses.

Action LUC-2.3. Utilize the Future Land Use Plan in conjunction with improved zoning regulations to protect critical floodplain areas.

Although floodplains have been removed as a separate future land use category, it is still intended that these areas be predominantly protected for the common good. As a protection of the health, safety, and general welfare, these areas should be set aside from future development providing maximum protection for their conveyance of flood water and drainage. These areas should also be used for the protection of open space and for recreational purposes. As an implementation action, the City's UDC should be evaluated to ensure maximum protection through incentives or as part of minimum requirements. The evaluation should include identifying how the maximum amount of floodplain area can be protected as part of common, publicly accessible open space, while at the same time not reducing overall development density to the point where it makes it a disincentive for a developer to do the right thing.

Action LUC-2.4. Utilize the Future Land Use Plan in conjunction with improved zoning regulations to enhance sales tax generating use opportunities within Cibolo.

Diversifying the tax base is critical for the City's long-term success in keeping residential property taxes manageable. This is particularly important as the City reaches a point where it has little area left for growth. In other words, new development brings significant amounts of new investment in to a City. When the City reaches a point where there is no more area left to develop, outside investment significantly decreases or disappears. At that point, cities without a diversified tax base can only respond to increased demand for new services or facilities (or even maintenance and retrofits of existing facilities) through increased residential property taxes. As set out on the Future Land Use Plan, the City should be proactively encouraging or directing new commercial or retail growth to the FM 78 corridor, FM 1103, or I-10 corridors. In this regard, the City has provided the citizens of Cibolo with new commercial or retail opportunities in areas that have the strongest transportation network, while at the same time maximizing opportunities for commuters and passersby to contribute to Cibolo's economy.

Policy LUC-3. Prioritize revitalization and enhancement of downtown to create a historical, cultural, and governmental heart of Cibolo.

As identified in both the 2005 Comprehensive Master Plan and the Cibolo Downtown Revitalization Plan, the downtown area is the one area which has the opportunity to create an area that is uniquely Cibolo. This is critical in that other areas of Cibolo (e.g., commercial development along FM 78) will look and feel like any other high quality corridor in the San Antonio metropolitan area or anywhere else in the country. Since community pride and image is an important attractor for prospective residents, businesses, and visitors, this is only problematic for a community when there is no other area that fulfills this human need for a sense of social belonging. In other words, community identity is an essential element in developing and maintaining a strong community fabric.

The following actions are recommendations to achieve this policy.

Action LUC-3.1. Establish a new downtown zoning district that is calibrated to create an urban, pedestrian-focused downtown for Cibolo.

While previous efforts have established an overlay district for downtown Cibolo, it is recommended that a new zoning district be created to ensure that all development or redevelopment in downtown implements an urban-character, Main Street environment in the heart of Cibolo. This should include specific provisions for “build-to” setback requirements; minimum and maximum height requirements to create a sense of enclosure; requirements for building form, architecture, and facade elements (e.g., awnings); and on-street parking requirements. It should include strong and tailored streetscape, sidewalk amenity, and signage provisions which create the pedestrian-focused environment necessary for a downtown area. It should include tailored provisions to facilitate the vertical mix of uses (including office and residential over retail uses) and other urban-character residential housing types (e.g., townhouses). Finally, it should include tailored provisions to facilitate the transition (or protection) of existing residential structures to become non-residential businesses such as restaurants (e.g., Emily’s), professional offices, etc.

Action LUC-3.2. Evaluate long-term parking needs and opportunities in downtown.

One of the essential elements of creating an urban-scaled, pedestrian-focused downtown is to ensure that a majority of parking is either on-street or in off-site public or private parking lots. To the contrary, if each and every use is required to handle some or all of the minimum parking requirements, the resulting form of downtown will be auto-oriented similar to any other area of the City. Over time, a downtown parking garage will most likely be necessary to fully implement the vision of the downtown area. While a downtown parking garage may not be needed in the short-term, development still needs to be allowed while not requiring them to provide on-site parking (see Figure 2.6, *Downtown Parking*). In the short-term, a downtown parking study could help determine strategies for moving forward in an appropriate and sustainable manner. This could potentially alleviate concern for inadequate and unsafe public parking in and around the businesses along the railroad tracks.

**FIGURE 2.6
DOWNTOWN PARKING**

As downtown Cibolo revitalizes and develops over time, the City will need to consider adding a public parking garage essential for creating and maintaining an urban character environment.





FIGURE 2.7
GATEWAYS TO CIBOLO

Revitalization of downtowns result in a combination of public and private sector investments. In many cases, streetscape and other infrastructure improvements are used as a catalyst project to spur private investment.

Action LUC-3.3. Consider public streetscape investments as a catalyst project in downtown.

Successful revitalization efforts oftentimes require both public and private investment. In many cases, private sector investment follows a public sector investment as part of a catalyst project. One project the City could consider is to formalize on-street parking and other streetscape enhancements at the intersection of S. Main Street and Loop 539. In particular, the improvements would extend up S. Main Street towards the railroad and along both sides of Loop 539 for several blocks. This could include formalized on-street parking spaces; wider sidewalks with frontage/building spillout, pedestrian, and amenity zones; street trees and landscape planters; pedestrian bulb-outs, crosswalks, and other street design features (i.e., brick paver detailing), etc. (see Figure 2.7, Gateways to Cibolo).

Action LUC-3.4. Establish a business improvement district in downtown Cibolo.

As set out in the Cibolo Downtown Revitalization Plan, the City should establish a business improvement district (BID) for the promotion and improvement of downtown Cibolo. It should include the area delineated as “Downtown” in the Future Land Use Plan and it should reinforce and support implementation revitalization efforts only in that area. In this regard, increased business taxes are levied to fund services which are oftentimes perceived to be inadequately performed by government (particularly when compared against a City’s many competing priorities) such as cleaning streets, providing security, making capital improvements (e.g., construction and maintenance of streetscape and pedestrian improvements), and marketing the area.

Action LUC-3.5. Consider pursuing a Texas Main Street Program designation for downtown Cibolo.

As many communities across Texas have learned, pursuing designation as a Texas Main Street Program by the Texas Historical Commission provides a range of benefits and resources to revitalize historical Main Street areas of a City. As part of the program, the Texas Historical Preservation Office (THPO) provides technical and business assistance to communities and professional help in developing, programming, and managing downtown events. As part of the designation process, staff from the THPO facilitate a series of on-site informational workshops for property owners including sessions on tax credits, compliance with ADA standards, and the establishment of Business Improvement Districts. A formalized program could potentially help the City apply and win grants for additional downtown improvements (e.g., Old Spanish Trail grants for Main Street improvements).

FIGURE 2.8
DOWNTOWN
PROGRAMMING

One critical element needed to create a successful and thriving downtown is constant programming. As the City moves forward with its downtown revitalization efforts, increased attention will be needed to proactively bring people into the downtown area on a continual basis. This could include relocating the City's annual Cibolo Fest back to downtown.



Image Courtesy: Cibolo Downtown Revitalization Plan

Action LUC-3.6. Evaluate opportunities to increase marketing, special events, and other programming in downtown Cibolo.

As the historical, cultural, and governmental heart of the City, downtown Cibolo should be continually programmed and marketed for special events and tourism related activities. The main purpose is to continually provide opportunities for Cibolo citizens to come downtown while at the same time increasing sales tax generation from both in-City and out-of-City visitors. Since downtowns are more likely to be comprised of local, home grown businesses, the sales tax revenue is also more likely to be recycled back through the community. This is less likely in the auto-oriented strip centers typically comprised of national chains located along any City's non-downtown commercial corridors. As the City moves forward with its downtown revitalization efforts, increased attention should be given to getting people downtown. This could include relocating Cibolo Fest back to the downtown area among many other opportunities. This could also include opportunities to foster individual community pride in the City through such things as coordination with the local school district or other groups to create unique flags to be flown on streetlights in the downtown area during holidays or special events (see Figure 2.8, *Downtown Programming*).

Action LUC-3.7. Continue or expand incentives and other assistance for downtown residential and nonresidential owners to reinvest in their properties.

Continued investment in the downtown area provides an overall perception that things are headed in the right direction for the community. To the contrary, poorly maintained or low quality properties are perceived that the community is in decline. Many property and business owners want to do the right thing, but may not have the full resources or understanding of how to go about it. In this regard, the City is able to provide resources and technical assistance for improvement. As such, the City should consider expanding its financial ability to provide downtown property owners with incentives (e.g., façade grant improvements) or other assistance to improve their properties.

Action LUC-3.8. Identify opportunities to implement the public sector improvements identified in the Cibolo Downtown Revitalization Plan.

In the Cibolo Downtown Revitalization Plan, a vision was established for the downtown core comprised of nonresidential businesses (built with an urban character) intermixed with public sector improvements (e.g., re-purposing the Old High School “White Building” into a multi-functional civic center, development of an outdoor amphitheater, town square with a central plaza, among other improvements). This integration between nonresidential sales tax generating uses combined with public buildings and structures is essential in creating a strong downtown. Accordingly, the City should further evaluate opportunities to undertake the improvements set out in the Cibolo Downtown Revitalization Plan (see Figure 2.9, *Proposed Downtown Cibolo Improvements*).

FIGURE 2.9
PROPOSED DOWNTOWN CIBOLO IMPROVEMENTS



Image Courtesy:
Cibolo Downtown
Revitalization Plan

Action LUC-3.9. Consider longer-term opportunities for additional residential home conversions throughout the downtown area.

After the City undertakes the proposed downtown public improvements identified in the Cibolo Downtown Revitalization Plan (see also Action LUC-3.8, above), it will extend the urban character of the downtown area to areas outside the proposed core. Similar to many communities with thriving downtowns, increased demand is created because others want to be located in proximity to these socially, culturally, and economically vibrant live, work, play areas. As the extent of the downtown grows over time, the residences located just outside the core (e.g., along Sipple Ave., Pecan Street, and beyond) will feel increased pressure to transition too. Accordingly, the City should start to determine a framework to ensure compatibility between nonresidential and residential uses within existing residences and new development. Along Main Street, the City should incentivize the full transition from residential to nonresidential uses within the existing residential structures. Appropriate redevelopment provisions should be provided for these conversions throughout the proposed downtown district (see also Action LUC-3.1, earlier in this section) to ensure parking is provided on-street or behind the main structure, pedestrian and ADA accommodations are provided, among other improvements to create a high quality downtown environment.

Policy LUC-4. Identify opportunities and implement recommended investments to improve community image and pride.

As identified earlier in this chapter, identifying strategies to enhance community pride and image is an important investment in creating a strong and sustainable community. These are the investments in which provide the opportunity to create a sense of place, a sense of pride, and sense of ownership for the citizens of Cibolo. Oftentimes, these investments increase the attractiveness and quality of place, which then become important economic development talking and selling points when trying to recruit new businesses to the area in addition to being inviting to prospective residents. Through implementation of these improvements (see Map 2.4, *Community Image & Enhancement Plan*, on the next page), Cibolo can further establish itself as a “City of Choice” – a choice for new residents, a choice for prospective businesses, and a choice to visit to spend discretionary income.

The following actions are recommendations to achieve this policy.

Action LUC-4.1. Utilize entry monument signs and landscaping to identify points of entry into Cibolo.

As noted in the 2005 Comprehensive Master Plan, the role of gateways in promoting a sense of identity and uniqueness is just as important now as before. The future land use map from that plan identified five “Community Gateway” locations where public art, landscaping, monument signage, and special lighting should be installed. These gateways are to be symbolic or informed by the character of Cibolo. The actual implementation of these community gateways has yet to become a reality in the built environment. The plan specifically called for the “incorporation of rock walls that are reminiscent of those constructed along the Old Spanish Trail.”¹ This plan continues to place importance on the development of gateways as a means of visual communication for a sense of identity and sense of place. The importance of the gateways remains the same with an emphasis on the purpose of defining the edges of the community. As set out on Map 2.4, *Community Image & Enhancement Plan*, these gateways are broken down into the three categories, including six primary, four secondary, and four downtown gateways.

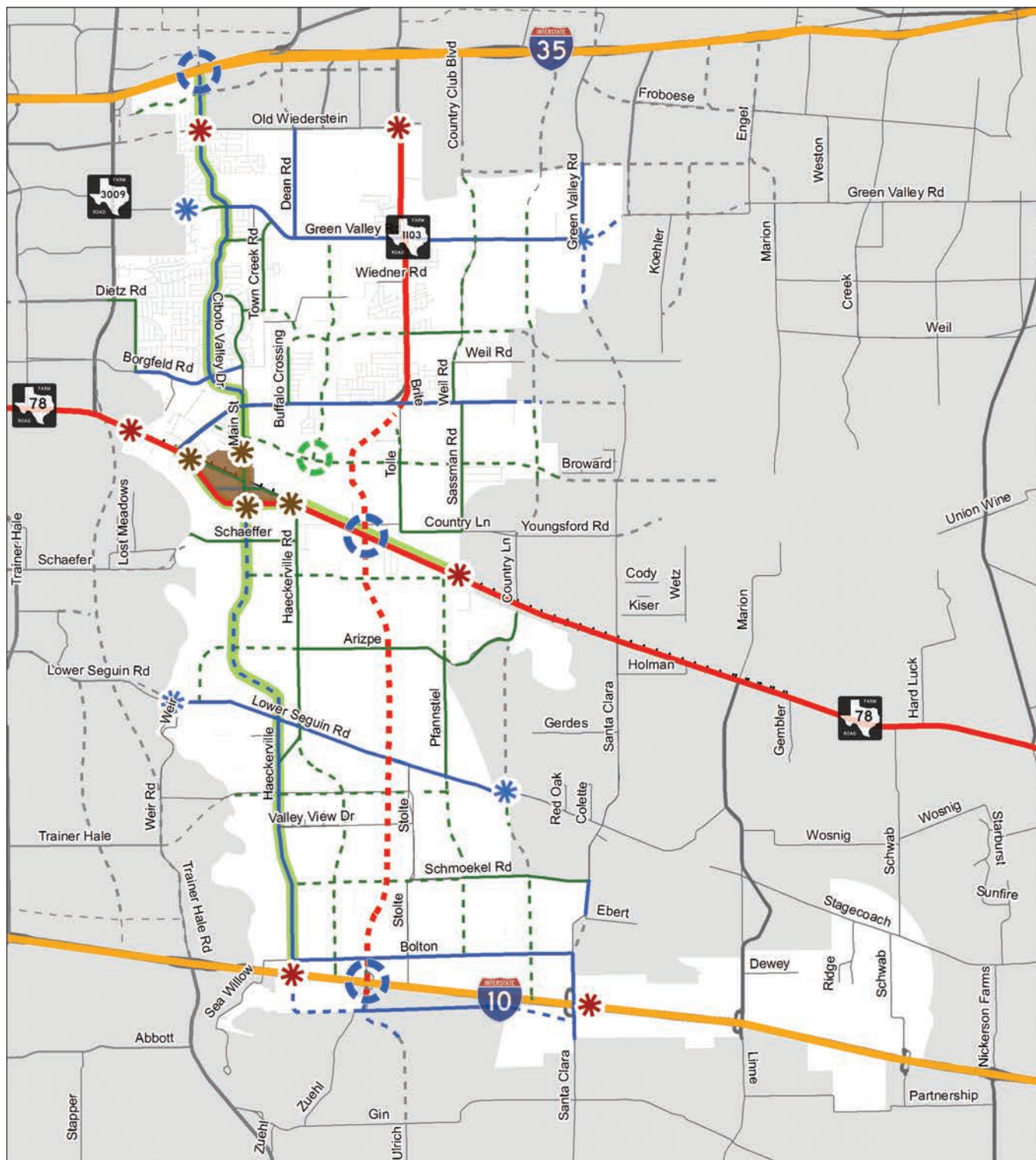
Primary Gateways:

- Interstate 35 at Old Wiederstein Rd.;
- FM 1103 at Old Wiederstein Rd.;
- FM 78 at near Dietz Creek;
- FM 78 near eastern City limits;
- Interstate 10 at Haeckerville Rd.; and
- Interstate 10 at Santa Clara Rd.

Secondary Gateways:

- Green Valley Rd. near Green Valley Loop;
- Green Valley Rd. near Mustang Valley Dr.;
- Lower Sequin near western City limits; and
- Lower Sequin near eastern City limits.

¹ The Old Spanish Trail or Southern Borderland Trunkline, is an auto trail that traversed U.S. Highway 80 and U.S. Highway 90. It should not be confused with the Old Spanish Trail, a historical trade route that connected settlements near Santa Fe, New Mexico with those in Los Angeles, California.



LEGEND

Gateways

- ✱ Primary Gateways
- ✱ Secondary Gateways
- ✱ Downtown

Enhancements

- Downtown Enhancements
- Landscape Railroad Buffer

- Streetscape Median Enhancements
- ⊙ Bridge / Interchange Enhancements
- ⊙ Roundabout Landscapes

Thoroughfares (Existing /Proposed)

- Freeway, Existing
- Major Arterial
- Minor Arterial
- Major Collector

- + Railroads
- Non-Cibolo Areas
- Major Roads
- Minor Roads

Note: Exact thoroughfare delineation subject to final design and engineering plans.



0 1/4 1/2 1
Mile

FIGURE 2.10
GATEWAYS TO CIBOLO

Quality gateways signify that a community takes pride in itself, conveys historical and cultural significance, and identifies that you are entering a place worth stopping.



Downtown Gateways:

- Main Street and Schlather St.;
- Main Street and FM 78;
- FM 78 and Pfeil Rd.; and
- FM 78 and Loop 539/Haeckerville Rd.

Primary gateways are located next to the City boundary and the ingress points from the major corridors, such as FM 78, I-10, I-35, etc. These gateways will be highly visible with high-quality and resilient landscaping, monument signage, lighting, and public art installments, when practical. Monument signs at these locations should be uniform, while the rest of the installment elements should be done in a manner that is most suitable for the space available (see Figure 2.10, *Gateways to Cibolo*).

Secondary gateways are located along smaller arterial roads and their pronouncement in the built environment is reflective of their distinction as secondary. This distinction is not intended to understate their role in the promotion of City identity and pride, but to match in scale, the road facility in which they are adjacent. The design elements for entry into the City should use similar materials and landscaping, but only in a reduced scale.

Downtown gateways are even smaller in scale and have an architectural form and design that is reflective of an urban character environment. In this regard, the downtown gateways are intended to signify entry into a special place of the City (for further information, see the Cibolo FM 78 Corridor Plan).

Community gateways should be located on City-owned property and in some instances within City rights-of-way, provided there is the room to accommodate them. Wherever gateway elements are to be placed they should be done in a manner to ensure they are highly visible and programmed in space and context, not just placed without consideration of their surroundings. The gateways and associated elements should be integrated into capital improvements and proper maintenance needs to be implemented to ensure the longevity of the features.

Action LUC-4.2. Consider replacing and enhancing street signage throughout Cibolo to improve community identification.

Street name signage provides an opportunity to continue emphasizing the identity of Cibolo. A simple City logo integrated onto street signs provide a quick sense of place, especially along the fringe or edges of the community. Additionally, the implementation of this signage standard can provide an improved sense of unity and community identity between subdivisions which is often lacking between different developments (see Figure 2.11, *Cibolo Street Signs*).

Action LUC-4.3. Add wayfinding signage at key locations throughout the City.

Wayfinding refers to information and signage systems intended to guide people and to enhance their understanding and experience as it relates to movement in and through cities. Wayfinding can be an important economic development tool in that jurisdictions are oftentimes competing for the same tourist and visitor dollars. In essence, wayfinding signage gives visitors the tools they need to successfully navigate the City, helping them to discover unique events, attractions, and destinations on their own. For the citizens of Cibolo, it is another tool in the toolbox for building community awareness and identity. Moving forward, the City should consider a comprehensive wayfinding signage system denoting important landmarks and key destinations (e.g., City Hall, downtown Cibolo, parks, among others).

Action LUC-4.4. Consider enhanced streetscape medians in key areas within the City.

Street landscape median projects (sometimes called boulevards) are a type of community image and enhancement implementation action that can have an immediate and significant visual impact on a community. In some communities, landscaped medians are required in certain areas of the city. In Cibolo, a small portion of Cibolo Valley Drive contains a landscaped median (see Figure 2.12, *Landscaped Medians*). Along most of the corridor, however, a center turn lane exists which does not provide access to any adjacent property except at intersections. As set out on Map 2.4, *Community Image & Enhancement Plan*, a series of proposed landscape median projects could be retrofitted along certain corridors and along key new roadways. As identified on the plan, the remaining portions of the center turn lane along Cibolo Valley Drive could be transitioned to a landscaped median except for turn lanes providing access to the existing cross streets. As Main Street is extended south towards I-10, this new roadway could be developed with a landscape median. That would create an almost Citywide north to south connection via a landscaped boulevard. In addition, the portion of FM 78 that parallels the downtown area could have a landscaped median. Similar to other community image actions related to the downtown, this would signify that you are passing through a special place within Cibolo. These landscape median projects would require close coordination with abutting neighborhoods (for Cibolo Valley Drive), private developers (for the Main Street extension), and the Texas Department of Transportation (along the downtown segment of FM 78).

FIGURE 2.11
CIBOLO STREET SIGNS

Similar to the City of Schertz, Cibolo should consider replacing street signs over time with ones that signifies when one enters the City. A separate sign should be used to identify when one is within the City's downtown.



Images courtesy: Dick Hetzel; retouched

FIGURE 2.12
LANDSCAPED MEDIANS

Only one portion of Cibolo Valley Drive contains a landscaped median. Since most of the roadway is bordered by residential subdivisions, access is only provided at the cross streets. That means that the continuous center turn lane is effectively not needed except near intersections. Over time, the City could consider coordinating with the abutting neighborhoods to retrofit additional stretches with landscaped medians.



Action LUC-4.5. Consider the installation of landscaped roundabouts in key areas of Cibolo.

As set out on Map 2.4, *Community Image & Enhancement Plan*, a single landscaped roundabout is proposed to serve a future high quality development along an important east-west connector through what was previously the Town Center connecting areas east to downtown Cibolo. The landscaped roundabout would provide for the continuous flow of traffic while enhancing community image (for further information, see the Cibolo FM 78 Corridor Plan). If additional roundabouts are considered throughout the City, they should be landscaped.

Action LUC-4.6. Consider coordinating with TxDOT and others to create signature entrances along key bridges and interchanges in Cibolo.

Similar to many communities in Texas, Cibolo should consider coordinating with TxDOT and the developer for the FM 1103 proposed roadway extension to create more pronounced gateway entries at key points in the City (for an illustrative example, see the Cibolo FM 78 Corridor Plan). As set out on Map 2.4, *Community Image & Enhancement Plan*, the key areas for enhancement include the interchanges at I-35 and Cibolo Valley Drive and I-10 and Weir Road as well as for the proposed FM 1103 bridge over FM 78. Enhancement should include vertical elements at each end of the bridge identifying Cibolo and quality landscaping (see Figure 2.13, *Signature Entrances to Cibolo*).

FIGURE 2.13
SIGNATURE
ENTRANCES
TO CIBOLO

Many communities across Texas have coordinated with TxDOT to establish enhanced bridge and interchange features which create signature entrances to a community.

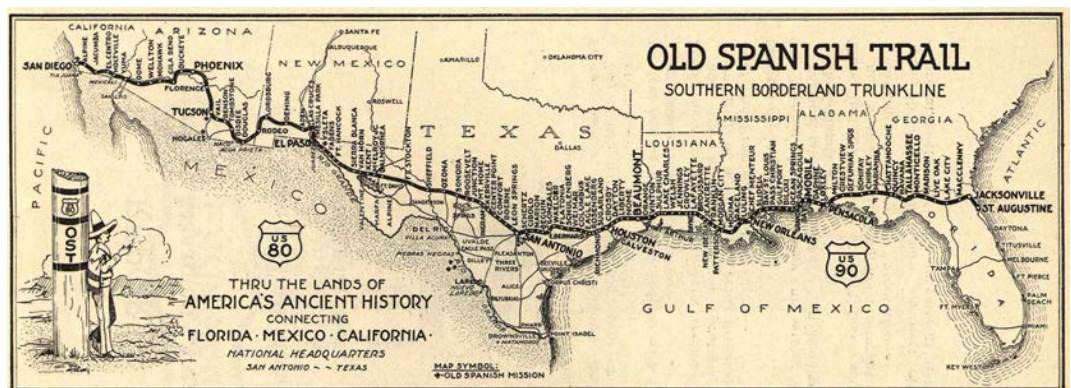


Action LUC-4.7. Evaluate opportunities to preserve and capitalize on the City's cultural and historic resources.

Many communities are refocusing their economic development toolkits to include more place-based economic considerations. Previously, communities were labeled good if they were safe and had good schools and attractive neighborhoods. While these remain important, an emerging determinant in residential and business relocation decisions is the association with a City's embodied cultural and historical assets and sense of place. As Cibolo moves forward in creating a live, work, play community, the City will need to highlight and market many of Cibolo's unique and significant cultural and historical stories (e.g., its association with the Old Spanish Trail). See Figure 2.14, *Historical and Cultural Assets*.

FIGURE 2.14
HISTORICAL AND
CULTURAL ASSETS

Since people strive to be associated with something that is greater than themselves, it becomes important for Cibolo to tell the story of where Cibolo came from and how it relates to where it is going in the future.



"The future of cities belongs to the people. The future requires all people to understand that we can either build transportation through our cities; or we can build our cities through transportation."

- Dan Burden, Director, Walkable & Livable Cities Institute."

Ch. 3 - Transportation



INTRODUCTION

In fast-growing cities the focus is often on ensuring that the foundation of a good transportation network is in place. This includes ensuring adequate rights-of-way and the protection of future thoroughfare routes. With a good transportation framework, growth pressures that affect the built environment are addressed in a relatively seamless manner.

A well implemented transportation system subconsciously contributes to the economic attractiveness of the area and a higher quality of life. When the system is deficient, simple movement oftentimes results in higher levels of frustration and a perceived lower quality of life. The effects of these deficiencies are magnified when construction of new infrastructure occurs as a reaction to insufficient roadway capacity. In these cases, the transportation system subconsciously or consciously decreases the economic attractiveness of an area for both existing and prospective residents and businesses.

The attractive nature of many municipalities begins with entrance into the community. The first thing people will interact with when entering a city is their transportation network. A visually unappealing transportation system can significantly detract from a City's overall quality of life. This is particularly important for communities, such as Cibolo, where development pressures are causing significant population growth. This increased population will undoubtedly spend money on retail, personal services, and dining in areas that are not only accessible, but where the experience is enhanced by an aesthetically pleasing built environment. In other words, the visual appeal of roadways is widely recognized as having an impact on whether or not one might want to spend money in a City.

This chapter provides a 20-year policy framework for the future development of Cibolo's transportation system including addressing:

- **Thoroughfare Development and Complete Streets.** An appropriately scaled thoroughfare plan will ensure long-term adequate connectivity through the City and ensure there are sufficient rights-of-way to expand the system as traffic demand and funding allows.
- **Traffic Management and Alternate Mobility.** In order to ensure an efficient flow of traffic along City roadways, the intended traffic carrying capacities must be preserved. This relates to access from the corridor to the adjacent land uses it serves. This section also looks at other elements of transportation, such as freight, bicycle and pedestrian mobility. As the City continues to grow and mature, demand for these services will also increase respectively.
- **FM 78 Corridor Plan and Corridor Improvement.** As part of a separate planning effort, the Cibolo Economic Development Corporation (CEDC) commissioned a proactive study to plan for the future development framework and enhancements of the Farm-to-Market 78 (FM 78) corridor. This section highlights some of the key considerations as it relates to the overall City context. In addition, actions are identified regarding proposed improvements to the quality of corridor design and construction.

This chapter is closely coordinated with Chapter 2, *Land Use and Character* of this Comprehensive Master Plan as both the thoroughfare network and future land use areas work together to ensure appropriately scaled roadways will adequately serve the adjacent land uses they will ultimately abut. This does not always mean that the ultimate configuration of a road will be constructed during initial development. Rather, in some cases, portions of a roadway may be developed to serve a lower intensity use in the short-term while the long-term right-of-way is protected until needed in the future.

The Complete Streets section of this chapter (particularly as it relates to sidewalks, on-street bike lanes, and off-street sidepaths and trails) is also closely coordinated with Chapter 5, *Parks, Recreation, and Open Space* as these areas intersect with the City's off-street trail and on-street bike lane network. Together, these two chapters identify a long-term, multi-modal network of connectivity throughout the City.

Existing Transportation Conditions

REGIONAL TRANSPORTATION NETWORK

Cibolo finds itself connected regionally and nationally by both Interstate 10 and Interstate 35. The FM 78 corridor runs through the center of the City and provides a regional link to adjacent communities and eventually to San Antonio to the west and Seguin to the east. The following three east-west routes are Cibolo's current transportation facility connections for regional mobility (see Map 1.1, *Regional Location*, in Chapter 1). These three thoroughfares can be further described as follows:

Interstate 10

Interstate 10 (I-10), also referred to as U.S. Highway 90 in the segment that abuts Cibolo, is a four-lane freeway that is separated by a grass median. The freeway system includes two frontage access roads that allow for two-way circulation. Interstate 10 is located in the southern portion of the City and traverses the City in an east-west direction. This route connects Cibolo to the central city of San Antonio as well as the major Texas metropolitan areas of Houston and El Paso. This route is the southernmost major interstate highway in the United States. The 2,460 mile route's endpoints are in Santa Monica, California and Jacksonville, Florida. The segment located within Cibolo is approximately 1.8 miles in length.

Interstate 35

Interstate 35 (I-35) is a six-lane freeway that is separated by a concrete divider. The freeway is complimented by frontage roads that allow for one-way traffic paralleling the segment of the freeway for which it provides access. Interstate 35 is a north-south freeway that connects Cibolo to the central city of San Antonio, as well as the major Texas metropolitan areas of Dallas-Fort Worth and Austin. The northernmost end of the 1,569-mile freeway is in Duluth, Minnesota, while the southernmost terminus is found in Laredo, Texas. At the southern end of I-35, there are two different toll crossings across the Rio Grande River into Mexico. Although Interstate 35 parallels the City for a longer segment, only less than a mile is within the City limits.

Farm-to-Market 78

Farm-to-Market Road (FM 78) bisects Cibolo and provides east-west connectivity. The western portion of FM 78 is a five-lane roadway, which includes a center turn lane. The road tapers down at Haeckerville Road to two lanes and this configuration continues east towards the adjacent municipality of Marion. FM 78's west end is located near the I-35 junction in San Antonio and the eastern terminus is located at the U.S. 90 junction in Seguin, Texas. In the City limits of Cibolo, FM 78 continues for approximately 3.7 miles.

REGIONAL PLANNING INITIATIVES

Alamo Area Metropolitan Planning Organization (AAMPO), Mobility 2040 Plan (Metropolitan Transportation Plan or MTP)

The Metropolitan Transportation Plan (MTP) is the regional comprehensive plan for transit related issues for the greater San Antonio region, including all or parts of Bexar, Comal, Guadalupe, and Kendall Counties. This plan coordinates regional transportation planning with both the member cities and counties, the Advanced Transportation District, the Alamo Regional Mobility Authority, Greater Bexar County Council of Cities, Alamo Area Council of Governments (AACOG), Northeast Partnership, the Texas Department of Transportation (TxDOT), the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and other transit providers and advocacy groups in the region. This plan was adopted in December of 2014.

While there are no projects in the funded MTP affecting Cibolo, there are two projects included in the unfunded Project List. These include:

- FM 1103, from the Guadalupe County line to FM 78 (includes a new roadway consisting of two lanes, raised median, bike lanes, and sidewalks); and
- FM 1103, from Vista Del Ray to FM 78 (includes an expanded roadway from two to four lanes with a raised median, bike lanes, and sidewalks).

FIGURE 3.1
PROPOSED CIBOLO PARKWAY
ALIGNMENT



Cibolo Parkway (FM 1103 Proposed Extension to Interstate 10)

FM 1103 through Cibolo is one of the City's busiest, congested, and most accident prone roadway in Cibolo. It is one of the primary connectors used by residents of both Cibolo and adjacent cities to connect to I-35. As this area is projected to grow at continued exponential rates for the foreseeable future, FM 1103 could potentially continue to be one of the greatest transportation infrastructure challenges facing Cibolo.

Fixing the traffic safety and congestion issues of this existing roadway have been a priority for both the City and the region (see previous section which details the FM 1103 regional unfunded improvements). However, the ultimate solution also involves providing a thoroughfare connection between I-35 and I-10 (see Figure 3.1, *Proposed Cibolo Parkway Alignment*). This proposed six-mile thoroughfare connects the existing FM 1103 roadway across a flyover of FM 78 and through relatively undeveloped areas of south Cibolo to I-10. This allows commuters multiple options to determine an appropriate route into the employment areas of San Antonio. Due to the significant amounts of commuters coming out of Cibolo and areas east, this connection has the potential to also alleviate some traffic congestion along I-35.

Once this I-35 to I-10 connection occurs along FM 1103, traffic will be able to access the San Antonio employment areas through I-35, I-10, and to a lesser degree, FM 78. Until this occurs, commuters will continue to rely on I-35 as their primary freeway connection to San Antonio or to I-10 using inadequate rural roadways through south Cibolo.

To facilitate this important local and regional connection, a proposed FM 1103 roadway connection has been identified on the City's thoroughfare plan map since 2006. However, due to regional competition for limited taxpayer transportation dollars, it was deemed unlikely to be constructed during the 20-year duration of this Plan. Since this roadway would alleviate already bad congestion on Cibolo's existing roadways, provide better connectivity to the region, and is directly in the City's growth path, waiting 20 years or more for construction was not acceptable to City leaders.

The solution was to explore an innovative public/private partnership to build the FM 1103 extension. Instead of more than 20 years out, the project could be started now and completed within five years. The roadway would be owned by a private partner that would provide financing, design, planning, construction, and maintenance of operations for a contracted period of time. The private partner would assume all associated risks.¹

The City Council commissioned a Blue Ribbon Committee in 2016 to review the proposed plan. By unanimous decision, the committee recommended to the City Council to move forward and allow the private company to conduct a feasibility study of project which has been identified on current and past Comprehensive Master Plans and thoroughfare plans. The private company conducting the feasibility study of the Texas Turnpike Corporation.

AAMPO, Transportation Improvement Program (TIP)

The TIP is developed to meet the federal requirements for the urban transportation planning process. The TIP identifies projects that are implemented over a four year process.² Projects need to be included in an approved TIP to receive federal transportation assistance.¹ Currently, Cibolo does not have any approved projects scheduled for implementation in the TIP.

¹ <http://www.cibolotx.gov/Index.aspx?NID=464>

² http://alamoareampo.org/Plans/TIP/docs/Lists/TIP_Alphabetical.pdf

LOCAL TRANSPORTATION CONCERNS AND PRIORITIES

The public engagement process is essential to the development of the mobility recommendations for the comprehensive master planning process. It provides an opportunity for residents to voice their concerns and desires for many transportation topics such as traffic, safety, connectivity, etc. During listening sessions and public meetings as part of the early planning process public input was received from citizens, stakeholder groups, City staff, and public officials. *Figure 3.2, Public Input From Open House and Stakeholder Sessions*, suggest that many citizens do not hold a favorable opinion of the current state of Cibolo's transportation network. Indeed, even though survey respondents had a generally favorable opinion regarding satisfaction with the City's overall provision of services, they were most dissatisfied with the City's provision of street and sidewalk maintenance. When asked specifically about the quality and condition of Cibolo roadways, over 50 percent indicated that they felt that they were not in good repair or well maintained. When asked specifically about which roads needed to be prioritized for repair, an overwhelming 64 percent of respondents identified FM 1103 as the highest priority. In general, respondents felt that the following roads needed the most attention:

- FM 1103;
- Green Valley Dr.;
- Borgfeld Rd.;
- Cibolo Valley Dr.; and
- Main Street.

These answers are generally in line with the feedback received during the open house public workshop. When asked about whether traffic congestion was a problem in Cibolo, over 75 percent felt it was. When asked generally about priorities for making roadway improvements, the following highlights the input received:

- There is a lack of internal complete north-south connections, besides Cibolo Valley Drive down to FM 78;
- There is a lack of internal complete east-west connections, besides the major congested arterials;
- There is I-35 and FM 1103 overflow traffic cutting through subdivisions, including 18-wheeler truck traffic;
- Maintenance investment and frequency is not adequate;
- The railroad is a connectivity and safety barrier;
- There are not enough safe alternative modes of travel besides a vehicle (e.g., connected sidewalks, on-street bike lanes, or off-street trails);
- Sidewalks are installed with new development, but are not wide enough; and
- More attention is needed providing safe non-vehicular access to schools.

FIGURE 3.2
PUBLIC INPUT FROM OPEN
HOUSE AND STAKEHOLDER
SESSIONS



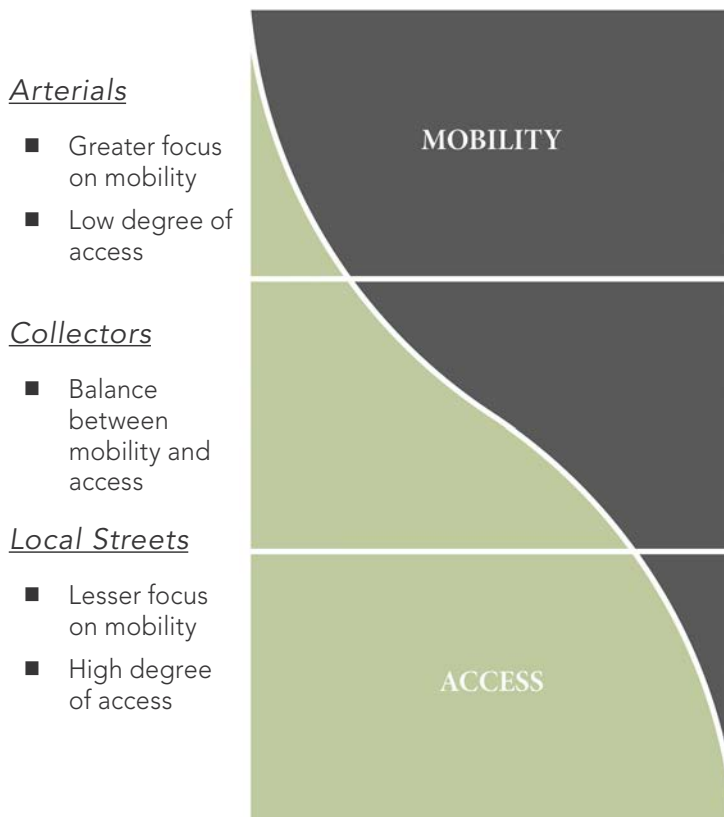
Functional Classification of Roadways

Cibolo, like many communities, faces the challenge of maximizing the operational usage of its existing transportation system. As shown in Figure 3.3, *Mobility Versus Access*, there is an inverse relationship between mobility and access. Facilities, which are expected to serve the highest mobility, typically function the best with lower access from surrounding land uses. In contrast, roadways, which serve access needs, offer lower mobility. By identifying roadways that need to serve higher mobility, the City can work with landowners whose properties abut these facilities to manage access locations and preserve right-of-way for future roadway widening. These actions prolong the operational mobility of roadways, and delay the need for roadway expansion, which is costly and disruptive to the local community.

SERVICE CLASSIFICATIONS

Streets serve two primary functions: mobility and access. Mobility is the function of enabling a user of the street to move between an origin and a destination. Access is the function of providing ease of entry and exit to a given location. By design, streets serve both of these functions to varying degrees. For instance, a local street primarily provides access to local residents, and is less equipped to provide general mobility across the City. By contrast, an Interstate highway's primary function is to move people and goods between regions, and not provide direct access to individual properties (see Figure 3.3, *Mobility Versus Access*).

FIGURE 3.3
MOBILITY VERSUS ACCESS



The types of roadways in Cibolo include:

Freeways

Freeways are major arterials which are intended for high volume, speed, and mobility, and low access. Interstates 10 and 35 are the two freeways that pass through Cibolo. However, the City is not involved in the construction or maintenance of these freeways, as these are administered by the TxDOT. The right-of-way for freeways in Cibolo is 200 feet.

Arterials

Arterial streets are designed to convey heavy volumes of traffic, often in peak conditions. They serve adjacent properties with direct access in limited or controlled means. Arterial streets are also often grouped into two classifications: major arterials, and minor arterials. For example FM 78 and FM 3009 are current major arterial streets serving Cibolo. And, although the pavement section has not yet been fully built out, it is expected that FM 1103 will serve as a major arterial street. The current right-of-way requirement for a major arterial road in Cibolo is at least 120/150 feet. Cibolo Valley Drive is an example of a minor arterial, and is currently being constructed in phases to accommodate recent development. The right-of-way requirement for a minor arterial in Cibolo is currently 86 feet.

FIGURE 3.4
EXAMPLES OF EXISTING ARTERIAL TYPES IN CIBOLO



Major Arterial – Interstate 35



Minor Arterial – Cibolo Valley Drive



Collector – Bentwood Pass



Local Street – Laserra

Collectors

Collector streets are designed to “collect” traffic from local streets and bring it to arterial streets. A major collector provides more access to adjacent land uses than an arterial street, but access should still be controlled, so as not to impede mobility. Examples of major collectors in Cibolo include: Main Street, and Town Creek Road. A major collector in Cibolo has a right-of-way requirement of 66 feet (see Figure 3.4, *Examples of Existing Arterial Types in Cibolo*).

A minor collector has the immediate function of delivering local residential traffic to major collector and arterial streets. A minor collector should also be used as an interior street for nonresidential developments. These roads require some additional property access, although it is often prudent to minimize the number of lots fronting a collector street. Examples of minor collectors in Cibolo include: Buffalo Crossing, Rodeo Way, and Thistle Creek Drive. A minor collector typically has a similar right-of-way to a major collector, although the paved surface is typically narrower.

Major collectors should be spaced at approximately one mile intervals and should be designed to collect traffic while still providing Citywide access. Minor collectors should be used to collect traffic within subdivisions and should be designed where residential driveways do not front along it. In this regard, it allows higher speeds and increased safety while minimizing on-street parking. There are no spacing requirements for minor collectors.

Local Streets

Local streets serve individual properties, their primary function being access. Local streets currently require 50 feet of right-of-way and are generally paved to a 30-foot width.

COMPLETE STREETS

Complete Streets are those that provide safe access for all users – pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities. When applied during the design or retrofit of a roadway, Complete Streets will result in an improved transportation system because it is designed with all users in mind. Benefits of complete streets include:

- More efficient streets that increase the overall capacity of the transportation network;
- Safer streets for walking and bicycling;
- A healthier community by encouraging walking and bicycling;
- Encouraging Cibolo's youth to walk and bicycle to school, a key strategy to keep kids active and healthy; and
- Families will enjoy lower transportation costs by expanding and enabling choices in transportation.

Traffic Management and Alternate Mobility

ACCESS MANAGEMENT

The success of the transportation network in Cibolo will be determined by the City's ability to keep a good traffic flow and to maintain the thoroughfare capacities of major and minor arterials. The functional capacity of a roadway is affected by the presence or absence of the following elements:

- Number of access points from intersecting streets, driveways, railroads, and intersections;
- Lack of synchronization of traffic control devices (e.g., stop lights);
- Presence or absence of acceleration, deceleration, or center turn lanes or a median; and
- Poorly coordinated traffic flow entering or exiting from adjacent properties (see Figure 3.5, *Access Management*, on the next page).

Both FM 78 and FM 1103, two of the City's major arterials, are still relatively undeveloped with regard to abutting nonresidential land uses. This should typically mean that these roadways operate efficiently and have a smooth flow of traffic. However, this is not the case because there are generally not enough alternate thoroughfare connections to evenly distribute traffic in Cibolo and at least FM 1103 is already over capacity. If both of these corridors develop with abutting nonresidential land uses, their functional capacity could be significantly compromised, particularly if each parcel is served by its own access point (see Figure 3.5, *Access Management*). Indeed, as development begins to occur, the request for driveway access could easily start to compromise the roadway capacity. Moving forward, it will be important to utilize the following approaches to ensure the minimization of driveway access points:

- Shared parking and driveways between adjoining parcels;
- Require property access from side streets; and
- The requirement of cross accesses that in effect creates a parallel road.

In the more rural parts of the City's planning area individual lots with separate driveway access have been allowed. At the current land use intensity these properties exhibit they are not likely exceeding the functional capacity of the roadway. As these areas build out and land uses change to higher intensities, the functional capacity of the roadway will diminish. Consequently, it is important to implement access management provisions even on rural roadways so that when development does reach these areas, the functional capacity is not already impaired.



FIGURE 3.5
ACCESS MANAGEMENT

Just west of the City limits illustrates a great example of how driveway access points can have a detrimental impact on thoroughfare functionality. As shown above, there are 26 driveway cuts along this stretch of FM 78 and not one offers cross access to abutting parcels. This results in a significant increase in turning movements, decrease in pedestrian and vehicular safety, and an overall degradation of traffic flow.

STREET MAINTENANCE

Today, the City does not dedicate enough funding and staffing resources to effectively keep up with a growing list of street maintenance needs. This is not surprising in a fast-growing community where more attention is given to keeping up with the infrastructure needed to support new development. However, as the City continues to age, previously installed street infrastructure will increasingly need maintenance, revitalization, and in some cases, complete redevelopment. This can even be the case if the installation met the construction standards in place at that time. In this regard, a continual evaluation of construction standards is necessary to identify what is working and long-lasting, and what is not.

Currently, the City maintains approximately 140 miles of roadways in Cibolo. Their current operational capacity provides staff with the ability to apply routine spot maintenance (e.g., fixing potholes and section patching), street sweeping, and mowing. Since street maintenance has been a lower priority, there is no current comprehensive list of improvements needed; rather fixes are prioritized based on requests from citizens or through staff observation.

The City's existing street sweeping program is robust in that it covers every street within the City every 10 to 15 days. Conversely, current staffing capacity limits mowing to just four to five times a year. Both services are currently being provided for by the City's Drainage Department.

ALTERNATE MOBILITY

The ability to facilitate vehicular traffic is often viewed as one of the most important responsibilities for a City to manage. Consequently, other mobility elements (e.g., on-street bike lanes) and their roles in the overall transportation system, can be overlooked leaving the system segmented or discordant. Transit, biking, walking, air, and rail travel are often complimentary especially when they are part of a comprehensive mobility network. Additionally they provide an element for providing more transportation choices and often a means to improved quality of life. Air and freight access are related to an areas' ability to be economically competitive for existing business and industry as well as an enticing prospect to attract new business and industry.

Air travel

An often discounted element of mobility is air travel. While air travel is rare for some, for others work or personal choices make flying a more routine occurrence. Cibolo is located just under 20 miles from the San Antonio International Airport. This airport provides domestic routes to

FIGURE 3.6
RAILROAD, VEHICLE,
AND PEDESTRIAN
CROSSINGS

Currently, all of the City's rail crossings are at-grade and impede the convenient and safe flow of vehicles and other mobility users. In the Downtown area (picture at right), the existing railroad crossing presents a serious impediment to safe crossing and is a significant source of noise pollution.



the country's major metropolitan areas, as well as international flights to select cities in Mexico. Inside the planning area there is one privately-owned facility, the Zuehl Airport. It consists of one grass runway primarily serving local general aviation uses and users.

Freight Rail

The San Antonio region as a whole is located along two major freight routes that connect the region nationally, as well as internationally. The City finds itself in a compromising condition when considering freight rail, as it splits Cibolo in half. Currently an existing freight rail line crosses the City east to west bisecting the City north and south. This route is only expected to see increased traffic, especially after a proposed second or third track is constructed. All of the existing rail crossings are at-grade crossings. As the City's population and rail traffic continue to grow, these rail / street crossings will become increasingly more problematic with regard to strains on connectivity, diminished safety, and more noise. Additionally, existing conditions do not provide Cibolo with a realistic opportunity to develop a rail spur linked to a new industrial park. Consequently, much of the City's efforts will be focused on mitigating the impacts and reducing the interaction with the rail line (see Figure 3.6, *Railroad, Vehicle, and Pedestrian Crossings*).

Passenger Rail

Currently, passenger rail service is not available in Cibolo. The regional passenger rail transportation choices are limited to the Amtrak routes Texas Eagle, from Chicago to Los Angeles, and the Sunset Limited, from Los Angeles to New Orleans. The closest Amtrak station that would serve Cibolo is located in San Antonio.

The Lone Star Rail District (LSR) proposes the development of a passenger rail line to connect the metro areas of Austin and San Antonio. The district was established in 2003 by the authorization of the state of Texas as an independent and accountable public agency. LSR, in coordination with the Union Pacific Railroad (UPRR) have focused primarily on a stretch of rail line that runs through a number of communities north of the Interstate 35 corridor. Their plan of action proposes passenger stations in the nearby communities of New Braunfels and Schertz, rather than Cibolo. As part of this plan of action, all of UPRR's freight rail would be transferred to the rail line paralleling FM 78 through the center of Cibolo. To accommodate this increase in freight traffic, the UPRR was proposing to add a second and third tract through the City. This would significantly increase the amount of rail traffic which would have a detrimental impact on the City's traffic congestion and noise pollution.

In February of 2016, UPRR announced a decision to terminate its relationship with LSR. However, all of the money allocated for this initiative still exists and it would be wise to keep this project on the City's watch list. Currently there are no alternative rail alignments for LSR passenger rail service.

Transit Service

There is not currently an alternative transit mobility system that serves the general public of Cibolo with regular service. However, Alamo Regional Transit (ART), from the 2040 study, has a demand based system that serves Guadalupe County which includes Cibolo. This service is targeted towards senior citizens, low-income families, persons with disabilities, and veterans. The ART service area is the greater San Antonio metropolitan area, with transportation being a curb-to-curb service. A portion of Cibolo is also part of Bexar County, which is served by VIA's Metropolitan Transit system. Although VIA's Vision 2040 Long Range Plan was recently adopted, the regional plan does not currently show bus or rapid transit services to Cibolo.

Taxi & Ride Sharing Programs

Due to Cibolo's proximity to San Antonio, there are several taxi service and ride sharing alternatives for residents and visitors to choose from. In particular, Limos.com provides coach buses, stretch limousines, Mercedes-Benz Sprinter vans, and Chevrolet Suburbans for parties of six people or more. Additionally, both Lyft and Uber offer ride sharing service in Cibolo. Both are actively advertising for drivers.¹

Electric Charging Stations

As the City and country move forward towards achieving a more sustainable future, the use of electric vehicles will continue to grow faster or slower depending on the price volatility of oil. Although one cannot guarantee a prediction of how fast electric vehicles will become the dominant vehicle, there is no doubt that they will take an increasingly greater market share of our vehicle fleets. While residential chargers are becoming increasingly more dominant, the demand for commercial and/or workplace chargers will continue to grow. Currently, there are no publicly available electric vehicle charging stations in Cibolo. The closest ones are located in Universal City (along Kitty Hawk Rd. and Agora Pkwy.) and Live Oak (N. Interstate 35).

Trails, Sidewalks, and Bicycle Facilities

The growth in bicycle and pedestrian planning relates to an increased demand from the general public to increase their active transportation options. The added importance of these elements in the built environment is viewed as a means to see improvements in quality of life from recreational health benefits. As a result, the efforts to integrate pedestrian and bicycle facilities into any mobility planning effort will likely result in increased community support. One of the best ways to ensure that these facilities are appreciated and well known amongst the local population is ensure that these active transportation routes are mapped, highlighting connection to destination locations which are readily available for the use by the general public.

Currently Cibolo has seen exceptional adherence to the development of sidewalks and the connection to existing trails as part of the construction of recent subdivisions. This has helped to provide safe pedestrian connections between new neighborhoods, schools, and other nearby public or private facilities (e.g., commercial shopping areas). There are portions of the planning area, however, that were developed prior to the regulatory requirements of providing sidewalks. In these areas the City has post-retrofitted sidewalks along certain existing streets (e.g., along Main Street), and in some cases, also included a number of street furnishing for an enhanced pedestrian environment. Moving forward, the City should continue to prioritize the addition of sidewalk and bicycle improvements to coincide with scheduled street projects in areas of deficit. In undeveloped areas, the builder or developer should be responsible, or integral, in the implementation or construction of pedestrian and bicycle facilities. Promoting contiguous growth patterns will reduced the gaps between these facility improvements and improve overall quality of life.

¹ Taxi and Rideshare in Cibolo, Texas. <https://uphail.com/us/tx/cibolo/#accordion5>.

Transportation Policies & Actions

As Cibolo's population continues to grow both internally and regionally, the demand and strain on the City's transportation network will also increase. Failure to proactively plan for the City's complete transportation network could diminish the City's status as a "City of Choice." This occurs as traffic congestion increases and other nearby municipalities offer more transportation choices. Conversely, proactive transportation planning sets Cibolo apart as a community that truly prioritizes action on what the community has indicated is one of their greatest concerns. In order for the Comprehensive Master Plan to be implemented over time, the following transportation policies and actions are recommended.

Policy T-1. Improve the City's thoroughfares by proactively planning and coordinating with local and regional partners to implement transportation improvements in Cibolo.

As previously stated, fixing the City's transportation problems are the highest priority for community stakeholders. Accomplishing this, however, is not, and will not, be the sole responsibility of the City. In fact, fixing many of the City's transportation issues will involve a host of local and regional partners, including the City, abutting and nearby cities, regional and state agencies, and in some cases, private partners. Each of these entities will play a role in both identifying and financing solutions.

However, in order to achieve the greatest transportation improvements in the most coordinated and efficient way, a comprehensive plan of action will be needed. While the Thoroughfare Plan and other associated maps identified in this Plan are a good starting point, most cities the size of Cibolo start to prepare a more refined transportation master plan similar to other detailed plans undertaken by the City (e.g., the Cibolo Downtown Revitalization Plan or Comprehensive Economic Development Strategy).

The following actions are recommendations to achieve this policy.

Action T-1.1. Adopt a Complete Streets Policy.

Due to the priority the community has placed on developing streets that serve all users, it is recommended that the City officially adopt a Complete Streets policy (see Figure 3.7, *Complete Streets Policy*). This policy should be considered and adopted as soon as possible so that it can be used in all decision-making related to transportation planning, design, and maintenance. A policy can take many forms, including an official resolution by the City Council (non-binding), by ordinance (enforceable by law), through design guidelines or departmental policy, among others. Full guidance on the specific implementation steps, and example best-practice adopted policies, can be found in the resources provided by the National Complete Streets Coalition, an outreach focus of Smart Growth America.¹

Action T-1.2. Develop a Transportation Master Plan.

A Transportation Master Plan (TMP) is a more detailed planning effort that focuses solely on improving the Citywide short- and long-term mobility needs of the City. It is a more detailed plan that further refines the policies and actions contained in this Plan. In other words, a TMP uses performance management principles, measures, and benchmarks to craft solutions which optimize the entire system. In particular, it would include such things as a review and analysis of existing conditions, a roadway level of service analysis, pedestrian and bicycle suitability analysis, crash and safety analysis, and short- and long-term strategies for implementation. It also typically includes preparation of a travel demand model (i.e., travel forecasting), refinement of the City's Thoroughfare Plan, operational analysis and intersection design recommendations, identification of transportation-related capital improvement projects, cost estimates, and project selection and prioritization.

FIGURE 3.7
COMPLETE STREETS
POLICY

Nationwide, communities are taking back their streets so that they can serve all users.

In 2004, the National Complete Streets Coalition started a movement which integrated both people and place in the planning, design, construction, operation, and maintenance of our vital transportation networks. To date, over 730 agencies at the local, regional, and state levels of government have adopted Complete Street policies.

¹ National Complete Streets Coalition. <http://www.smartgrowthamerica.org/complete-streets>.

Like all sub-area, or more detailed plans, it should be developed consistently with the overall vision and strategic directions of the Comprehensive Master Plan and include Complete Street principles.

Action T-1.3. Proactively participate in state and regional transportation planning activities affecting Cibolo.

Thoroughfare improvements are one of those community enhancements that cannot solely be undertaken by the City. In fact, many of the transportation improvements in the City will be comprised of public-public (e.g., jointly funded by the City or county) or public-private (e.g., the FM 1103 extension) partnerships. As evident in the recent adopted versions of the Metropolitan Transportation Plan (MTP) and Transportation Improvement Program (TIP), Cibolo's needs have not received as high priority as many of the surrounding jurisdictions. In order for Cibolo to improve its prioritization of projects regionally, it will require someone to proactively participate, monitor, and lobby for regionally-controlled transportation dollars. One such regionally beneficial long-term project could include further development of the Santa Clara alignment as part of an outer loop to the San Antonio metropolitan area. Improvement of this thoroughfare would also include a second overpass over FM 78 and the UPRR, which would provide another critical overpass connection in Cibolo (in addition to that being proposed as part of the FM 1103 extension) during emergencies involving a train stoppage that blocks all at-grade crossings in the City.

This may also include further coordination with Guadalupe County to ensure a fair share of road maintenance taxes are allocated for prioritized improvements along county roadways in Cibolo or its ETJ.

Action T-1.4. Proactively pursue mutually beneficial partnerships with local partners to improve Cibolo's city-to-city connectivity.

While Cibolo's control and authority stops at the City limits (and in some cases the ETJ), most citizens would not really know where one city starts and another ends. In this regard, the City has an opportunity to improve its coordination with abutting cities such as Schertz, Marion, and Santa Clara. Moving forward, Cibolo should continue to proactively coordinate with these cities to ensure an interconnected thoroughfare system of arterials and collectors. This involves coordination regarding future changes to the City's Thoroughfare Plan. It should also include coordination to jointly pursue regional projects which benefit both cities.

Action T-1.5. Proactively work with interested developers to implement the thoroughfare network concurrent with new development.

Although the City is currently moving forward with its FM 1103/Cibolo Parkway extension, for the most part, most new thoroughfare alignments will be constructed in association with the construction of new subdivisions and other development. However, the needs and interests of any one particular developer or development may not be the same as the City's needs for creating an interconnected thoroughfare system with sufficient capacity to meet existing and future Citywide mobility needs. Consequently, this may involve the up-sizing of roadways as part of the development approval process. Depending on City policy, these improvements could either be the sole responsibility of the development community, or include public-private coordination as necessary.

Action T-1.6. Continue to pursue the extension of FM 1103 as an extension connecting I-35 and I-10.

As one of the City's most important north-south regional connections (connecting I-35 to I-10), the FM 1103 extension has the ability to transform transportation in Cibolo like no other project. It is envisioned that the roadway will relieve traffic congestion, improve safety, provide a key connection between two national interstates, spur development south of FM 78, and establish

FIGURE 3.8
FM 78/1103 OVERPASS
OPPORTUNITY

An overpass over FM 78 and the UPRR is proposed as part of the FM 1103 extension. This would be the first overpass constructed in Cibolo and would provide unimpeded traffic flow even during heavy times of train passage. It would also provide a safe and reliable north-south connection even in times of emergency involving a train incident. As also discussed in Chapter 2, Land Use & Character, this overpass provides an opportunity to create a regionally-significant gateway feature as one passes through Cibolo to areas beyond.



Image Courtesy: Cibolo FM 78 Corridor Plan

the City's first overpass over FM 78 and the UPRR (see Figure 3.8, *FM 78/1103 Overpass Opportunity*). To this end, this extension is vitally important to Cibolo's future growth. As such, it is important that Cibolo continue to pursue its development with the private partner that would provide financing, design, planning, construction, and maintenance of operations for a contracted period of time, while assuming all associated risks.

Policy T-2. Improve the City's thoroughfares through the implementation of the City's Thoroughfare Plan.

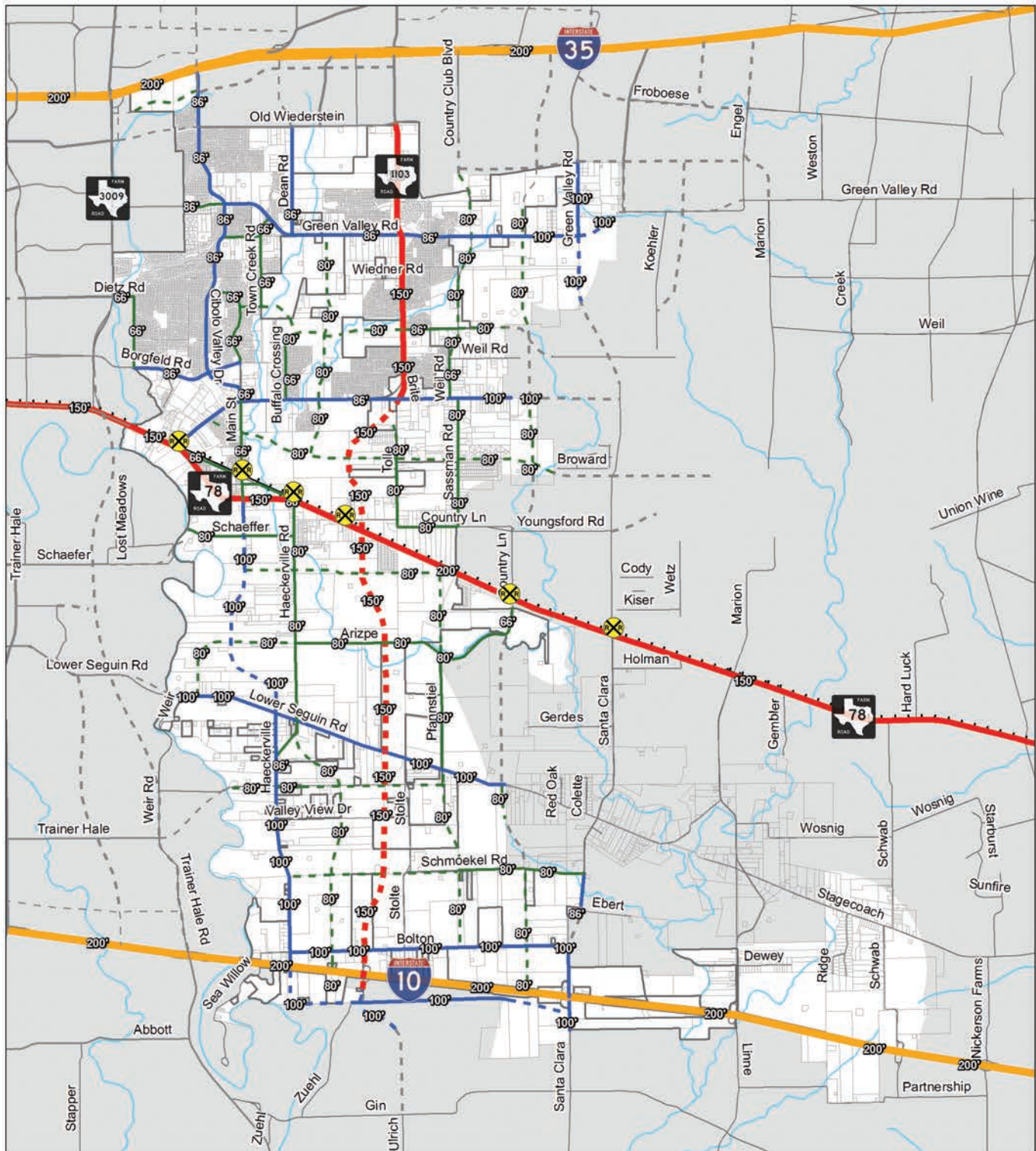
As mentioned in the existing conditions section of this chapter, the community has expressed more dissatisfaction about Cibolo's transportation system than any other aspect of the City. Among the roadways that respondents were most concerned about included FM 1103 (almost 64% indicated fixing this roadway was their highest priority), Green Valley Drive, Borgfeld Road, Cibolo Valley Drive, and Main Street. Each of these roadways are also part of the overall thoroughfare network and therefore have increased significance in facilitating Citywide (and in many cases, region-wide) connectivity. As the City moves forward with the expansion and redevelopment of its Citywide thoroughfare system, it needs to apply strict adherence to the Thoroughfare Plan and associated roadway development configurations.

The following actions are recommendations to achieve this policy.

Action T-2.1. Utilize strict adherence to the Thoroughfare Plan in the review and consideration of development approvals.

The City's Thoroughfare Plan identifies Citywide transportation improvements and needs that will serve the community as it grows over time (see Map 3.1, *Thoroughfare Plan*). The predominant focus of the Thoroughfare Plan is to identify the arterial and collector network that should be implemented over the coming years. While it does not depict exact alignments, it does depict the general locations of planned corridors that need to be developed as growth occurs in those areas. In this regard, the main focus is ensuring that future rights-of-ways (in both location and configuration) are set aside for growing the Citywide transportation network. The actual performance standards of each roadway configuration will also be guided by the standards set out in Figure 3.9, *Roadway Functional Classification Standards* (on the page following Map 3.1, *Thoroughfare Plan*), the Cibolo Unified Development Code (UDC), and the City's Design Criteria Improvement Manual (DCIM).

MAP 3.1
THOROUGHFARE PLAN



LEGEND

Thoroughfares (Existing /Proposed)

- Freeway, Existing
- - - Major Arterial
- - - Minor Arterial
- - - Major Collector
- Local Streets
-  Railroad Crossing
- + + + + Railroads
- Non-Cibola Areas
- Cibola City Limits
- Parcels

Note: Exact thoroughfare delineation subject to final design and engineering plans.



0 ¼ ½ 1
Mile

FIGURE 3.9
CONTEXT SENSITIVE
STREETS

Not all roadways are created equal. In fact, roadways can have similar functional classifications but may look and feel entirely different. By way of example, a minor arterial in a rural character area may have a two-lane configuration with wide shoulders, open bar swales, and no sidewalks. On a similar minor arterial through Downtown, the road takes on an urban character by having on-street parking, curb and gutter, oversized sidewalks, etc.



Rural Character



Suburban Character



Urban Character

Implementation of the Thoroughfare Plan also includes an understanding of the roadway design configurations that are possible as part of each roadway type. Even within each functional classification (e.g., an arterial roadway), there is some flexibility depending on where and how the proposed roadway fits within the context of the Future Land Use Map (see Chapter 2, *Land Use & Character*).

Currently, much of Cibolo's built environment reflects a suburban character north of FM 78. In contrast, the southern and eastern portions of the City reflect more a rural atmosphere. As set out in the City's Future Land Use Plan (see Chapter 2, *Land Use & Character*), the vision for the future of the City includes both suburban (e.g., neighborhood residential land uses) and rural character (e.g., rural residential land uses). In this regard, the City will need to ensure it has adequate roadway cross-section standards to accommodate the different context sensitive design configurations for these two character areas. A third character area would include the more pedestrian-oriented areas of Downtown Cibolo, where on-street parking is combined with oversized pedestrian friendly sidewalks, crosswalk bulb-outs, etc. (see Figure 3.9, *Context Sensitive Streets*). Additionally, the City's Community Image and Enhancement Plan (see Chapter 2, *Land Use & Character*) identifies certain segments of the thoroughfare system as having proposed landscape center medians. For these particular roadways, a landscaped center median should be required as part of development approvals in those areas.

Depicted in Figure 3.10, *Roadway Functional Classification Standards*, on the next page, and graphically illustrated in various cross-section examples in Figure 3.11, *Roadway Cross-Section Illustrations*, on page 17, are the typical treatment standards for each classification. The standards identified in the table are critical to the improvement and development of the transportation network within the Planning Area. The assembly of the right-of-ways in the early parts of the development process will provide necessary flexibility for the City to incrementally accept growth while adding transportation capacity as needed. In areas where development already exceeds roadway capacity, obtaining additional right-of-way may be needed; however this after-the-fact design solution is always more costly than doing it right the first time. In order for these considerations to be more legally implementable, a clear legal connection should be provided for the City's subdivision regulations of the UDC, so that it applies to all projects.

Action T-2.2. Adopt standardized urban and rural street cross-sections in conformance with the recommendations identified in this Comprehensive Master Plan.

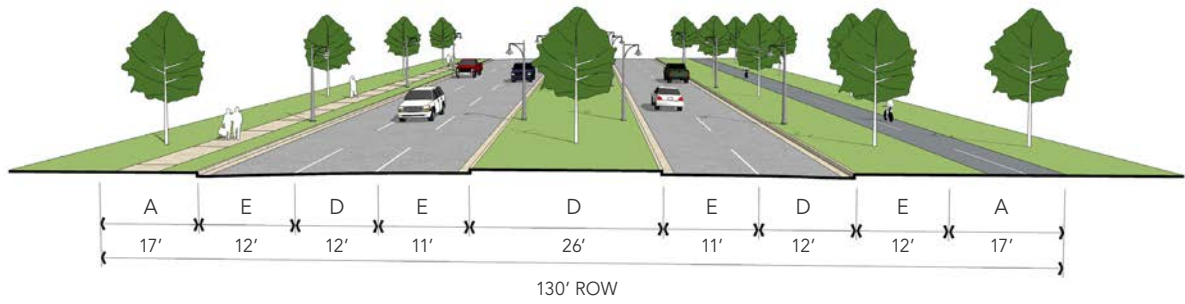
Using the guidance provided on the Thoroughfare Plan, Future Land Use Plan, Community Image and Enhancement Plan, and Figure 3.10, *Roadway Functional Classification Standards*, establish standardized cross-sections which identify the minimum cross-section based on the proposed project location and configuration. For example, the extended Main Street minor arterial project would have different right-of-way needs as this Plan calls for it to include a parkway with a planted center median, on-street bike lanes, off-street sidepath, etc. These

FIGURE 3.10
ROADWAY FUNCTIONAL CLASSIFICATION STANDARDS

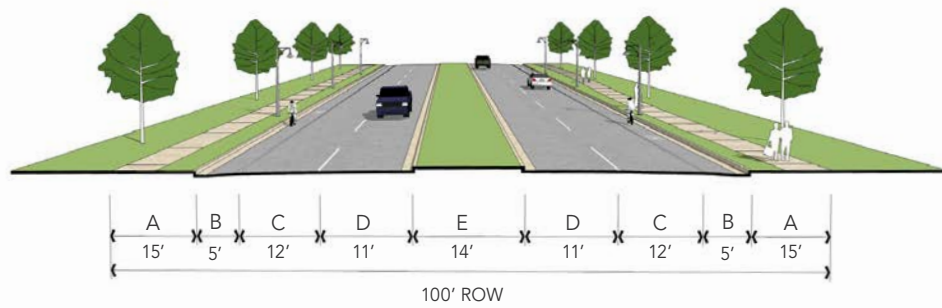
CRITERION	MAJOR ARTERIAL	MINOR ARTERIAL	MAJOR COLLECTOR	INTERNAL COLLECTOR*	LOCAL STREET*
PURPOSE	Mobility is primary; access is secondary. Connects primarily to other arterials.	Connects primarily to major arterials and lower classification roadways. Access is secondary.	Collects traffic destined for the arterial network. Connects arterials to local streets; and sometimes for access.	Collects traffic destined for the arterial network. Connects arterials to local streets; and sometimes for access.	Provides direct access to properties. Intended to carry traffic to collector streets. Designed for slower speeds.
FUNCTIONAL ROLE	Serves the highest volumes of long-distance mobility and connects activity centers.	Serves high volumes of long-distance mobility and connects activity centers to major arterials.	Serves medium-distance mobility needs and connects lower to higher classification roadways.	Serves local-area mobility needs connecting local land uses to the regional system.	Provides the highest level of access to abutting land.
NUMBER OF LANES	4 to 6 lanes; may include a center turning lane with or without landscaped islands	3 to 5 lanes; may include a center turning lane with or without landscaped islands	Either 4 lanes or 2 with a center turn lane with or without landscaped islands	Either 2 lanes or 2 with a center turn lane	2 lanes
ROW	130 ft.	100 ft.	80 ft.	70 ft.	60 ft.
TRAFFIC VOLUMES (VPD = VEHICLES PER DAY)	20,000 to 60,000 VPD	5,000 to 30,000 VPD	1,000 to 15,000 VPD	1,000 to 10,000 VPD	100 to 3,000 VPD
POSTED SPEED	55 to 70 mph	45 to 60 mph	35 to 50 mph	25 to 40 mph	20 to 35 mph
ACCESS	State facility driveway guidelines apply.	State facility driveway guidelines apply.	State facility driveway guidelines apply.	No residential driveway access allowed.	Driveway access preferred.
NEIGHBORHOOD RELATIONSHIP	Defines neighborhood boundaries	Defines and traverses neighborhood boundaries	Internal and traverses neighborhood boundaries	Internal collection	Internal access
ON-STREET PARKING	Restricted	Restricted	Restricted; except in Downtown Cibolo	Restricted	Permitted
ON-STREET BIKE LANES	Yes; 5' with 4' unobstructed paving	Yes; 5' with 4' unobstructed paving	Yes; 5' with 4' unobstructed paving	Preferred; 5' with 4' unobstructed paving	No; bikes share vehicle lane
SIDEWALKS	Yes; 7' on both sides or min. 10' sidepath on one side	Yes; 7' on both sides or min. 10' sidepath on one side	Yes; 6' on both sides	Yes; 6' on both sides	Yes; 5' on both sides
TRAFFIC CALMING	No	No	No	Permitted	Permitted
TRUCK ROUTES	Yes	Permitted	Permitted	No	No

*Internal collectors and local streets do not provide cross-city connectivity and are not shown on the Future Thoroughfare Map.

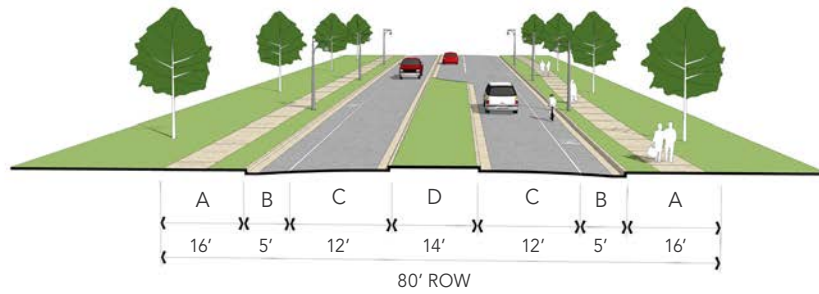
FIGURE 3.11, ROADWAY CROSS-SECTION ILLUSTRATIONS
MAJOR ARTERIAL, URBAN



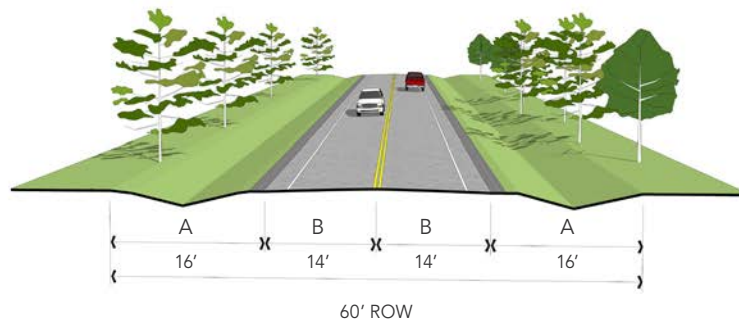
MINOR ARTERIAL, URBAN



COLLECTOR, URBAN



LOCAL, RURAL



standards should include new cross-sections for parkways, on-street parking in the Downtown area, and context sensitive rural cross-sections for new roadways in areas designated as Rural Residential on the Future Land Use Plan. Implementation of this will require creating performance standards to be inserted into the *Part I - Street Width, Geometry & Bike (Reserved)* section of the DCM. This may also require modifications to the City's UDC.

Action T-2.3. Evaluate opportunities to implement the segments of the Thoroughfare Plan as part of catalyst projects.

While most of the new roadways will be constructed in association with private development, there may be certain segments of the Thoroughfare Plan that may warrant more immediate consideration for development and/or strategic importance as part of a larger catalyst project. One such area of strategic importance could be the proposed collector intended to connect an extended Main Street back to FM 78 somewhere in the middle of the Bison Ridge property. This critical collector roadway provides a southern east-west connection and location for a two-side commercial hub opportunity between Main Street and the proposed FM 1103 extension. This proposed commercially-oriented hub for the City only makes viable sense if it connects to the two north-south roadways at either end. This would include passage underneath of, and connection to, the FM 1103 extension.

A second critical connection could be a parkway extension of Main Street to areas south and eventually merging with Haackerville Road. At this time, this would establish Cibolo's only full north-south Citywide connector outside of the proposed FM 1103 extension.

A third critical connection might be establishing a proposed north-south collector from Green Valley Road down to the property formerly known as the Town Center. This connection could then be extended both west to Main Street and to the undeveloped areas east. This road would create an entirely alternate connection from north Cibolo into Downtown, potentially alleviating some of the road congestion currently impacting the only other north-south arterials (i.e., Cibolo Valley Drive and FM 1103 as currently configured).

Action T-2.4. Utilize the Thoroughfare Plan and community feedback to reevaluate the proposed transportation projects identified on the current Capital Improvement Plan (CIP).

One of the resulting outcomes of a comprehensive master planning process is the reassessment of the community's vision for the future. This, in turn, allows elected and appointed officials (including the Capital Improvements Committee) and staff the opportunity to reassess various plans and programs for the future. One of the most important of these is the City's Capital Improvement Plan (CIP). The CIP is a five-year plan of action of all the capital improvements that are scheduled for implementation during that period. Currently, the next five-year CIP project list is scheduled to start in 2018. In this regard, the adoption of this Comprehensive Master Plan provides a great opportunity to reassess and update the proposed projects which are currently on the next CIP.

Action T-2.5. Utilize the Thoroughfare Plan and community feedback to reevaluate the proposed transportation projects identified as part of the Impact Fee Study.

Similarly, the comprehensive master planning process should also be used to reassess the proposed projects which fed into the analysis of the Cibolo Impact Fee Study.² As part of the stakeholder process, a project involving a proposed bridge over Cibolo Creek was identified as being a low community priority, but its inclusion was significantly increasing the overall costs of impact fees. As such, it would be appropriate to reevaluate the projects included in that study to reassess their priority compared to newly identified projects.

Design Construction Manual (DCM)

The Design Construction Manual (DCM) is 10-part document of policies and regulations that apply to land development within Cibolo. The DCM is available to assist the development community in their preparation of site development plans and plats and the subsequent construction of those projects.

Unified Development Code (UDC)

The Unified Development Code is a comprehensive ordinance containing nearly all the regulations related to the physical development of a piece of property.

Capital Improvements and the Capital Improvement Plan (CIP)

A capital improvement is a major, non-routine expenditure for new construction; major equipment purchases; or improvements to existing land, streets, buildings, or other facilities, including infrastructure. A CIP lays out a five-year plan of action of all the proposed capital improvements intended for implementation, provided that revenue collections are in line with estimated revenue projections.

Impact Fees

An impact fee is a fee that is imposed by a local government on a new or proposed development project to pay for all or a portion of the costs of providing public services to the new development. Impact fees are considered to be a charge on new development to help fund and pay for the construction or needed expansion of off-site capital improvements.

² Cibolo Impact Fee Study 2013 Update, Water, Wastewater, Drainage and Transportation.

Policy T-3. Improve the City's thoroughfare functional capacity through improved street design, maintenance, and access management.

As mentioned in the existing conditions section of this chapter, the community has expressed the greatest concern about the existing conditions of the transportation network. Some of those concerns will be addressed as the City makes major transportation improvements (e.g., the proposed extension or expansion of FM 1103). Other improvements can be made through fixing some of the City's street design, maintenance, and other transportation related provisions.

The following actions are recommendations to achieve this policy.

Action T-3.1. Conduct a comprehensive pavement assessment study to identify Citywide street maintenance needs.

Since the City currently does not have an understanding of its street maintenance needs, it is recommended that a comprehensive street condition assessment be conducted to evaluate and rate the condition of every street within Cibolo. The assessment should include a rating system identifying streets that are excellent (no repairs needed), good, fair, poor (street surface may need to be resurfaced), failing (complete street reconstruction is needed), or dirt. The results of the assessment should include a Citywide map of existing conditions, a prioritized list of repairs needed, and estimated cost estimates for the prioritized repairs recommended over the next three years. The results of the assessment should be used to identify the necessary staffing and/or funding to complete the highest priority repairs. Based on the results and types of repairs needed, City staff will be able to further identify whether the necessary funding can be requested as part of the annual budget process, or, in other cases, certain projects may need to be added to the CIP project list. A complete reassessment should be repeated on a three-year rotation to identify the next work program.

Action T-3.2. Establish a more formalized street maintenance program and funding source.

Currently, the City undertakes all street, sidewalk, and driveway maintenance projects working within an approximate \$100,000 budget. This amount is not sufficient to keep up with maintenance needs on approximate 140 miles of City-maintained roadways. Over time, this will lead to a decreasing quality of roadway conditions which will further decrease throughput capacity, increase congestion levels, and result in a subsequent increased cost of repair because minor fixes were deferred until the problems became bigger. As such, the City needs to establish a more formalized street maintenance program which uses the comprehensive pavement assessment study (see Action T-3.1., above) as a starting point for determining appropriate staffing, funding, and maintenance schedules.

Action T-3.3. Periodically reevaluate the Design Construction Manual (DCM) to ensure development outcomes are achieving intended results.

Currently, the City utilizes a DCM to support development regulations found within the UDC. The DCM contains technical specifications for such things as erosion and sediment control, pavement, sidewalks, and other miscellaneous construction standards. These specifications are then implemented on each project built within the City. Over time, it may be determined that certain specifications are not working properly. For example, previously it was determined that the specifications for roadway construction were resulting in failing roadways prior to their specified lifespan. Currently, it has been identified that both the intersection curb radii and visibility triangle specifications are not achieving intended outcomes.

As such, the City should periodically reevaluate post-construction conditions to ensure development outcomes are achieving intended results. This could include the review of select projects as part of an annual quality control and DCM update process. It could also include feedback from builders and developers as to which specifications are the most problematic.

Action T-3.4. Coordinate with TxDOT to determine long-term plans for the improvement of FM 78 and its key intersections.

As analyzed in the *Complete Streets Assessment* section of the FM 78 Corridor Plan (see Section 3, *Corridor Analysis*, of the FM 78 Corridor Plan), three key intersections along FM 78 were identified where congestion is likely to occur, assuming a buildout of development along and near the corridor as depicted

on the Future Land Use Plan. These three key intersections include FM 78 at FM 1103, FM 78 at Main Street (County Road 383), and FM 78 at TX-539 Loop/Haeckerville Road. As Cibolo's growth continues exponentially, these three intersections will either inhibit Citywide connectivity and regional pass-through traffic, or will be redesigned in a way that minimizes congestion, maximizes operational capacity, and improves safety. The FM 78 Corridor Plan contains best practice examples of intersection designs and redesigns which are resulting in significant improvements in functional throughput and reduced turning wait times.

Action T-3.5. Preserve traffic capacity by implementing access management and other Transportation Systems Management (TSM) provisions within Cibolo.

As the City's population continues to grow, there will be increased pressure on the City's roadway network resulting in decreased functional capacity. Functional capacity can be impacted due to an increased number of driveway cuts; lack of turn, acceleration, or deceleration lanes; etc. Poor roadway design will automatically result in poor roadway capacity. However, even the best designed roads can be impacted by the development of poorly designed abutting uses. As such, the City should consider developing an access management program that involves specifications for both roadway design and access to abutting land uses (see Figure 3.12, *Benefits of Access Management*). This could include the addition of dedicated left- and right-hand turn lanes, minimum spacing for driveway cuts, requirements for interparcel connectivity, among other access management provisions. This could also include periodic evaluation of the timing of signals for nearby lighted intersections, and the requirements that all new signals must include car detection and signal change capabilities. Additionally, this could include proactive coordination with TxDOT to ensure that the proposed series of new signalized intersections along FM 1103 have the ability to be signal timed.

Action T-3.6. Pursue establishing improved signalization and quiet zones for all at-grade intersections along the UPRR.

While not necessarily a traffic management improvement, the establishment of quiet zones for all at-grade intersections will additionally result in improvements to the intersection signalization which can improve safety and overall quality of life for abutting land uses. According to Federal Railroad Administration (FRA) regulations, a train engineer is required to sound a horn within 15 seconds of arriving at a railroad / street crossing. The establishment of a "quiet zone" allows a train engineer to forgo sounding a train horn unless there is a reason to do so (e.g., something obstructing the tracks).

In order to establish a quiet zone, the City must apply with the FRA. Approval of a quiet zone may require replacement of the protective crossing arms and approach signalization, among other measures. Currently, the City is pursuing a quiet zone at the intersection of Main Street in Downtown Cibolo. Once this quiet zone is established, the City should pursue establishing a quiet zone at FM 1103. Additional quiet zones (e.g., at the two Country Lane crossings) should be considered concurrent with proposed development abutting the railroad and as part of planned upgrades to those intersections. A quiet zone will not be needed for the extension of FM 1103 because it will not involve an at-grade crossing.

Action T-3.7. Evaluate the street sweeping and mowing operational programs to identify a sustainable plan of action for moving forward.

The evaluation should include an assessment of community preferences for street sweeping and mowing, a manpower study to determine adequate staffing levels, and consideration for additional funding beyond what is currently being provided by road maintenance sales taxes.

Action T-3.8. Evaluate the need for establishing specific truck routes / weight limits for roads within the City.

To further protect the public safety and welfare of the community, the City should evaluate establishing a "truck route" ordinance which specifies the acceptable routes truck within the City, maximum weight limits, loading and unloading provisions, exceptions, and enforcement and penalties.

FIGURE 3.12
BENEFITS OF ACCESS
MANAGEMENT

Research shows that a well-designed and effectively administered access management program can yield the following benefits:

- » Reduce accident and crash rates;
- » Prolong the capacity and useful life of roadway facilities;
- » Decrease congestion and travel times;
- » Enhance economic activity of abutting uses; and improve the overall quality of life and livability of the community.

Policy T-4. Improve the City's thoroughfare functional capacity by offering enhanced alternate mobility options.

Similar to the changes in housing preferences discussed in Chapter 4, *Housing & Neighborhoods*, there are similar changing preferences regarding accessibility and quality of alternate forms of mobility. These include increased demand for more pedestrian and bicycling infrastructure, access to public transit or ride-sharing programs, among other associated improvements. Previously, these "other" forms of mobility were included as "after thoughts" after vehicular mobility was maximized. Today, these alternate mobility options are increasingly becoming required quality of improvements, and in some cases, being prioritized over vehicular improvements. Disregarding these changing preferences will result in the City being less competitive to those surrounding jurisdictions which are prioritizing them.

Indeed, demand for these facilities does exist in Cibolo. According to the online public survey conducted as part of this comprehensive master planning process, 91 percent of the respondents felt that it was Very Important (63%) or Important (28%) to address pedestrian accommodation (e.g., trails, sidewalks, crosswalks) within the City. Similarly, 76 percent of the respondents felt that it was also Very Important (40%) or Important (36%) to address bicycle accommodations (e.g., bike lanes) within the City.

The following actions are recommendations to achieve this policy.

Action T-4.1. Develop a comprehensive GIS database of sidewalk, trail, and on-street bike lane locations and attributes.

As a simple prerequisite, the City needs to have a comprehensive understanding of the bicycle and pedestrian facilities currently existing within Cibolo. As such, the City should prioritize developing a comprehensive GIS database of sidewalks, on- and off-street trails, and on-street bike lane infrastructure. The database should include locations, dimensions, and other design and construction specifications to effectively be able to enhance, repair, and otherwise maintain the system over time.

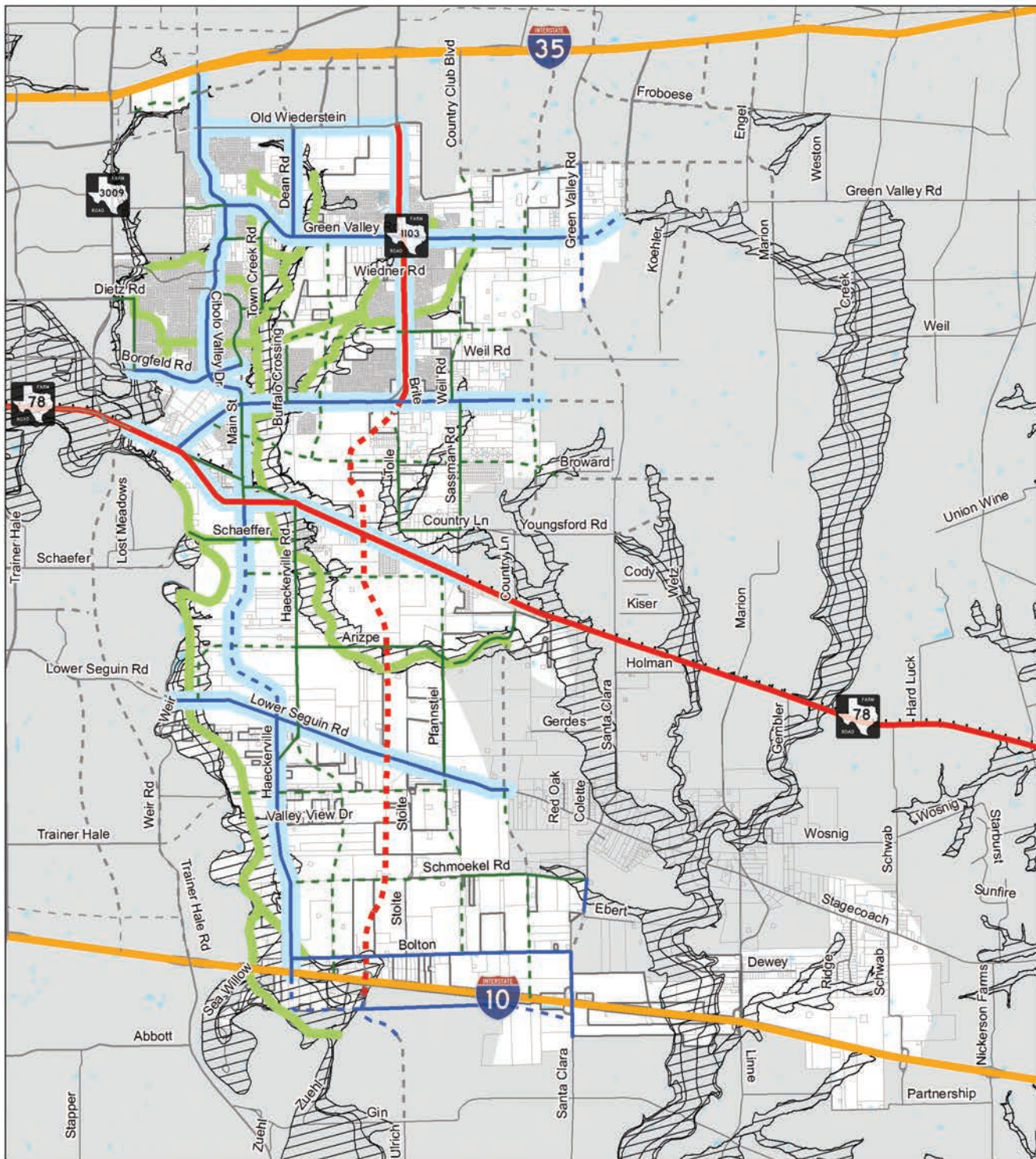
Action T-4.2. Develop a Trails Plan to ensure effective implementation of a Citywide off-street trail and sidepath network.

As set out in Map 3.2, *Off-Street Trails and Sidepaths Plan*, on the next page, a conceptual network of sidepaths and off-street trails are proposed providing linear connections throughout the City limits and ETJ. The purpose of these conceptual alignments is to identify Citywide trail connections so that as the City grows over time, the trail system grows concurrently. However, the proposed alignments are not exact delineations. Therefore, a more detailed study will be required to establish more refined alignments, develop community support, identify funding and/or other implementation strategies, etc.

As depicted on Map 3.2, *Off-Street Trails and Sidepaths Plan*, on the next page, sidepaths (depicted in light blue) are on-street trails that parallel roadways and take the form of oversized sidewalks. Typically, an oversized sidepath is required on one side of the street, while the other side consists of the standard sidewalk width. The benefit of a proposed sidepath system is that it identifies key Citywide connections where oversized sidewalks provide enhanced opportunity for larger groups of users. All sidepaths are ADA-compliant and should be at least 10 feet in width. As currently configured, proposed (and in some cases retrofitted) oversized sidepaths are recommended along the Cibolo Valley Drive/Main Street alignment providing a complete near-street opportunity for north-south connectivity. Additional east-west sidepaths are proposed along Green Valley Drive, the portion of FM 11103 that will be turned over to the City by TxDOT, and a few other segments providing enhanced east-west connectivity.

Similarly, Map 3.2, *Off-Street Trails and Sidepaths Plan*, on the next page, shows a series of off-street trails (depicted in green) which identify connectivity and enhanced recreational opportunity along the City's natural drainage system.

MAP 3.2
OFF-STREET TRAILS AND SIDEPATHS PLAN



LEGEND

- Side Paths
- Off Street Trails

Thoroughfares (Existing /Proposed)

- Freeway, Existing
- - - Major Arterial
- - - Minor Arterial
- - - Major Collector

- Local Streets
- Non-Cibolo Areas
- Cibolo City Limits
- Parcels
- Floodplain

Note: Exact thoroughfare delineation subject to final design and engineering plans.

0 ¼ ½ 1
Mile



FIGURE 3.13
OFF-STREET TRAIL
DEMAND

Citizen demand for a comprehensive off-street trail system was expressed during various community engagement outreach events.

Overall, 91 percent of the respondents to the online public survey felt that it was

Very Important (63%) or Important (28%) to address pedestrian accommodations such as off-street trails.



While both sidepaths and off-street trails provide connections to area destinations, sidepaths (due to their nature of paralleling roadways) provide greater connectivity to commercial and other nonresidential destinations. In this regard, sidepaths have a higher probability of being used as an alternative means of transportation instead of a vehicle. Conversely, the off-street trail network provides connection to whatever the natural drainageway passes by (see Figure 3.13, *Off-Street Trail Demand*). For this reason, and because of the fact that trails along drainageways and watercourses are more scenic, off-street trails have a higher probability of being used for recreational purposes.

On-Street Bike Lane Facilities

On-street bike lane facilities are more likely to be used for the purposes of commuting or for longer-distance recreational exercise. In this regard, users typically have more advanced skills and a higher confidence level than the type of users that may feel more comfortable using an off-street facility.

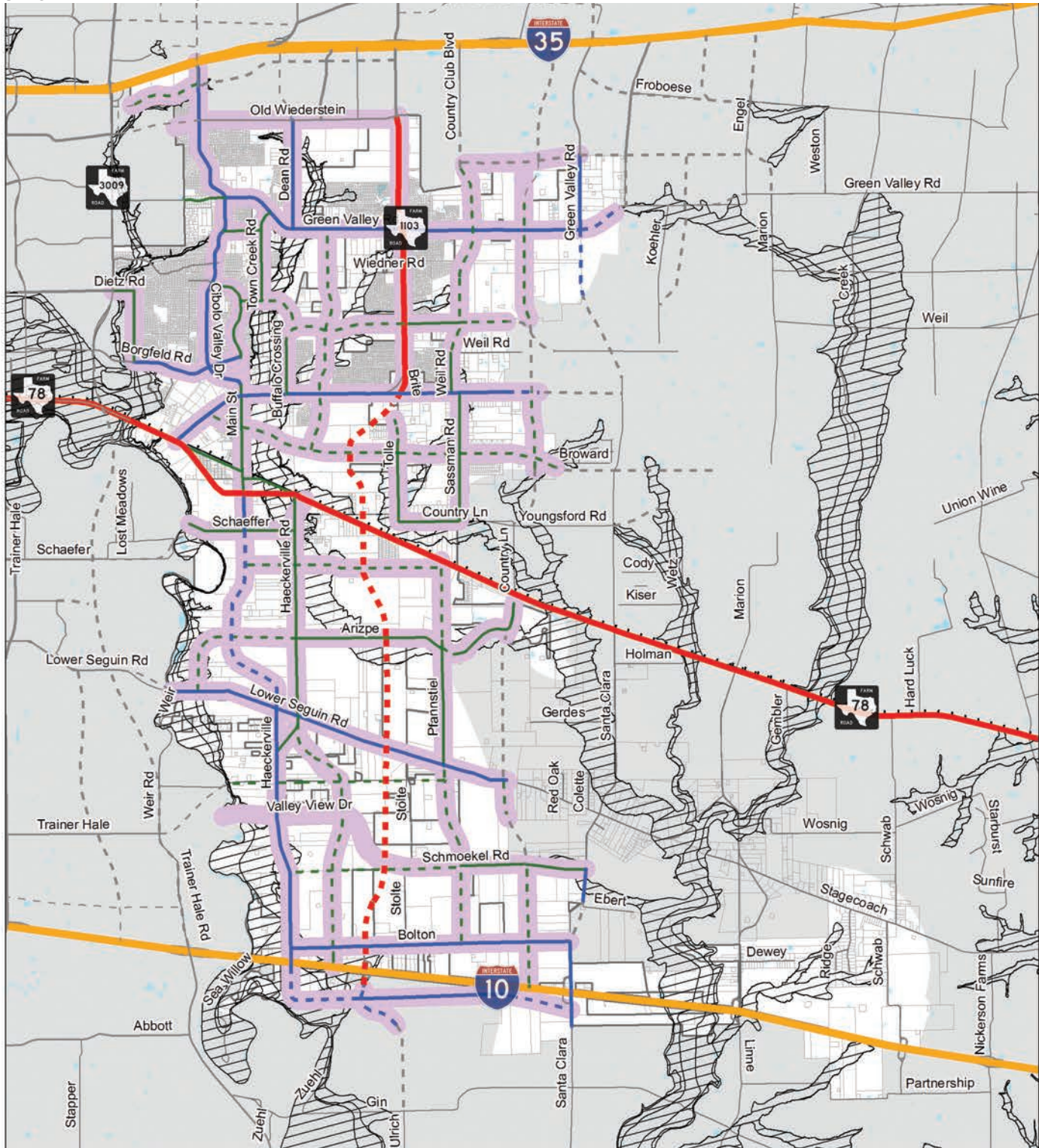
Action T-4.3. Develop an Active Transportation Plan to ensure effective implementation of a Citywide on-street bike lane network.

As set out in Map 3.3, *On-Street Bike Lanes Plan*, on the next page, a conceptual network of on-street bike lanes are proposed to provide more active transportation connections throughout the City and ETJ. While bicycle commuting is probably non-existent in Cibolo, the City does have a very active bicycling community. Indeed, it is not surprising to see morning and weekend large-group bicycle rides taking off from City Hall all throughout the week. Some of this is due to increasing demand for an active lifestyle, but a large part can be attributed to the area's active bicycling group – the San Antonio Wheelmen cycling organization – whose strong contingent of riders often use the City Hall complex as a starting and ending point for their rides of 25 to over 100 miles in distance. As set out on Map 3.4, *On-Street Bike Lanes Plan*, on-street bike lanes are recommended along all arterial and collector thoroughfares and should be included in the design of all new and redeveloped roadways. Since a five-foot minimum width (with a minimum of four feet of unobstructed distance outside of the curb and gutter) is recommended to ensure safe and adequate accommodations, this necessitates the expansion of the minimum right-of-way width of proposed collector and arterial roadways.

Action T-4.4. Utilize the Off-Street Trails and Sidepaths Plan and the On-Street Bike Lanes Plan as part of the review and consideration of development approvals.

Similar to the Future Land Use and Thoroughfare Plans, the Off-Street Trails and Sidepaths Plan and On-Street Bike Lanes Plan should be used as part of the decision making of development approvals. In this regard, a private developer would be required to set aside the necessary area to accommodate and construct the linear corridor as part of their project. In doing so, the City will be able to protect future trail alignments, improve Citywide connectivity, and require trail development as growth occurs. Similarly, a developer would need to accommodate an on-street bike lane as part of their thoroughfare development for all collectors and arterials that pass through the project.

MAP 3.3
ON-STREET BIKE LANES PLAN



LEGEND

- | | |
|---|------------------|
| On Street Bike Lanes | Railroads |
| Thoroughfares (Existing /Proposed) | Non-Cibola Areas |
| Freeway, Existing | Parcels |
| Major Arterial | Floodplain |
| Minor Arterial | |
| Major Collector | |
| Local Streets | |

Note: Exact thoroughfare delineation subject to final design and engineering plans.

0 ¼ ½ 1
Mile



Action T-4.5. Utilize the Off-Street Trails and Sidepaths Plan and the On-Street Bike Lanes Plan to identify projects for inclusion in the 2018-2022 CIP.

While most of the off-street trail, sidepath, and on-street bike lane system will be constructed in association with private development as growth occurs, there may be certain undeveloped segments that exist within already developed parts of the City, could be added as part of City-initiated street reconstruction or extension projects, or are of strategic importance in an effort to establish Citywide connectivity. In these cases, the City's Off-Street Trails and Sidepaths Plan and the On-Street Bike Lanes Plan should be used to prioritize projects that may warrant inclusion in the City's next Capital Improvement Plan (CIP).

One such area of strategic importance could be the proposed off-street trail connection extending from Downtown under FM 78 to connect to the proposed Municipal Youth Sports Complex, the potential YMCA/Community Center, and eventually to areas further south. A second strategic connection would include extending the existing trail from Schlather Park to Downtown.

Action T-4.6. Consider dedicated funding for maintaining the sidewalk, trail, and on-street bike lane system within Cibolo.

As mentioned in Action T-3.2, the City currently funds all maintenance of roadways, sidewalks, and driveways using approximately \$100,000 in dedicated funding. Moving forward, the City should consider a separate dedicated funding source for sidewalk maintenance. Currently, the City takes on all responsibility for sidewalk maintenance throughout the City. In other words, if a sidewalk needs fixing anywhere in the Cibolo, it is the City's responsibility to both pay for it and fix it. As the City continues to grow, the sidewalk system expands, and sidewalks begin to age, the City will need to dedicate an increased level of funding and manpower to keep up with the need for repair and maintenance. Beyond this, the City could consider transferring responsibility for certain sidewalk segments to abutting landowners. While this is typical in many cities, it could result in a significant deterioration of the existing sidewalk system or become a perpetual enforcement issue. With regard to on-street bike lanes, periodic restriping will be required on a reoccurring basis. The funding for this type of project is not currently accounted for in the City's budget.

Concurrently, all new or redeveloped roadway projects should be designed and budgeted to implement and/or enhance the sidewalk, trail, or on-street bike lane network. While it would increase the cost of the roadway project, it would be more cost effective to undertake multiple projects all during the same construction process. This would also reduce the amount of work that would have to be redone if each project was undertaken individually.

Action T-4.7. Consider coordinating with the City's active bicycle and pedestrian user groups to build support for additional sidewalk, trail, or on-street bike lane facilities.

Successful implementation of a Citywide system will require the support of many groups and individuals. To ensure quicker and more comprehensive outcomes, the City should consider coordinating with known and active user groups (e.g., the San Antonio Wheelsman cycling organization) to build community support and excitement for new or expanded facilities.

Action T-4.8. Continue to coordinate with the Schertz-Cibolo-Universal City Independent School District (SCUCISD) to develop safe bicycle and pedestrian connections between schools and neighborhoods.

Our over-reliance on the vehicle and overprotective society has impacted how our children get to school, resulting in negative consequences on the health and safety of our youth. Despite the fact that SCUCISD has a minimum distance busing policy for students, only a relatively small amount of children actually walk or ride their bicycles to school. Nationally, part of this can be attributed to poorly located schools which placed higher priority on vehicular accessibility. Today, more school districts are understanding the importance of placing schools as the center

or focal point of neighborhoods and again fostering safer, more accessible pedestrian and bicycle connections. While many of these decisions are the sole purview of the school district, the City does have the ability to support better design solutions (e.g., oversizing sidewalks in proximity to schools, establishing crosswalks, etc.) as part of new development and improved infrastructure (e.g., sidewalks, on-street bike lanes, trail connections, etc.) during streetscape redevelopment projects. This could also include partnering to submit grant requests to the Safe Routes to School Program.

Action T-4.9. Establish criteria in the Design Construction Manual (DCM) where all bridge and overpass projects must accommodate adequate bicycle and pedestrian underpass connections.

There is a disjointed connection between roadway development/improvement projects and the development of off-street trail systems. Currently, most roadway projects are designed to accommodate the necessary drainage conveyance of flood waters. This typically results in the placement of a series of culverts that are of sufficient size to allow the passage of water, but which are undersized to allow safe passage of a human. Once a newly installed bridge/culvert is installed without the necessary accommodations, it is nearly impossible (or prohibitively costly) to retrofit to allow human passage. To avoid this, the City should establish criteria within the DCM which requires new or redeveloped bridges to be of sufficient size to allow for bicycle and pedestrian passage along all drainageways which are designated off-street trails on the Off-Street Trail and Sidepaths Plan.

Action T-4.10. Evaluate the feasibility of establishing a limited bike-sharing program within Downtown Cibolo.

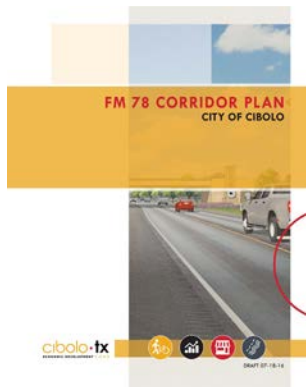
Due to Cibolo's active bicycling community, interest in bicycle facilities, and active and redeveloping Downtown area, the City should evaluate the feasibility of establishing a limited bike sharing station in Downtown. This recommendation stems from the fact that bike sharing accommodations provide an additional amenity for visitors to Cibolo while also providing a relatively low-cost solution for attracting young talent who may be interested in alternative modes of mobility. While being a small city does have its drawbacks (e.g., more difficult to obtain sponsorships, having a limited number of potential users, etc.), it also has its advantages (e.g., quicker to build community interest and support, etc.). As the City is looking to improve its economic competitiveness and attract a more demographically diverse, full life-cycle community, a limited bike-sharing program strategically located along Main Street could provide one more relocation incentive or tool in the toolbox.

Action T-4.11. Continue to allow ride-sharing opportunities providing a non-vehicular mode of transportation within Cibolo.

In the absence of a fixed-route transit service in Cibolo (which is not currently needed nor a priority for the community at this time), the City should actively continue to support taxi and ride-sharing services in Cibolo. This provides a relatively safe alternative for driving when necessary, provides mobility options for those who do not have a personal vehicle, or reduces the need for even having a car to get around Cibolo or the surrounding region.

Action T-4.12. Evaluate opportunities to establish a commuter park & ride in Cibolo.

Similar to Via Metro Express park & ride stations located in Schertz, New Braunfels, and Seguin, the City should pursue regional partnerships to evaluate the opportunity for locating a Metro Express lot in Cibolo. Adding commuter bus service in Cibolo provides residents with an alternative to driving alone or spending numerous unproductive hours sitting in traffic. As such, the City should strongly support efforts to establish a park & ride lot within Cibolo.



Policy T-5. Prioritize the transportation and alternate mobility improvements identified in the FM 78 Corridor Plan.

As mentioned in the FM 78 Corridor Plan, the area defined by the FM 78 Corridor Planning Area holds the potential of transforming the City from a fast-growing community into a local, regional live, work, play destination. While still relatively undeveloped today, this area will quickly be transformed into a regionally-serving commercial hub. Fortunately, City leaders proactively decided to plan for the future of this corridor before it was overrun with ill-planned, low-quality strip development. The resulting plan identifies a vision and a series of development principles that should guide all decision-making. The development principles indicate that FM 78 will be:

- Comprised of a mix of uses that offer unique opportunities for different kinds of development, including urban-scale downtown uses, mixed-use, transitional housing, etc.
- Connected within and to other areas of Cibolo through a connected and efficient thoroughfare network including off-street trails, sidepaths, and on-street bike lanes.
- Comprised of high quality, durable, and sustainable development.

Implementing this vision will take commitment by elected and appointed officials, City staff, land and business owners, developers and builders, and all members of the community who feel that the embodied vision for the future best serves the long-term interests of Cibolo.

The following actions are recommendations to achieve this policy.

Action T-5.1. Identify opportunities to implement the public sector improvements identified in the FM 78 Corridor Plan.

Included within the FM 78 Corridor Plan are a series of recommended projects and other improvements impacting the growth and development of the corridor. As part of the preparation of new operational programs during annual budgeting and through the development of the CIP, the City should proactively evaluate the which recommendations should be prioritized in context of all of the Citywide recommendations.

"Affordable, healthy, high-quality housing is one of the basic elements of a sustainable community. It is important to provide decent homes in safe neighborhoods, convenient to jobs, good schools, and daily necessities for people of all income levels, family sizes, and stages of life."

– EPA Creating Equitable, Healthy, and Sustainable Communities Report



Chapter 4 Housing & Neighborhoods

INTRODUCTION

According to the 2014 American Community Survey 5-Year Estimates, there are 7,366 housing units in Cibolo, an increase of 546 percent (from 5,971 units) since 2000. As Cibolo continues to grow it will become increasingly more important to guide where and how housing develops to better accommodate new residents and the changing needs of existing residents.

Planning for housing goes beyond just planning for new rooftops. How housing develops is as critical as the number of households. As people and families pass through various stages of their lives, their housing needs and preferences will also change. If Cibolo wants to continue to attract residents and give people the opportunity to remain in Cibolo, then housing options should be appropriate to meet the needs of residents of all ages. As such, Cibolo must provide different housing types at different price points which can accommodate these different demands.

This chapter examines the housing characteristics that exist today and identifies needs and opportunities to expand housing options and improve accessibility to housing in Cibolo.

This chapter provides a 20-year policy framework for expanding housing options and improving neighborhoods, including addressing the following:

- **Housing Choice.** Even though both population and housing growth are strong and serve the needs of the current population, a lack of housing diversity will prevent movement of existing and future residents whose housing needs change over time. In this regard, more life-cycle housing will be needed to serve all residents.
- **Strong and Resilient Neighborhoods.** Despite the tremendous growth over the past 15 years, both the City's housing stock and neighborhoods are still generally in great condition. This is not to be unexpected and not much has changed since the first assessment of the housing stock was undertaken as part of the 1995 Master Plan. With that being said, however, it is generally around the 25 to 30 year mark where many neighborhoods will start to display signs of blight. As such, proactive neighborhood monitoring and reinvestment strategies at the horizon of this Plan.
- **Workforce Housing.** As the City's commercial and overall employment base grows over time, a corresponding need for adequate and affordable workforce housing will be needed to serve teachers, police or firefighters, governmental staff and for those who will be needed to run and operate the commercial retail and restaurant businesses that Cibolo residents want.

Housing Characteristics

The U.S. Census provides data that can give us a generalized idea of housing characteristics in Cibolo. A detailed housing study will provide more information about specific housing gaps and needs in the community.

HOUSEHOLD CHARACTERISTICS

As shown in *Figure 4.1, Household Characteristics* (on the next page), average household size has increased from 2.78 persons per household in 2000 to 3.22 persons in 2014, indicating a rise in families in Cibolo. Family households, which today account for 84 percent of the occupied housing units in the City, have a larger average household size of 3.63 persons, compared to an average household size of non-family households of 1.08 persons per household.

The vacancy rate in Cibolo decreased from 7.5 percent in 2000 to 4.1 percent in 2014. Basic economics of supply and demand show that it is important that Cibolo maintains a healthy natural vacancy rate for housing. If the vacancy rate is too high, supply is too high, and the housing economy could become stagnant or decline. However, vacancy rates that are too low indicate a limited supply of housing, possibly resulting in rising housing prices as the lower supply of available housing stock limits buyers' options and increases competition.

Turn-over rates of rental housing are generally higher than owner-occupied housing, resulting in higher vacancy rates for renter-occupied households. In Cibolo, 81 percent of the households are owner-occupied. The vacancy rate among owner-occupied housing units is 0.2 percent, compared to a vacancy rate of 4.5 percent among renter-occupied housing units.

The median household income of households in Cibolo is \$87,613, a significant increase over the reported level in 2000 of \$53,780. This information suggests Cibolo is attracting more affluent populations with higher paying jobs.

Overall, the City's housing market is strong and serving the needs of the current residents of Cibolo (see *Figure 4.2, Strong Housing Market*, on the next page).

FIGURE 4.1
HOUSEHOLD CHARACTERISTICS

HOUSEHOLD CHARACTERISTICS			
	2000*	2010†	2014‡
Total Housing Units	1,181	4,458	7,366
Average Household Size	2.78	3.07	3.22
Family Household Size	3.67	3.51	3.63
Non-Family Household Size	1.81	1.22	1.08
Occupied Units	1,093	4,241	7,064
Vacancy Rate	7.45%	4.87%	4.10%
Owner Occupied Units	908	3,764	5,732
Owner Tenure Rate	83.1%	88.8%	81.1%
Owner Vacancy Rate	3.50%	1.10%	0.20%
Renter Vacancy Rate	5.20%	0.00%	4.50%
Median Household Income	\$53,780	\$85,305	\$87,613

Source: U.S. Census Bureau. *2000 Decennial Census.
†2006-2010 American Community Survey, 5-Year
Estimates. ‡2010-2014 American Community Survey, 5-Year
Estimates.

FIGURE 4.2
STRONG HOUSING MARKET

Cibolo's housing supply predominantly consists of quality housing and neighborhoods. When combined with a low vacancy rate, this means that the City currently has a strong housing market.



7,366

Housing units in Cibolo,
93 percent of which are
single-family structures.



81.1%

The percent of households
that are owner-occupied.

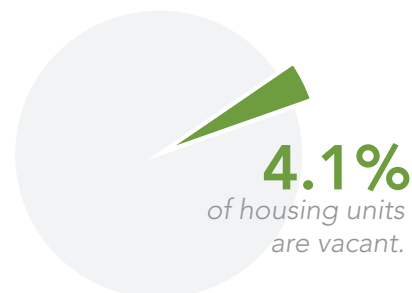


83.9%

The percent of households
that are occupied by a family



There are an average of
3.22 persons per
household.



HOUSING TYPES

There are 7,366 housing units in Cibolo as reported in the 5-Year American Community Survey in 2014. Among those housing units, 93 percent (6,387 units) are single-family units; 0.2 percent (15 units) are duplex units; and 1.0 percent (83 units) are multifamily units (3+ units in a structure)(see *Figure 4.3, Housing Type and Unit Breakdown* and *Figure 4.4, Examples of Existing Housing Types in Cibolo*).

Historically, single-family housing has dominated the housing stock and very little construction of other housing types have occurred since. Having limited housing choices can exclude populations with different housing preferences, including potential populations wanting to move to Cibolo as well as current residents who have changing housing needs but wish to stay in Cibolo.

FIGURE 4.3
HOUSING TYPE AND UNIT BREAKDOWN

Housing Type	2000*		2010†		Percent change 2000-2010	2014‡		Percent change 2010-2014
	Total	Percent	Total	Percent		Total	Percent	
Single-family, Detached	998	85%	4,339	97%	335%	6,786	92%	56%
Single-family, Attached	17	1%	15	0%	-12%	51	1%	240%
Duplex	6	1%	0	0%	-100%	15	0%	100%
Multifamily (3+ units)	72	6%	59	1%	-18%	83	1%	41%
Other	88	7%	45	1%	-49%	431	6%	100%
Total	1,181		4,458		277%	7,366		65%

Source: U.S. Census Bureau. *2000 Decennial Census. †2006-2010 American Community Survey, 5-Year Estimates. ‡2010-2014 American Community Survey, 5-Year Estimates.

FIGURE 4.4
EXAMPLES OF EXISTING HOUSING TYPES IN CIBOLO



Single-family detached



Duplex



Manufactured home



Multifamily

AGE OF HOUSING

Cibolo did not experience significant growth until after 2000, and consequently, its housing stock is still relatively young (see Figure 4.5, *Examples of Older and Newer Housing in Cibolo*). Seventy-three percent of the housing units in Cibolo have been constructed since 2000 (see Figure 4.6, *Age of Housing Stock by Unit Type*).

Analyzing the age of the housing stock can also show how the community is actively diversifying its housing stock. In recent decades, multifamily construction has increased. The 2014 American Community Survey reported that 54 percent of multifamily housing units were built since 2000. Similarly, 32 percent of duplex, triplex, and four-plex housing types have been built since 2000. As the housing stock diversifies, families and residents of Cibolo will have a greater choice in housing options, which will enable people to stay in the community as their housing needs change.

Despite these increases, however, the percent of housing that is not single-family detached is still relatively low and does not fulfill the community's need for life-cycle housing.

FIGURE 4.5
EXAMPLES OF OLDER AND NEWER
HOUSING IN CIBOLO



Housing constructed prior to 1960, which accounts for just over 2 percent of the housing stock in Cibolo, is primarily concentrated in the Old Town area, where the town originally established. Most housing stock is relatively new, with 73 percent of all housing types being built since 2000.

FIGURE 4.6
AGE OF HOUSING STOCK BY HOUSING UNIT TYPE

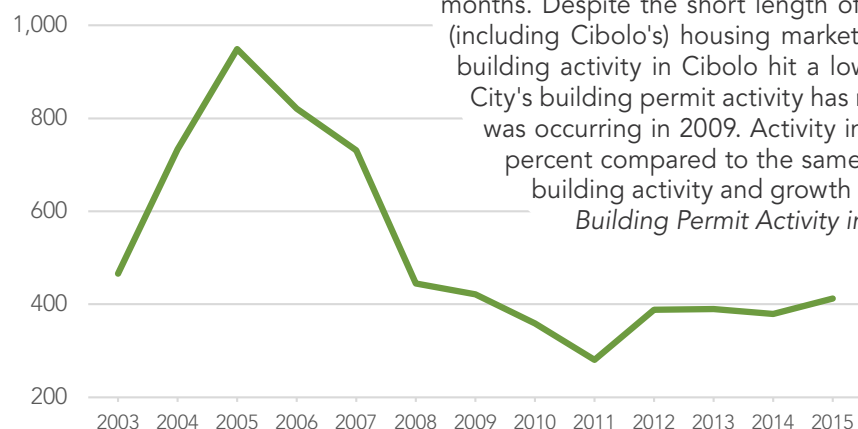
Housing Type	Housing Units (Total)	Period of Construction				
		1939 or earlier	1940-1959	1960-1979	1980-1999	Since 2000
All Housing Types	7,064	92 1.3%	54 0.8%	421 6.0%	1,347 19.1%	5,150 72.9%
Single-Family (attached & detached)	6,579	1.4%	0.8%	3.0%	17.6%	77.2%
Duplex/Triplex/Four-plex	22	0.0%	0.0%	68.2%	0.0%	31.8%
Multifamily	76	0.0%	0.0%	15.8%	30.3%	53.9%
Other	387	0.0%	0.0%	51.2%	43.4%	5.4%

Source: U.S. Census Bureau. 2010-2014 ACS 5-Year Estimates, B25127: Tenure by Year Structure Built by Units in Structure.

Note: Accounts for occupied housing units only.

HOUSING DEMAND

FIGURE 4.7, SINGLE-FAMILY RESIDENTIAL BUILDING PERMIT ACTIVITY IN CIBOLO



Source: City of Cibolo

Historically, Cibolo has experienced significant growth as indicated in building activity. Residential building permit activity peaked in 2005 in Cibolo, when 949 single-family building permits were issued. Since then, residential activity has slowed, as it did across the country due to the Great Recession which started in December 2007 and lasted about 30 months. Despite the short length of the actual recession, its impact on the country's (including Cibolo's) housing market lasted much longer. Indeed, in 2011, residential building activity in Cibolo hit a low of 280 building permits issued. Since then, the City's building permit activity has risen where in 2015 the levels reached that of what was occurring in 2009. Activity in the first quarter of 2016 shows an increase of 23 percent compared to the same quarter in 2015, indicating continued recovery of building activity and growth in Cibolo (see Figure 4.7, *Single-Family Residential Building Permit Activity in Cibolo*).

Cibolo's population is anticipated to grow from 22,744 people in 2014 to about 53,059 by the year 2035, an increase of 30,315 people. Based on housing characteristics in 2014, the anticipated population growth will require the addition of 9,816 new housing units by 2035, for a total of 17,182 housing units across the

City (see Figure 4.8, *Projected Demand for Housing*). This figure does not account for the number of aging homes that will need to be replaced.

Limited housing types can force people to leave a community as their housing needs change. As such, a variety of housing types can maintain a balanced and healthy housing market. Illustrated in Figure 4.8, *Projected Demand for Housing*, is the demand for different housing types, assuming the same distribution rates of housing types in 2014. See also Figure 4.9, *National Trends in Housing & Community Preferences*, on the next page).

FIGURE 4.8
PROJECTED DEMAND FOR HOUSING

PROJECTED DEMAND FOR HOUSING						
PROJECTION OF HOUSING UNITS	Total Population		Housing Units (Total)	Housing Units (Occupied)	Occupancy Rate	Average Household Size
2000*	3,035		1,181	1,093	93%	2.78
2010†	13,037		4,458	4,241	95%	3.07
2014‡	22,744		7,366	7,064	96%	3.22
2035	53,059		17,182	16,478	96%	3.22
PROJECTION OF HOUSING TYPE	Single-Family, Detached	Single-Family, Attached	Duplex	Multifamily (3+ units)	Other	Total
2014	6,786	51	15	83	431	7,366
	92.1%	0.7%	0.2%	1.1%	5.9%	
2035	15,829	119	35	194	1,005	17,182
Additional Demand	9,043	68	20	111	574	9,816

Note: Population projections for 2035 based on calculations performed by the City of Cibolo. Housing projections assume same rates of average household size, occupancy rate, and distribution of housing types from 2014.

Source: U.S. Census Bureau. *2000 Decennial Census. †2006-2010 American Community Survey, 5-Year Estimates. ‡2010-2014 American Community Survey, 5-Year Estimates.

FIGURE 4.9
NATIONAL TRENDS IN HOUSING & COMMUNITY PREFERENCES

According to Pew Research Center, in 2016 the Millennial generation surpassed the Baby Boomers as the largest living generation, nationally. Together, these generations account for over 150 million people, or 47 percent of the national population. As the majority representatives of the population, Baby Boomers and Millennials attract a lot of attention from cities and developers in what they want in terms of places they want to live.

In 2012, the American Planning Association (APA) conducted a survey of people aged between 21 and 65 to gain a better understanding of these demographic groups and how they may impact planning decisions. Despite the differences in characteristics, the survey found there was more commonality than conflict between the two generations in terms of what they're seeking in a community. Key findings of the survey, as reported in the 2014 report *Investing in Place* include:

- In both demographic groups, there was a sharp decline in interest in traditional, auto-dependent suburban living. While 40 percent of this population live in this type of environment, less than 10 percent see themselves in this type of community.
- There is a desire for greater mobility options, including improved walkability and improved access to key amenities, across all types of communities (urban, suburban, and small town). A majority of both generation groups felt there are not enough transportation alternatives where they live.
- Survey respondents have a desire to "age in place," or grow old in their existing communities and homes. Sixty percent want to stay in their home as they age and over half do not feel that their community is doing enough to allow this.
- Both demographic groups reported a belief that investing in the community (e.g., schools, amenities, and quality of life) was key to local economic growth over traditional business recruitment strategies.
- Survey data suggests that technological infrastructure and building a culture of innovation and connectivity will likely be important for attracting new residents and businesses.

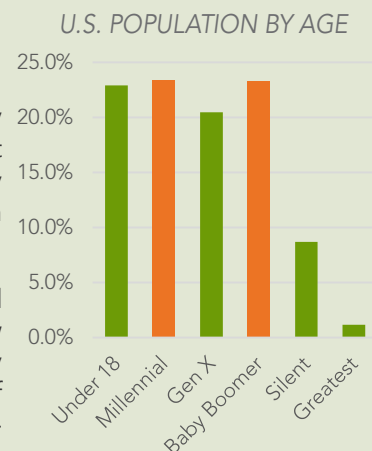
Born roughly between early 1980s and late 1990s, the Millennial generation captures those between the approximate ages of 18 and 35 in 2016. Recent surveys of the population and this generation identify trends in lifestyles, preferred amenities, housing and neighborhood choices, and transportation choices that will influence how cities plan for their population.

The Urban Land Institute (ULI) regularly surveys and analyzes how people are affecting trends in real estate development. The *America in 2015 Survey* by ULI identified the following trends:

- Millennials reported wanting to move out of apartments and transition into homeownership.
- Approximately 21 percent of Millennials are dissatisfied with the range of housing choices in communities.
- Just over half (52 percent) of adult Americans report they would like to live in a place where they do not need to use a car very often.
- While single-family is still the dominant preferred housing type, a larger share of those expecting to move want to do so to a townhome or duplex in the future.

Another 2015 trend was that peak levels of millennials and baby boomers would be making housing decisions in the next five years.

-ULI, 2016 Emerging Trends in Real Estate



The Millennial and Baby Boomer generations account for 47 percent of the population in the United States.

Source: U.S. Census Bureau. 2015 Population Estimates. Generation delineation based on Pew Research Center.

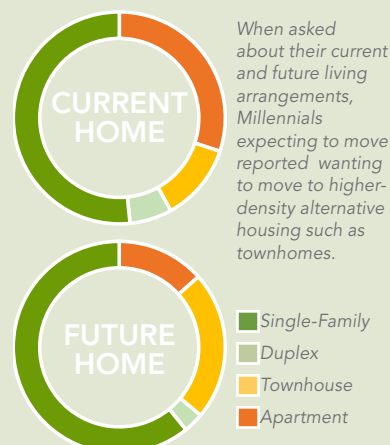
DESIRE FOR MOBILITY OPTIONS



Source: APA, *Investing in Place*

MILLENNIALS: DESIRE FOR HOUSING OPTIONS

Approximately **21 percent** of Millennials are dissatisfied with the range of housing choices in their community.



Source: ULI, *America in 2015 Survey*

HOUSEHOLD INCOME CHARACTERISTICS

Cibolo enjoys above average household incomes. The median household income of households in 2014 was \$87,613, 66 percent higher than the San Antonio-New Braunfels MSA and 32 percent higher than the state median. Between 2000 and 2014, the median household income in Cibolo increased nearly 63 percent, which is a higher growth rate than the state and county experienced in the same time frame. Between 2010 and 2014, growth in income slowed for Cibolo as incomes across the rest of the region and state caught up. As shown in Figure 4.10, *Median Household Income*, Cibolo's median household income is compared to other geographies in the region.

FIGURE 4.10
MEDIAN HOUSEHOLD INCOME

	2000*	2010†	2014‡	Cibolo Percent Over	2000-2014 Growth	2010-2014 Growth
Cibolo	\$53,780	\$85,305	\$87,613		62.9%	2.7%
Guadalupe County	\$43,949	\$61,274	\$62,412	40.4%	42.0%	1.9%
San Antonio-New Braunfels MSA	-	\$49,221	\$52,786	66.0%	-	7.2%
Texas	\$39,927	\$49,646	\$52,576	66.6%	31.7%	5.9%

Source: U.S. Census Bureau. *2000 Decennial Census. †2006-2010 American Community Survey; ‡2010-2014 American Community Survey, 5-Year Estimates.

Despite having an above average median household income, 22 percent make below 80 percent of the area median household income, based on the San Antonio-New Braunfels MSA. As shown in Figure 4.11, *Households by Income Category*, are the local median income categories compared to the number of households in Cibolo that could fit within those categories.

FIGURE 4.11
HOUSEHOLDS BY INCOME CATEGORY

Income Category	AMI Income Limit Level	Local AMI Limit*	Households at income level (Total)†	Percentage of Total
Extremely Low	<30%	\$24,250	523	7%
Very Low	30-50%	\$31,100	337	5%
Low	50-80%	\$49,750	668	9%
MEDIAN	80-100%	\$63,400	475	7%
Moderate	100-120%	\$74,650	580	8%
High	>120%	No limit	4,481	63%

Note: Housing assistance is an income-based program and programs are available to populations and households at varying levels of income in order to ensure access to everyone. Income limits are set by the U.S. Department of Housing and Urban Development (HUD) at multiple points representing various levels of income and are established annually based on local area median income levels (AMI). Cibolo's AMI limits are established by the San Antonio-New Braunfels Metropolitan Statistical Area (MSA).

Source: *Department of Housing and Urban Development, FY2015 Income Limits. Limits shown are for a 4-person household. Estimated number of households at each income level is based on the closest delineation of the census data. †U.S. Census Bureau. 2010-2014 ACS 5-Year Estimates, B19001: Household Income in the Past 12 Months (in 2014 Inflation-Adjusted Dollars).

COST OF HOUSING

Since incomes can influence a household's capacity for housing costs, property values and rents will often reflect the incomes of the local population. Today, Cibolo has above average median property values, rents, and household incomes. Compared to the San Antonio-New Braunfels MSA, the median property value in Cibolo is 45 percent higher, median gross rent is 49 percent higher, and median household income is 66 percent higher.

As shown in Figure 4.12, *Household Economic Characteristics in Cibolo*, home prices and rents are changing at different rates than compared to income in Cibolo. Between 2000 and 2010, the median household income of households in Cibolo increased significantly, and at a higher rate than property values. More recently, median property values increased more than increases in household income. Rents also significantly increased at a higher rate than household incomes between 2000 and 2010. However, these rates stabilized between 2010 and 2014 as income and property values continued to increase while rents decreased.

Moving forward, the City will need to pay close attention to potential growing disparities between increasing property values and household incomes.

FIGURE 4.12
HOUSEHOLD ECONOMIC CHARACTERISTICS IN CIBOLO

	2000*	2010†	Percent change 2000-2010	2014‡	Percent change 2010-2014
Median Household Income	\$53,780	\$85,305	58.6%	\$87,613	2.7%
Monthly Income	\$4,482	\$7,109	-	\$7,301	-
Median Property Value	\$127,400	\$183,900	44.3%	\$196,000	6.6%
Median Gross Rent	\$567	\$1,354	138.8%	\$1,287	-4.9%
Home Value to Income Ratio	2.4	2.2	-	2.2	-
Monthly Rent to Income Ratio	0.1	0.2	-	0.2	-

Source: U.S. Census Bureau. *2000 Decennial Census. †2006-2010 American Community Survey, 5-Year Estimates. ‡2010-2014 American Community Survey, 5-Year Estimates.



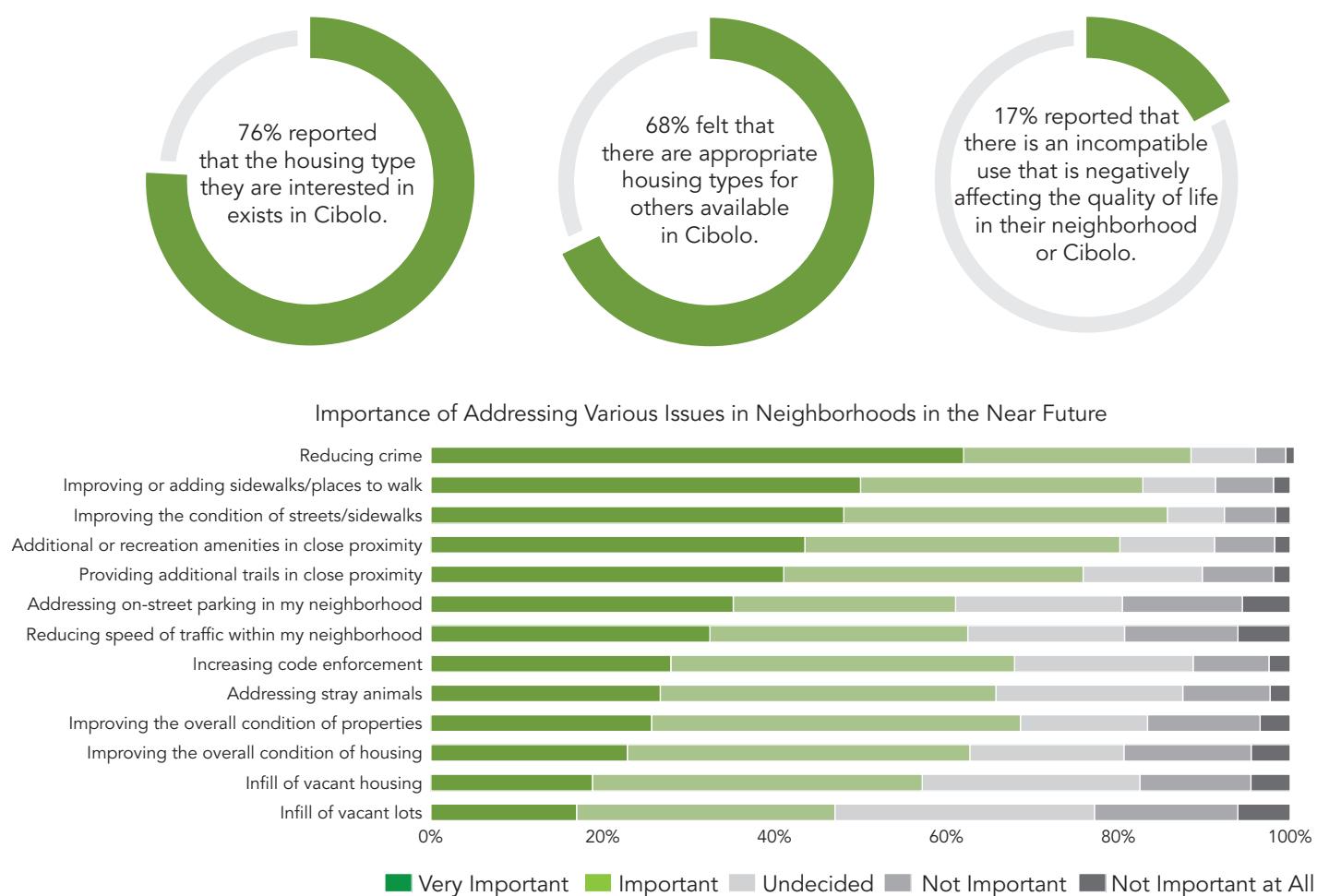
Housing Opinions

As part of this comprehensive planning effort an online public opinion survey was conducted, which included questions about housing and neighborhoods to evaluate residents' opinions about this topic in Cibolo. Over 1,000 people responded to the survey, corresponding to approximately four percent of Cibolo's population. Below are key findings of the housing survey (see also Chapter 1, *Plan Introduction, Context & Vision*).

Eighty percent of survey respondents owned their home and seven percent reported renting their home.

- Seventy-six percent reported that the housing type that they are interested in exists in Cibolo (see Figure 4.13, *Citywide Public Opinion Survey, Housing Questions*, below).
- Sixty-eight percent of survey respondents reported that they felt that there are appropriate housing types for other people available in Cibolo.
- Seventeen percent reported that there is a residential or nonresidential incompatible use that is negatively affecting the quality of life in their neighborhood or the City of Cibolo.
- The top five issues to be addressed in neighborhoods include (1) reducing crime (62 percent feeling it is very important); (2) improving or adding sidewalks or places to walk (50 percent); (3) improving the condition of streets and sidewalks (48 percent); (4) providing additional parks or recreational amenities near their neighborhood (44 percent); and (5) providing trails near their neighborhood (41 percent).

FIGURE 4.13, CITYWIDE PUBLIC OPINION SURVEY, HOUSING QUESTIONS



Housing & Neighborhoods Policies & Actions

As the population continues to grow and diversify, so will demand and preferences for housing and neighborhoods. To accommodate anticipated population growth, Cibolo has a projected housing need of nearly 10,000 units by 2035. In order for the Comprehensive Master Plan to be implemented over time, the following housing and neighborhood policies and actions are recommended.

Policy HN-1. Provide access to housing for all people of all means and all abilities and needs.

Ensuring adequate housing for all Cibolo residents strengthens the community and provides more opportunity for growth. To accomplish this, it involves an in-depth understanding of what those housing needs are and how are they changing over time.

Action HN-1.1. Conduct a housing study to determine all housing needs in Cibolo.

A detailed housing study will identify the housing needs of Cibolo. This study should address specific housing options available in Cibolo, immediate and anticipated demand for different housing options, need for affordable housing at all income levels in Cibolo, and strategies for providing for the identified housing needs. This study should be updated every three to five years to reevaluate changing housing needs as the community grows and matures over time.

Policy HN-2. Provide a balanced range of housing types to meet varying needs and allow residents to “age in place.”

Nearly all of Cibolo’s housing stock is single-family detached homes. While there is some diversity within the types of single-family housing, Cibolo largely lacks options in housing. This limits choices for both existing residents as well as prospective residents.

As life stages change, so do housing needs. Some families may need to “move up” as their family grows, or empty-nesters will need to “down size” as kids leave. If Cibolo wants to offer residents the option to “age in place” without leaving the community, then there should be a variety of housing options in the community (see Figure 4.14, *Appropriate Housing and Neighborhood Types*, on the next page).

Action HN-2.1. Review and amend the Cibolo Unified Development Code (UDC) to allow for and encourage a greater variety of housing types.

Historically, diversifying housing in communities that were predominantly single-family meant providing more multifamily housing. However, there is a range of housing types that has been overlooked called “the missing middle.” These housing types include clustered or multi-units that are compatible with single-family and provides housing options at a range of price points.

The UDC is Cibolo’s primary tool for regulating land development. More and more, cities are using development regulations to illustrate and actually encourage the development of different housing and neighborhood types to achieve a balanced mix of housing choice. Historically, cities primarily used density and dimensional requirements to achieve a variety of housing. This method achieves a limited amount of success, but generally still results in a uniform type of housing. Many cities in fact unintentionally prevent some types of housing such as garden homes or townhomes.

Likewise, many developers do not build more innovative housing types because the time it takes to work through the development process and the uncertainty and unpredictability of acceptance of these housing and neighborhood types by City leaders. Instead, developers stick to the norm. Some cities, however, have begun to use a more illustrative approach of development regulations, like the SMART Code. This enables cities to visually explain the desired types of housing and allows developers to better understand what they are allowed to do. Cities can also offer flexibility in their development regulations to achieve more innovative neighborhood design and housing types to achieve variety.

FIGURE 4.14

APPROPRIATE HOUSING AND NEIGHBORHOOD TYPES

As described on the previous pages, the majority of housing in Cibolo is relatively new (73 percent built since 2000), and is comprised of predominantly single-family detached dwelling units (93 percent). This indicates missing housing types that could serve people or families with different housing needs or preferences than what single-family households can offer.

Housing types can be thought of not only in the terms of density, but also in design and neighborhood arrangement. The discussion below identifies types of housing and neighborhood types that could be considered in Cibolo.



Zero-lot line home

Image courtesy: Lennar.com

SINGLE FAMILY (DETACHED)

The standard housing development that constitutes the majority of housing in Cibolo is a detached single-family dwelling unit which is a free standing residential building on its own lot.

ZERO-LOT LINE HOME

A detached single-family dwelling unit that is located on its own lot and placed along the side property line, creating a larger side yard on one side (e.g., one 10' side yard instead of two 5' side yards). The intent of this type of development is to allow for more compact residential development in keeping with the traditional single-family residential character and scale and also allowing more usable open space. Other names for this type of development include garden homes, patio homes, or courtyard homes.



Townhomes

ACCESSORY DWELLING UNITS

An accessory dwelling unit is a secondary unit on a single-family residential lot that is independent of the primary dwelling unit. They are a fully functioning residence equipped with plumbing, electricity, and kitchen and bathroom facilities. It can be attached or detached from the primary dwelling unit. The UDC should specify whether accessory units may be subdivided or otherwise separated in ownership from the primary residence. Other names for this type of housing is garage apartment, granny flat, or alley flat.

MULTIPLEX (2-, 3-, 4- PLEX)

A form of an "attached" dwelling unit, a multiplex consists of two, three, or four individual dwelling units in one structure. These structures provide a higher density form of residential that fits in the character and scale of single-family housing, and often take on the appearance of a large single-family dwelling.



Apartments

TOWNHOMES

Townhomes are a form of "attached" dwelling unit whereby individual dwelling units are attached on one or more sides. Townhomes differ from multiplex units in that dwelling units are often located on separate lots, despite being attached. Like multiplex units, townhomes offer a higher density form of residential that fits in the character and scale of single-family housing.

APARTMENTS

Apartments are a type of multifamily residential whereby multifamily structures are clustered on a single lot. In Cibolo, as in many suburban communities, these structures are a maximum of two or three floors. This land use is an appropriate land use between dense residential developments and more intense uses. In Cibolo, these two- to three-story structures are an appropriate housing type in transitional residential future land use areas between single-family and more intense uses.



CLUSTER DEVELOPMENT

This refers to a form of conservation development or subdivision where developed area is grouped closer together in order to preserve natural features and open space. This is often achieved by offering density bonuses for preserving open space. This method of site planning prioritizes environmental features first, compared to conventional subdivision practices that prioritize street and lot layout. Cluster developments are primarily residential in character but may incorporate commercial and business uses.

TRADITIONAL NEIGHBORHOOD DEVELOPMENT (TND)

This refers to a comprehensive approach or form of development that incorporates a variety of housing types and land uses, school and civic facilities, parks and open space, and commercial establishments. The development is served by a well-connected network of paths, narrow streets, alleys, and small blocks that are suitable for walking, bicycling, and driving, and also considers connections to current or future transit service (if available). The design of the dwelling unit is also important in TNDs. Homes are usually accessed by alleys and the design of homes promote neighborhood engagement in the front yards with emphasis on front porches and homes that are closer to the street.

LOW-IMPACT DEVELOPMENT

The intent of low impact development is to incorporate planning and design practices that minimize the environmental impact of development in order to conserve and protect the natural resources systems and minimize impact on city resources such as water conservation and energy consumption. Like cluster developments, or conservation developments, the site design of low impact developments include conservation of open space, innovative design of stormwater infrastructure, or low impervious coverage in order to reduce impacts on the drainage system. Residences should also incorporate sustainable features such as rainwater collection systems, pervious materials for driveways and sidewalks, xeriscape landscaping, drip irrigation, solar energy, low-flow plumbing fixtures, energy efficient appliances, and other design and development features that promote conservation and minimize development impact.

MIXED-INCOME DEVELOPMENTS

This refers to a neighborhood or development that provides a variety of housing types at varying price points in order to provide affordable workforce housing options. By incorporating workforce housing with market rate housing, households of varying incomes are mixed and the city avoids creating "pockets of poverty." Achieving a sustainable mixed-income development that retains affordability is a significant undertaking, particularly for increasing and maintaining access to homeownership across all income levels. It requires partnerships with financial institutions and creation of shared-equity programs to support maintaining affordability as the market and prices improve.



Traditional Neighborhood Development (TND)



Mixed income with pocket neighborhood yards



Mixed income development

Action HN-2.1. (continued from pg. 11)

In addition to adopting certain frameworks like a more visual SMART Code, there are several other potential strategies that can improve housing diversity within the framework of the City's existing UDC including:

- Allow increased flexibility to build accessory dwelling units (ADUs) as part of existing and new development. ADUs are secondary small dwelling units on the same property as the principal dwelling and include complete independent living space with facilities for cooking, eating, sanitation, and sleeping. They oftentimes are comprised of three different configurations:
 - » *Integrated*. The unit is integrated within the principal structure (e.g., in a basement with a separate entrance).
 - » *Integrated into Separate Structure*. The unit is combined with a separate structure serving the principal use (e.g., an ADU located above a detached garage).
 - » *Independent Separate Structure*. The unit is located in a separate structure for the sole purpose of being an ADU.
- Identify desired innovative housing types and establish guidelines for their development.
- Determine appropriate incentives to encourage different housing types (e.g., density bonuses, waivers of dimensional standards).
- Allow and integrate transitional housing types that are designed to buffer low density housing from more intense uses (e.g., townhomes, live/work units). This may require modifying base zoning district provisions to allow a developer more flexibility to utilize multiple housing types in a single district to best respond to market conditions.

Action HN-2.2. Increase housing options targeting senior populations.

Currently, Cibolo has no housing specifically targeting populations over 55 years old, yet this population constitutes over a quarter of the population in the United States. In Cibolo, this 55 and older population is underrepresented with only 13 percent of the City's population; however, 34 percent is between the ages of 35 and 54 and will be moving into the 55 and older segment over the 20 year horizon of this Plan. Likewise, across the nation it is anticipated that the population of this age group will continue to increase, rising to represent just under one-third of the total population by 2035.¹

Offering housing that targets this aging population will allow existing residents to "age in place," or stay in the community as they age even when their housing needs and desires change. The range of development types catering to seniors and retirees is very broad, with services and amenities differing based on the varying needs and preferences within this population segment (see Figure 4.15, *Types of Senior Communities*, on the next page).

Based on the affluent demographics of the residents in Cibolo, an active living developer like Del Webb Communities could be appropriate in Cibolo (see Figure 4.16, *Senior Community Developers*, on the next page). This type of development would appeal to the aging affluent populations as well as attract new retirees to Cibolo.

Action HN-2.3. Identify appropriate areas for and attract higher-end housing for affluent residents.

The residents of Cibolo are largely affluent, with a median household income that is 68 percent higher than the state median. While the price and quality of housing in Cibolo reflects the purchasing power of this population, the City lacks a variety of housing choice to serve them. Most residential subdivisions are medium-density developments on lots that are a quarter of an acre or smaller (see Figure 4.17, *Affluent Housing Options*, following the next page).

¹ Source: U.S. Census Bureau. 2014 National Population Projections.

FIGURE 4.15
TYPES OF SENIOR COMMUNITIES

Though there are a broad range of community types, what ties senior communities together are the residents. Generally, senior communities all seek to provide convenience and ease of use to this segment of the population. Homes, neighborhoods, and amenities and services are designed to make senior living easier. Within the broad category of senior communities, there are sub-categories and that cater to specific lifestyles and needs.



INDEPENDENT LIVING

Independent living communities are for seniors who are able to live independently, but may not have the means for luxury living. These are often multifamily developments with more typical amenities such as a gym, clubhouse, and walking paths. The management firm will plan social activities such as gatherings or group meals, as well as offer convenience services such as housekeeping, transportation, or laundry services. These communities offer very limited health care services. Many times these housing facilities will also be available to income restricted households or individuals.



ACTIVE SENIOR LIVING

Active senior living communities seek to provide a "lifestyle" through amenities and social services that appeal to more active seniors. Communities often look like traditional single-family neighborhoods but with amenities such as golf courses, clubhouses, restaurants, tennis courts, and walking trails. Homeowners pay into associations for yard maintenance as well as for the benefit of organized social activities to keep residents active and socially engaged. Examples might include fitness classes, cultural activities, and arranged travel. These communities target active seniors and often do not provide health care or related services.



ASSISTED LIVING / SKILLED NURSING

Assisted living facilities include nursing homes and skilled nursing facilities. They offer care and housing for those seniors who require constant health care and physician supervision. Services include housekeeping services, meals, and non-medical daily services such as bathing and grooming. Most assisted living centers have licensed nurses on staff and 24-hour health monitoring, and some provide advanced medical care and hospice care. Assisted living / skilled nursing communities will also have planned activities to foster social engagement for those residents that are able to participate.



CONTINUING CARE RETIREMENT COMMUNITIES (CCRCs)

CCRC communities offer a tiered approach to aging, providing various levels of health care at one location, from independent living to skilled nursing care and rehabilitation. These communities foster socialization through shared meals and engaging in activities. Convenience services are also provided such as transportation, housekeeping, and laundry services. Residing at a CCRC usually involves a contract for services to secure provision of housing and care as one ages. These communities tend to be expensive, likely due to the cost of health care provided.



FIGURE 4.16
SENIOR COMMUNITY DEVELOPERS

In many communities throughout Texas and the U.S., developers are creating entire developments which cater to special population segments. One of these developers is Del Webb, who works with area builders to create amenity-rich active adult communities (e.g., the Del Webb Sweetgrass development in Richmond, Texas, pictured at left).

Image courtesy: secplanning.com

FIGURE 4.17
AFFLUENT HOUSING
OPTIONS

In addition to more affordable workforce housing, certain areas of the City (e.g., rural residential areas) should provide opportunities for larger lot, larger house neighborhoods which cater to more affluent members of Cibolo.



The Rural Residential land use category identified on the Future Land Use Plan in Chapter 2, *Land Use & Character*, could accommodate the development of high-end, large lot estate residential housing. As the City seeks to attract major employers, this type of housing will be necessary to appeal to upper management professionals employed by these companies.

Action HN-2.4. Utilize the Future Land Use Plan to identify appropriate areas for and development of multifamily housing.

City leaders and staff should rely on the Future Land Use Plan to identify appropriate areas for and design and construction of multifamily housing. The Future Land Use Plan described in Chapter 2, *Land Use & Character*, identifies land use categories that could accommodate multifamily housing. Too often multifamily housing is developed as an island, isolated from surrounding land uses. But if developed properly, multifamily housing can be integrated with the surrounding land uses and become an effective transitional use between lower density neighborhoods and more intensive nonresidential uses.

Transitional Residential

Protecting the areas designated for Transitional Residential on the Future Land Use Plan for higher density single-family and multifamily residential housing provides needed life-cycle products to the City, improves compatibility between more and less intense uses, and allows the remainder of the City to be developed using more traditional single-family detached housing.

Action HN-2.5. Utilize the Future Land Use Plan to identify appropriate areas for and development of transitional residential.

Similarly, City leaders and staff should rely on the Future Land Use Plan to identify appropriate areas for and design and construction of other types of transitional residential products. These areas should be protected for higher density housing developments that are comprised of mixed density single-family attached products such as duplexes, triplexes, quadriplexes, multiplexes, townhomes, and multifamily products. While there are smaller Transitional Residential areas designated throughout the City, the main area is designated within the FM 78 Corridor Planning Area. This area will be comprised of some of the most intensely developed areas within the City, including the revitalizing and redeveloping Downtown area and a potential new commercial hub connected to Main Street, FM 78, and the City's proposed FM 1103 toll road. Accordingly, it makes sense to support both of these areas with higher density, more walkable and connected neighborhoods.

Policy HN-3. Create strong and resilient neighborhoods.

The neighborhood level is where many people have the most social interaction with the community within they live, which largely influences their perceptions of the larger community. Neighborhoods can also become conduits of communication to and from the residents, especially as more and more newly developed communities have homeowner or neighborhood associations.

Neighborhoods are the building blocks that shape a city's identity and vitality.

*-Urban Land Institute,
Involving the Community in
Neighborhood Planning*

Action HN-3.1. Increase communication with homeowner association and neighborhood associations.

Homeowner and neighborhood associations can be an effective means to communicate with the residents of Cibolo. They can also provide a platform for discussing Citywide issues. Through neighborhood and homeowner association, the City can help residents stay informed on City news and policies. Establishing communication with the neighborhoods in Cibolo requires establishing and maintaining a registry or directory of neighborhood and homeowner associations and contact information.

Action HN-3.2. Establish a rental registration program.

Approximately 15 percent of single-family detached housing units are renter-occupied. This is higher than many communities within the Texas, but not surprising due to Cibolo's proximity to the Randolph Air Force Base. Rental housing of single-family homes offers an alternative housing choice for individuals or families who desire to live in a single-family home but prefer to rent rather than own their house; or alternatively, know that they may only be living within the community for a short, predetermined time like that of a stationed soldier.

Unfortunately, rental housing is typically not maintained at the same level of owner-occupied housing and can often be subject to more rapid deterioration. As a result, neighbors often view rental housing as a threat to their home investment and quality of their neighborhood. A rental registration program can be an effective tool to address the issues of building maintenance and code violation of rental housing and improve the condition of rental housing in Cibolo.

A rental registration program is a local requirement for landlords to register with the City and provide the City with essential contact information. This allows the City to find property owners in the case of emergencies or code violations as well as to communicate new policies or codes. Rental registration programs can allow cities to intervene early before a property deteriorates to the point of becoming a health or safety issue for the community. Studies have shown that cities with mandatory, proactive rental registration ordinances had a reduction in code complaints and resulted in landlords bringing their properties into code compliance more rapidly.²

Action HN-3.3. Establish a traffic calming program to maintain appropriate traffic conditions on residential streets to ensure safety.

Many neighborhoods experience adverse traffic conditions on certain streets, including excessive speeds or volumes. Traffic calming addresses these adverse traffic conditions to maintain or restore traffic conditions appropriate to the residential nature of neighborhood roadways. A traffic calming program can provide an avenue for residents and the City to evaluate and fix adverse traffic conditions in order to maintain a safe environment for all road users in neighborhoods. Many cities develop a traffic calming manual of available treatment options that the City is willing to support. With an appropriate manual in place, homeowner and neighborhood associations can apply to be part of the program. The City then conducts an analysis (e.g., an assessment of speed) to determine if existing road conditions warrant calming treatments. If improvements are warranted, some cities provide financial support to install traffic calming treatments which include, but are not limited to, speed humps, bulb-outs, raised crosswalks, etc.

² 2013. Way, H.K., Trinh, S., Wyatt, M. An Analysis of Rental Property Registration in Austin.

Action HN-3.4. Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.

Improving the connectivity within and to/from neighborhoods is a design strategy that provides residents greater choice in being able to access the Citywide thoroughfare network. Oftentimes, subdivisions require only one to two access points which limits the direction that one can take to commute to work, get to school, run daily errands, or for other transportation purposes. During high congestion periods (e.g., during the a.m. and p.m. commuter rush hours), all traffic entering or accessing a subdivision converges on a single point which further exacerbates traffic congestion, adds to a perception that traffic is a problem within the City, and increases overall frustration with the City's transportation network. Providing multiple choices helps to reduce congestion and improve the overall satisfaction with the City's thoroughfare system. The following recommendations could be considered to implement this action.

- Improve minimum access requirements. The UDC currently requires at least two points of access for subdivisions of 30 or more lots, but this could be limiting for very large subdivisions. Consider using a calculation of access points based on the size of the subdivision. For example:
 - » 2 points of access for all subdivisions up to 250 lots;
 - » 3 points of access between 251 lots and 400 lots;
 - » Plus an additional 0.5 points of access for every 100 lots above 400.
- Require access points to neighboring properties. The UDC does not require connecting to adjacent developments, except when adjacent developments have already provided stub-outs to connect. Requiring connections to adjacent developments, including undeveloped adjacent properties that are likely to develop as residential, is a more proactive approach to improving connectivity between neighborhoods. This would coordinate with a minimum access requirement.
- Establish a required connectivity ratio. An interconnected street system enhances access and mobility within a neighborhood and promotes connectivity for all modes of transportation. A link-node ratio is one way to measure connectivity, which is the number of links (roadway segments) divided by the number of nodes (intersections or cul-de-sacs). A perfect grid has a ratio of 2.5, and research suggests a ratio of 1.4 is the most effective in promoting internal connectivity that benefits both vehicle and other mobility users.
- Establish maximum block lengths. Block lengths can strongly affect pedestrian mobility within a neighborhood. If block lengths are excessively long, what seems like a short trip "as the crow flies" in reality is long and may require a car. Long block lengths also encourage speeding when streets are unimpeded along street segments by intersecting streets. Best practices suggest block lengths of 600' to 800' for local residential streets. Cibola should also consider mid-block pedestrian paths between lots to reduce block lengths for walking.

Action HN-3.5. Review and amend the subdivision regulations as necessary to improve traffic conditions in neighborhoods.

Improving traffic conditions within neighborhoods is an effective design strategy that improves overall safety and usability of neighborhood streets. The following recommendations could be considered to promote and maintain appropriate traffic conditions within neighborhoods.

- Utilize traffic calming techniques to address adverse traffic conditions such as speeds and volumes on local residential streets (see also HN-3.3, on the previous page).
- Establish a maximum speed of 20 to 25 miles per hour on local residential streets.
- Utilizing short block lengths will also promote appropriate traffic conditions in neighborhoods. Studies have shown that 85th percentile speeds exceeded the legal speed limit on streets exceeding 600 feet in unimpeded block length.

Action HN-3.6. Review and amend the subdivision regulations as necessary to provide access to parks and other public open spaces in neighborhoods.

Proximity and accessibility to parkland has been shown to improve the quality of life and positively impact property values.³ Ensuring close proximity to parkland for every residence in the City will be one the most significant quality of life improvements that could be undertaken by the City. This could include access to common open space (or park related amenities within each neighborhood), on-site connections to them, and off-site connections to the Citywide trail system. A benchmarking goal is that every resident should be located within a quarter-mile walking-distance of a park or open space. The following recommendations could be considered to implement this action.

- Strengthen provisions for the development of homeowner or neighborhood association maintained pocket parks or accessible and usable open space within each subdivision. Under this framework, developers will design smaller mini parks consisting of a playscape, picnic tables, and sometimes other amenities (like a half basketball court) in each section of a neighborhood. A larger amenity area (e.g., a pool and pavilions) is typically centrally located and serves all residents.

Action HN-3.7. Review and amend the zoning and subdivision regulations as necessary to improve access between neighborhoods and neighborhood-serving commercial areas.

In accordance with the Future Land Use Plan, amend the UDC to allow appropriate commercial uses and design of commercial buildings at edges of residential neighborhoods. The Future Land Use Plan in Chapter 2, *Land Use & Character*, suggests that certain neighborhood-serving businesses and commercial uses (at limited scales) can co-exist with residential uses, specifically in the Neighborhood Residential, Transitional Residential, and Neighborhood Commercial land use categories. Although more and more citizens want convenient access to these types of areas, many zoning and subdivision regulations prohibit them. With that being said, it is important to minimize the impact of these uses on the abutting residential areas. The following recommendations could be considered to implement this action.

- Minimize the impact on the residential character of a neighborhood by predominantly locating these areas along collector or arterial thoroughfares. This helps to define the edge of residential neighborhoods while still being accessible from the neighborhood.
- Set maximum gross floor area of these commercial areas based on the street thoroughfare classification it is located on (5,000 sf for local streets, 10,000 sf for collector streets, and 25,000 sf for arterial streets).
- Development architectural design standards to protect the residential character of the area, including minimizing unsightly parking, requiring similar roof lines and pitches, enclosing dumpsters, and providing greater levels of greenspace and landscaping. It could also include requiring a landscape buffer between the back of the commercial use and any abutting residential area behind it.

Action HN-3.8. Review and amend the subdivision regulations to encourage the development of environmentally-friendly neighborhoods.

One of the City's many responsibilities is to provide the necessary public infrastructure (e.g., water, wastewater, drainage control, etc.) to its citizens. Provision of these types of infrastructure requires the use of limited taxpayer resources. As the City continues to grow, each of these utilities will also require expansion. Some cities, however, utilize development incentives to reduce the demand for such things as potable water. In this regard, less supply is needed to serve the same number of citizens. Consequently, the City should consider amending its subdivision regulations to incentivize new development that creates environmentally-friendly

3 2005. Crompton, J.L. The Impact of Parks on Property Values: Empirical Evidence from the Past Two Decades in the United States. *Leisure Management* 10, 203-218.

neighborhoods. The following recommendations could be considered to implement this action.

- Promote water conservation practices by requiring native and drought-tolerant landscaping and water-conserving irrigation systems (see Figure 4.18, *Example Native and Drought-Tolerant Landscaping*).
- Encourage "green building" construction practices through the use of appropriate policy incentives (fee waivers).
- Encourage homeowners to minimize resource consumption such as xeriscape landscaping, rainwater harvesting and other reclaimed water practices, solar energy, energy-efficient appliances, and other environmentally-friendly practices. Consider incentive programs to recognize and/or reward residents and businesses that reduce resource consumption. For example, the City of Austin offers a one-time rebate on a resident's water bill when they install a rainwater harvesting system.

Action HN-3.9. Review and amend the subdivision regulations to require mandatory property owner associations for new developments that have common areas.

While the Cibolo UDC makes many references to homeowner or property owner associations (e.g., for maintaining private streets), it does not explicitly require a property owner association to oversee immediate and long-term management and maintenance of common areas. These common areas typically include such things as drainageways and drainage ponds, private streets and medians, entrance monuments, open space areas, and other areas that do not typically fall within the purview of a private landowner (e.g., trails or easements to off-site trail connections). As such, the City should consider amending its subdivision regulations to require incorporation of a property owners association as part of the approval process. This should include specifying that the associations' covenants, conditions, and restrictions (CCRs) require mandatory membership for all owners within the subdivision (or condominium), providing for association lien rights with respect to unpaid dues, assigning maintenance rights to the association for all common areas, and that the association be permanent.

FIGURE 4.18
EXAMPLE NATIVE AND
DROUGHT-TOLERANT
LANDSCAPING

While not the traditional entire yard of sod, more and more examples of aesthetically pleasing native and drought-tolerant landscaping are being used to reduce overall water consumption (and water bills) by residents while at the same time reducing the overall supply of water needed to be produced by the City.



Action HN-3.10. Review and amend the subdivision regulations as necessary to allow or require more mix of housing types in each neighborhood.

Encourage development to offer a variety of housing types at varying price points to offer "life cycle" housing and achieve a broader housing and income mix across the City. The purpose of this is to avoid the homogeneous segregation of housing based on the socioeconomic status (see Figure 4.19, *Homogeneous Housing*). To the contrary, mixed-income and mixed-housing type neighborhoods offer many social advantages which strengthen the social capital of the entire area. Indeed, many of our older original town areas were developed this way and today are being recognized as some of the most vibrant and coveted places to live. It was not until the advent of zoning and the mass proliferation of tract-style subdivision housing (after WWII) that every housing type and price point was separated into their own neighborhood. (see also Action HN-2.1, earlier in this Chapter). As for new developments, the closest example that would reflect mixed-income and housing type configurations would be a traditional neighborhood developments (TND) or other new urbanist style community. The following recommendations could be considered to implement this action.

- Establish anti-monotony regulations to address the issue of monotony in residential neighborhoods and promote the idea of unique and visually interesting residential areas. The City of Pearland, Texas uses the following anti-monotony regulations (Section 2.5.6.3):
 - » Establish minimum facade requirements and facade duplication limitations. For example, Pearland, Texas requires homebuilders use a minimum of eight facades and forbids duplication of front facades within four lots or tracts.
 - » Varying front yard setbacks, by allowing up to one-third of the platted lots to decrease the front-yard setback by 5 feet.
 - » Varying garage locations by requiring at least one-third of the lots to not have the garage as the dominant visual architectural feature.
- Establish an average, in conjunction with a minimum, lot size whereby lot sizes are required to vary in width with a certain percentage being narrower or wider than the average. This allows larger and smaller housing footprints and in many cases increases the use of side-loaded garages as part of an overall offering of housing configurations.



**FIGURE 4.19
HOMOGENEOUS
HOUSING**

While Cibolo's housing supply predominantly consists of quality housing and neighborhoods, most new development consists of relatively homogeneous housing styles and configurations.

FIGURE 4.20
PROMOTING
NEIGHBORHOOD/
SCHOOL INTEGRATION

As seen in this photo in Cibolo, there is demand for providing alternative options for getting kids to school.

Locating and designing schools as an integral part of a neighborhood (particularly for elementary and middle schools) brings changes the character of the community and has a host of other societal benefits.



Action HN-3.11. Amend the subdivision regulations and consider coordinating with the Schertz-Cibolo-Universal City Independent School District (SCUCISD) to locate schools which are well-connected and integrated within neighborhoods.⁴

- Establish guidelines for school siting. The Environmental Protection Agency (EPA) has published School Siting Guidelines providing a comprehensive process for school siting. It identifies a number of attributes to be considered in siting a school, including pedestrian and bicycle access, vehicle circulation, proximity to other community facilities, potential risk exposure, preservation of sensitive land, presence of utility, street, and communications infrastructure, and consideration of attendance boundaries.
- Establish design standards and guidelines, including designing for community use, designing the school so it relates to and engages the neighborhood, and is easily accessible from the neighborhood (see Figure 4.20, *Promoting Neighborhood/School Integration*), above.

Action HN-3.12. Monitor code enforcement violations in older, existing neighborhoods to determine need for potential reinvestment actions.

Since 73 percent of Cibolo's housing stock has been constructed since the year 2000 (see Figure 4.6, *Age of Housing Stock by Housing Unit Type*, earlier in this chapter), the City's neighborhoods have generally maintained their quality of appearance. As housing stock and neighborhoods grow older (typically closer to the 25 to 30 years in age), they oftentimes start to show signs of blight. While this may not be a problem for Cibolo in the near term, it may be something that will start to occur during the 20-year horizon of this Plan. As such, the City should establish a program of tracking code enforcement violations on a neighborhood by neighborhood basis. As the City prepares its next Plan update (probably at the 10 year mark), it should consider establishing a more formalized plan of action to monitor and reinvest in neighborhoods as needed.

Policy HN-4. Ensure the community's diverse workforce has access to housing.

If market conditions are good it can often push out those of more modest means from finding a suitable home. If housing prices are to continue to rise, as they are expected to, eventually these households will be unattainable for those who are trying to enter the housing market and move up over time.

The market drives the quantity of housing units and their price based on simple supply-demand economics. Over time, the cost of housing has increased faster than household incomes, and the disparity between the two has widened greatly. Historically, low- and very-low income households were the target of affordable housing efforts; today, even moderate-

⁴ Refer to the City of Raleigh *Design Guidelines for Pedestrian-Friendly Neighborhood Schools* for additional strategies for integrating schools into neighborhoods.

income households find themselves struggling to find housing that is affordable based on their means (and that is oftentimes taking into consideration two full -time incomes). As communities become more popular and attractive to buyers, the housing market becomes competitive and housing prices rise.

Workforce usually refers to a group of people who are not typically understood to be the target of affordable housing. They include residents who make too much to qualify for traditional affordable housing subsidies, but not enough to afford local market-rate homes. This population would typically make modest incomes between 80 and 100 percent (sometimes up to 120%) of the median area household income and can include critical workforce such as police, firefighters, municipal employees, teachers, and nurses. As such, the community's ability to house its workforce impacts the City's ability to provide critical public services, such as fire and police protection, health services, and education.

Housing prices can also impact economic development efforts as it influences business recruitment and retention. If employers have trouble maintaining a stable workforce because of housing issues it can limit them from thriving or even growing. In order to maintain an affordable cost of living and accessible housing market to a variety of people and families, Cibolo should begin thinking about affordability now (see Figure 4.21, *What Does "Affordable" Mean?*, Figure 4.22, *Cost Burdened Households*, and Figure 4.23, *Housing Programs*, on the next page).

Action HN-4.1. Pass a Fair Housing Resolution stating the City's policy of support for fair housing and fostering compliance with the nondiscrimination provisions of the Fair Housing Act.

The purpose of a Fair Housing Resolution is to state the City's position of reducing impediments to fair housing and promoting equal opportunity in housing race, color, national origin, religion, gender, familial status, and disability, in accordance with the Federal Fair Housing Act.

Today, even moderate-income households find themselves struggling to find housing that is affordable based on their means.

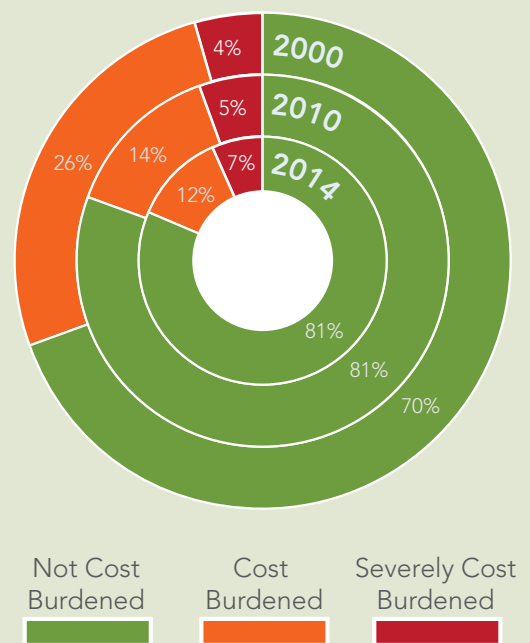
FIGURE 4.21
WHAT DOES "AFFORDABLE" MEAN?

Affordability of housing generally refers to the level of burden of housing costs. It is generally defined as costing no more than 30 percent of a households' monthly income, including mortgage or rent, taxes, utilities, and other housing expenses. Of course, some households have high enough incomes that they can afford to pay more, and for some households, 30 percent of their income can be too much, leaving little or no money for other expenses, like food, child care, transportation, etc.

Cibolo has a median household income of \$87,613, suggesting that residents should not expect to spend more than \$2,190 on housing each month, including mortgage or rent, and other housing related costs such as utilities and regular maintenance. Cost burdened homes are those households that spend more than 30 percent on mortgage or rent and related housing costs. In 2014, approximately 12 percent of households were considered cost burdened, with an addition of seven percent that were considered severely cost burdened (housing costs exceeded 50% of their household income).

Today, less homes are cost burdened compared to 2000, yet slightly more are severely cost burdened. In 2000, 70 percent of households were not cost burdened, and in 2014 it is now 81 percent. This is likely due to the rise of households with higher median incomes in Cibolo over the past decade, likely attracted to the area because of the more affordable housing prices (see Figure 4.22, *Cost Burdened Households*, at right).

FIGURE 4.22
COST BURDENED HOUSEHOLDS



Source: U.S. Census Bureau.

FIGURE 4.23

HOUSING PROGRAMS

Housing assistance programs are offered at the federal level primarily through the Department of Housing and Urban Development (HUD) and Department of Agriculture Rural Development (USDA), and at the state-level through the Texas Department of Housing and Community Affairs (TDHCA). Programs through HUD are primarily administered at the state and local level by governing entities or qualified organizations. Programs through USDA are primarily administered through the department itself, but there is some funding available to local entities or organizations for administration of their own eligible programs.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

The Department of Housing and Urban Development (HUD) was created to administer housing programs at the federal level. The department has many broad housing programs with independent goals, funding sources, and eligibility criteria. While many programs are available only to cities with populations over 50,000, there is funding for small cities.

- **Community Development Block Grants (CDBG).** The CDBG program seeks to revitalize communities through a variety of activities that benefit low- and moderate-income persons. The state-administered CDBG program makes grants available to small cities. In Texas, this program is administered by the Texas Department of Agriculture.
- **Neighborhood Stabilization Program (NSP).** The NSP was established to stabilize communities with high rates of abandoned and foreclosed homes. NSP is not limited to cities due to their size like CDBG, but it is limited to cities and neighborhoods that were significantly affected by foreclosures to help stabilize the community. NSP funds are available to cities as well as certain organizations for purposes fulfilling the goals of the program.
- **HOME Investment Program (HOME).** The HOME Program provides funds for activities related exclusively to create affordable housing for low-income households.

U.S. DEPARTMENT OF AGRICULTURE RURAL DEVELOPMENT HOUSING SERVICES (USDA)

The USDA is authorized to provide federal funds to support and improve housing and essential community facilities in rural areas. In 2014, Cibolo is considered an eligible area for single-family and multifamily programs.

Housing programs of the USDA are often administered directly by the department; however, there are some block grants available through the USDA that can be applied for and allocated by local governing entities and organizations. The USDA offers assistance for multifamily housing, single-family housing, and the development of community facilities.

TEXAS DEPARTMENT OF AGRICULTURE

The Texas Department of Agriculture (TDA) administers the Rural Texas CDBG program, a CDBG program for small cities (under 50,000), such as Cibolo, that are not available for CDBG funds directly from HUD. The objective of the Small Cities CDBG program is to expand housing options and economic opportunities for populations of low- to moderate-income.



Although Cibolo is predominantly comprised of higher end housing, there are areas which could use public funding for revitalization.

TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS (TDHCA)

The Texas Department of Housing and Community Affairs (TDHCA) is the state-level administrator of housing programs in Texas. Funding for these programs comes primarily through HUD, but Texas does have one state-authorized source of funding for affordable housing programs – the Texas Housing Fund. Below are examples of housing programs administered by TDHCA.

Rental Assistance

- » Section 8 Voucher
- » Section 811 Project-Based Rental Assistance
- » Tenant-Based Rental Assistance

Home Buyer Assistance

- » HOMEbuyer Assistance
- » Texas Bootstrap Loan
- » My First Texas Home
- » Texas Mortgage Credit Certificate

Home Maintenance Assistance

- » Amy Young Barrier Removal
- » Homeowner Rehabilitation Assistance
- » Weatherization Assistance

Housing Development Programs

- » Single-Family Development
- » Low Income Housing Tax Credits
- » Multifamily Development
- » Multifamily Direct Loan

Community Development Programs

- » Texas Neighborhood Stabilization
- » Disaster Relief Programs
- » Emergency Solutions Grants

Action HN-4.2. Ensure there is adequate supply and type of workforce housing.

As the City grows, the population and household characteristics will change. The City will need to periodically review population and household characteristics as well as gather housing supply and demand information to ensure there is an adequate supply of housing available to the workforce. A regularly updated Housing Study (see also Action HN-1.1, earlier in this chapter) will help the City identify the need for workforce housing in Cibolo.

Action HN-4.3. Ensure quality of workforce housing maintains high quality standards comparable to other developments.

Developers and home builders who desire to provide workforce housing will need to be creative to keep home prices down without sacrificing the quality of design or construction of a home. While home construction is a private sector endeavor, through development regulations and process, the City plays an important role in assisting developers and home builders provide workforce housing without sacrificing home quality.

The city should work with developers and home builders to reduce project costs without sacrificing home quality. Possible strategies include smaller housing units, flexibility in construction materials, density bonuses for innovative site design, and energy efficient construction and appliances. Innovative housing types such as cluster developments and zero-lot line homes will also facilitate the provision of workforce housing while also diversifying the housing options.

Action HN-4.4. Identify and pursue funds available from the federal Department of Housing and Urban Development and Rural Texas CDBG Program to help finance affordable housing efforts.

Government funding and execution of housing programs have helped local governments work toward providing housing for all residents. Different housing programs target unique income groups based on the area median income (AMI), which is calculated based on the larger metropolitan statistical area (MSA). For Cibolo, that is the San Antonio-New Braunfels MSA. See Figure 4.24, *Area Median Income Limits*, which identifies the income categories and income limits.

The federal Department of Housing and Urban Development (HUD) offers federal funds to communities and non-profit organizations who seek to provide affordable housing to moderate-, low-, and very low-income households. These funds are largely available to cities with populations over 50,000, but HUD has set aside Community Development Block Grant (CDBG) funds for states to administer to small cities. Cibolo is eligible to receive these funds through the Rural Texas CDBG Program in the Texas Department of Agriculture. At 50,000 people, Cibolo will be eligible for funds directly from HUD. Establishing a housing program now will facilitate Cibolo's efforts to receive additional funding to expand housing accessibility as the City grows.

Action HN-4.5. Implement strategies that enable the City's workforce population to live within two miles of work; yet avoid concentrating workforce housing.

In 2009, the U.S. Departments of Transportation (DOT) and Housing and Urban Development (HUD) committed to partnering to address affordability that takes into consideration transportation costs. Transportation costs can fluctuate based on a home's location relative to daily trips, such as jobs, daily shopping trips, schools, and other daily travel needs, so it is prudent to consider this cost when considering the true affordability of housing in a community. The combined costs of housing and transportation should not exceed 45 percent, with housing costs making up 30 percent of the household income and transportation accounting for 15 percent.

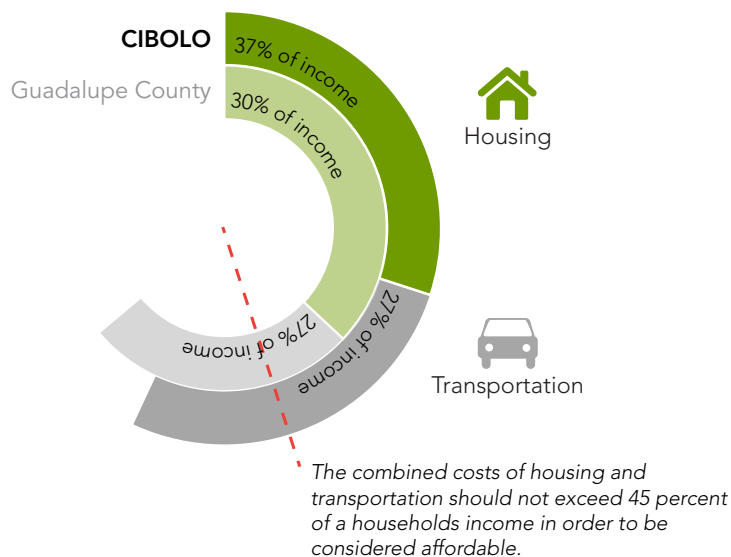
As shown in Figure 4.25, *Housing and Transportation Affordability Index* (on the next page), in both Cibolo and Guadalupe County, the average cost of transportation exceeds an affordable level, accounting for an average of 27 percent of the household income in both Cibolo and Guadalupe County. In Cibolo, the cost of housing also surpasses an affordable limit, usurping 37 percent of a household income. The combined cost of housing and transportation in Cibolo

FIGURE 4.24
AREA MEDIAN INCOME LIMITS

Income Category	AMI Income Limit Level	Local AMI Limit*
Extremely Low	<30%	\$24,250
Very Low	30-50%	\$31,100
Low	50-80%	\$49,750
MEDIAN	80-100%	\$63,400
Moderate	100-120%	\$74,650
High	>120%	No limit

Source: *Department of Housing and Urban Development, FY2015 Income Limits for the San Antonio-New Braunfels Metropolitan Statistical Area (MSA). Limits shown are for a 4-person household.

FIGURE 4.25
HOUSING & TRANSPORTATION AFFORDABILITY INDEX



Source: Center for Neighborhood Technology. Housing and Transportation Affordability Index.

magnifies the true cost of housing to a cost 64 percent of the income of a typical household, which would be considered unaffordable.

This burden is increasingly exasperated the lower a household income is. In order to make funds for housing more available for the workforce population, the cost of transportation should be reduced by developing workforce housing in proximity to their jobs. Using the Future Land Use Plan as well as existing land uses, identify areas appropriate for workforce housing based on proximity to employment centers, schools, civic buildings, and other areas where the workforce is likely to be employed.

It is important to avoid concentrating any particular housing type in one particular area of the City or creating "pockets of poverty." Seek opportunities to create economically diverse neighborhoods by mixing housing types and housing price points. This can be an effective way of increasing the supply of workforce housing without significantly segregating income levels.

Action HN-4.6. Develop a toolbox of diverse strategies, policies and planning tools to broaden housing options for the community's workforce population.

Strategies for increasing supply of workforce housing will depend on the type of housing and level of affordability. There are a variety of programs and policies available to the City that can preserve and promote the development of affordable housing.

- Land banking, or land trusts, are tools for providing affordable housing. Through land banking, cities or non-profit entities acquire and re-purpose vacant, abandoned, or foreclosed properties for affordable housing or neighborhood revitalization.
- Adaptive reuse and housing rehabilitation programs are forms of infill development that can transform otherwise inadequate or underutilized structures into housing for the workforce population. In addition to being a more sustainable form of development, construction costs are largely limited to rehabilitation and can be significantly lower. Furthermore, adaptive reuse and rehabilitation have the added community benefit of urban renewal and neighborhood stabilization by removing blight and restoring development to use.
- Shared equity programs can increase access to homeownership and help preserve housing affordability for workforce population. Shared equity programs offer subsidies to eligible homebuyers to lower the cost of a housing unit and use restrictions on the resale of that subsidized home to preserve affordability for the next eligible buyer. Shared equity programs take the financial burden of making cost-saving construction decisions off the developer and homebuilder while also supporting local residents in need.
- The City's regulatory process will influence the provision of workforce housing. Allowing and encouraging innovative design of workforce housing such as cluster housing, zero-lot line homes, and other "small" housing options can help developers cut down on infrastructure costs and provide workforce housing. Regulatory incentives such as density bonuses and fee waivers for the development of workforce housing are appropriate for the construction of smaller housing while also helping developers and builders meet financial requirements.

Action HN-4.7. Establish creative partnerships to increase workforce housing and associated services in Cibolo and accomplish the goals and actions of this Plan.

The provision of housing, including affordable housing, is primarily a private-sector endeavor. There are a variety of non-government organizations (both non-profit and for-profit) that the City can partner with to provide affordable housing. Collaboration among residents, developers, financial institutions, and community organizations is necessary to find creative solutions to providing workforce housing.

"The measure of any great civilization is its cities; a city's greatness is to be found in the quality of its public spaces, its parks and squares." – John Ruskin



Chapter 5 - Parks, Recreation, & Open Space

INTRODUCTION

The quality of life in Cibolo is influenced by the importance of parks, recreation, and open space as identified in the Cibolo Comprehensive Master Plan. Indeed, a great parks system is recognized by its capacity to provide attractive and accessible parks, recreation, and open spaces to people of all ages and backgrounds. Through active and passive recreation, opportunities to get out and experience nature, and through other recreational programming opportunities, parks can also help to improve the health of the community.

The goal is to create an exceptional parks and recreation system, one that exceeds the needs of Cibolo residents and increases interest for others to move here.

As evidenced through various community inputs gathered throughout the comprehensive master planning process, parks, recreation, and open space is highly valued within Cibolo. Citizens are looking for additional opportunities to get out and experience it.

This chapter examines the City's existing conditions related to park improvements and maintenance, and identifies opportunities for improving and connecting the system so that all Cibolo residents and visitors have easy access to parks, can experience the City's natural resources, and enjoy its recreational programs.

This chapter provides a 20-year policy framework for the growth and development of the City's parks, recreation, and open space system, including the following:

- **System Growth.** Availability and access to high-quality parks and recreational resources is increasingly becoming an important determinant in people's decision making regarding where they will move. As such, these types of quality of life amenities will need to be expanded concurrent with growth to keep Cibolo competitive in the region.
- **Recreation Amenities and Activities.** Similarly, as cities grow, an increased demand for diverse, multi-generational recreational programs also grows. Currently, many of Cibolo's recreational programming needs are being accommodated through the provision of services by surrounding cities. Moving forward, some of these demands will need to be accommodated closer to home (e.g., a Cibolo Community Center).
- **Open Space Protection and Connection.** Increasingly, more and more studies are showing that access to nature and open space have positive and tangible impacts on a community's quality of life and economic attractiveness. As the City continues to grow to the east and south, protection and access to some of the City's remaining sensitive natural resources will provide positive benefits for existing and future residents of Cibolo.

Parks, Recreation, & Open Space

Existing Conditions

PARKS AND TRAILS

According to the Land Use Analysis, within the City limits, there are approximately 144 acres of parks and preserved open space according to the land use analysis (see Map 2.1, *Existing Land Use*, in Chapter 2, *Land Use & Character*). The existing park system includes five City-owned public parks. This includes one neighborhood park, three community parks, and one special use park (see Figure 5.1, *Park Classification*, below, Figure 5.2, *Cibolo Parks, Open Space, and Recreation Assets*, and Map 5.1, *Existing Parks and Trails*, on the following pages). The multi-purpose athletic field near City Hall is classified under the special use parks category because it is primarily used for athletic special events and games. A professional-sized soccer field is part of this facility along with a restroom, concession building, and a grandstand.

Some parks are cross-utilized for other non-park purposes, such as Veterans Memorial Park which was created with remaining land from Fire Station 2.

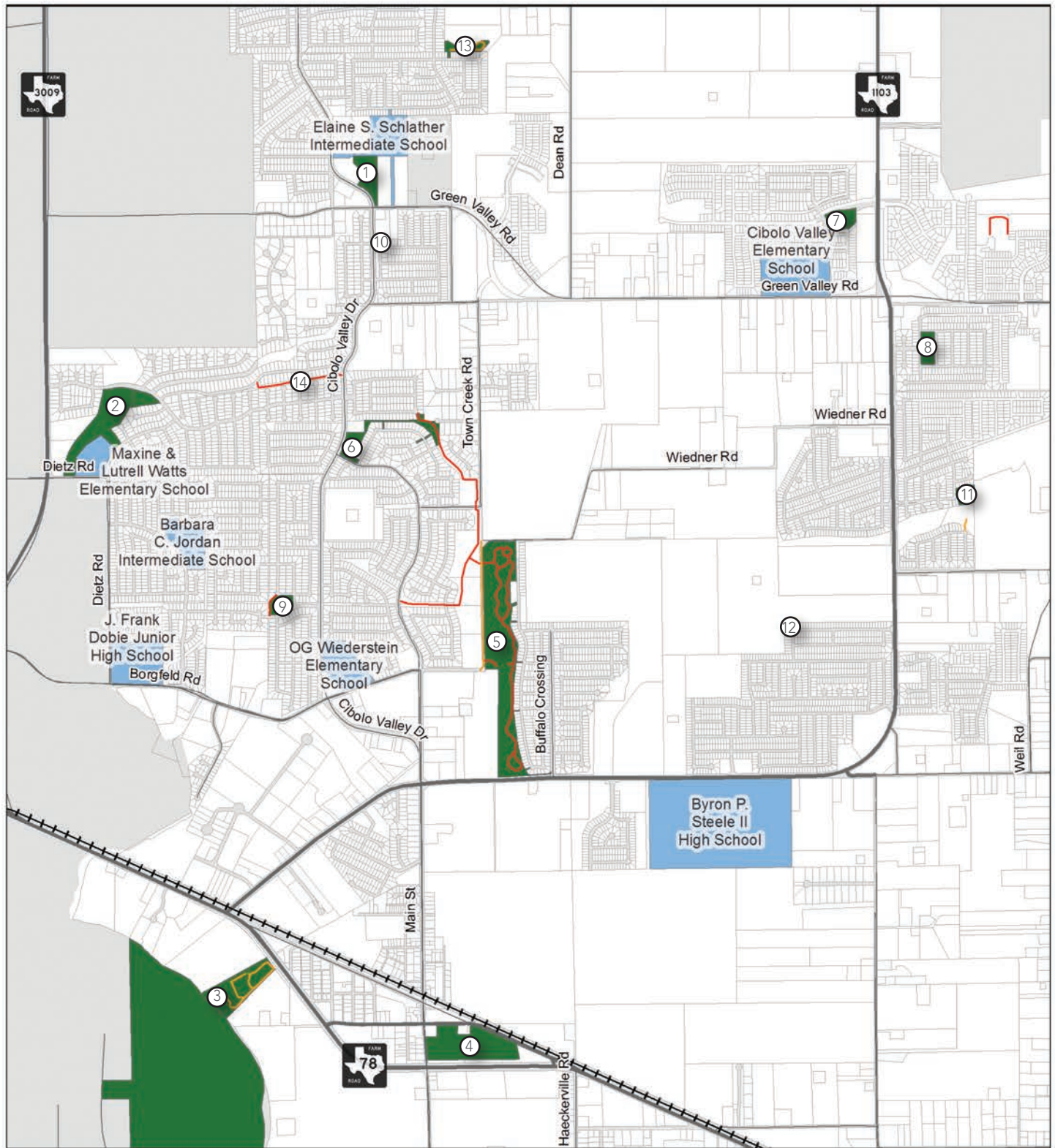
FIGURE 5.1
PARK CLASSIFICATION

Parks are usually classified based on their size and intended service area. The park classification types and their descriptions are listed below:

- **Neighborhood Parks:** Neighborhood parks are usually between 2 to 10 acres in size and have a service area of approximately 1/4 to 1/2 linear miles. They are predominantly located in residential areas and are intended to provide active and passive recreational and social uses for people of all ages. Important elements in the development of these types of parks include having close proximity to nearby neighborhoods, convenient and safe pedestrian and bicycle access, and a variety of facilities and amenities that serve both active and passive users of all ages.
- **Community Parks:** Community parks are usually between 20 and 50 acres in size and have a service area between 1/2 and 2 linear miles. These types of parks often serve as neighborhood parks for those neighborhoods in close proximity, but also serve a larger area by providing higher intensity activities (e.g., multiple sports fields). Larger groups can gather for activities at community parks than at neighborhood parks. The facilities at this type of park include picnic areas, trails, and athletic fields. Walking and jogging trail connections to other areas of the City should also be provided in community parks.
- **Special Use Parks:** Special use parks often provide a single use or purpose such as a baseball complex or an aquatic center. In many cases, the park is not intended for general use and does not offer a variety of additional amenities. As such, special use parks do not have a service radius because their use is too specific for the community as a whole.

FIGURE 5.2, CIBOLO PARKS, OPEN SPACE, AND RECREATIONAL ASSETS

	Corresponding Map #	Shelter	Picnic Facilities	Sports Fields	Sports Courts	Restrooms	Playground	Lighting	Trails/Walkways	Concessions	Swings	Pool	Splash Pad	Frisbee Golf	Grills	Track	Other	General Location	Area/length
Public Parks (City)																			
Neighborhood Parks																			
Veteran's Memorial Park	1	X	X	X		X	X				X				X			3864 Cibolo Valley Drive	7.43 ac
Community Parks																			
Al Rich Park	2	X	X	X	X	X	X				X							228 Deer Meadow	23.01 ac
Niemietz Park	3	X	X	X	X	X	X	X	X	X	X				X		X	618 FM 78	12.63 ac
Special Use Parks																			
Multi-Purpose Facilities/ City Hall	4			X		X		X										S. Main St & Loop 539 E.	17.64 ac
Linear Parks																			
Schlather Park	5	X	X			X	X	X	X					X	X		X	174 Wiedner Road	68.52 ac
Public Parks (HOA)																			
Neighborhood Parks																			
Bentwood	6					X	X	X			X	X						2400 Cibolo Valley Dr	6.75 ac
Turning Stone	7	X			X		X		X		X	X						Turning Stone & Laserra	21.90 ac
Heights of Cibolo	8	X	X			X	X	X			X	X						Park Heights & Cibolo Heights	3.24 ac
Falcon Ridge Park	9					X	X	X			X	X						380 Silver Wing	2.73 ac
Charleston Park	10						X				X		X					Cibolo Valley Dr & Brook View	0.40 ac
Saddle Creek Ranch	11	X	X		X	X	X					X						Tumbleweed Run & Saddle Spoke	2.13 ac
Stonebrook	12		X				X											Stonebrook Dr & Soapstone	0.52 ac
Willow Pointe	13	X	X		X		X		X									Willow View & Creek Run	2.46 ac
Trails																			
Deer Creek	14								X									Cibolo Valley Dr & Brush Trail Bend	2.97 ac
School Amenities																			
Byron P. Steele II High School				X												X		1300 FM1103	
OG Wiederstein Elementary							X											171 W Borgfeld Rd	
J. Frank Dobie Junior High School					X											X		395 Borgfeld Rd	
Barbara C. Jordan Intermediate School				X			X											515 Thistle Creek Dr	
Maxine & Lutrell Watts Elementary School							X											100 Deer Meadow	
Elaine S. Schlather Intermediate School					X		X											230 Elaines Schlather Pkwy	



LEGEND

 Public Parks	 Major Roads
 Schools	 Minor Roads
Trail Type	 Railroads
 Dirt/Unpaved Trails	 Non-Cibolo Areas
 Concrete Trails	 Parcels

Public Parks (City)

- ① Veteran's Memorial Park
- ② Al Rich Park
- ③ Niemietz Park
- ④ Multi-Purpose Facilities/City Hall
- ⑤ Schlather Park

HOA Parks

- ⑥ Bentwood
- ⑦ Turning Stone
- ⑧ Heights of Cibolo
- ⑨ Falcon Ridge Park
- ⑩ Charleston Park
- ⑪ Saddle Creek Ranch
- ⑫ Stonebrook
- ⑬ Willow Pointe
- ⑭ Deer Creek



0 ¼ ½ 1
Mile



FIGURE 5.3
HOA PARKS

Homeowner Association's (HOAs) oftentimes provide high quality parks and recreation amenities for their residents. In many cases, they are owned and operated by the HOA for the common good and use of their residents. In some cases, the parks and recreational amenities are available to other members of the City. While HOA parks offer park and recreation benefits to the residents of Cibolo, they are more of a semi-public resource.

The City's parks are mostly located in the northwest part of the City (where most of the recent development has occurred) between FM 78, Interstate 35, FM 1103, and FM 3009. As the City continues to expand its land area and population size, in order to serve all, consideration for the addition of parks in underserved areas will need to be considered to serve all areas of the City.

Currently, there is approximately 85 acres of parkland that is maintained by the Cibolo Parks and Recreation Division. To maintain this area, there are currently a total of 10 full-time positions in parks and recreation services including one parks superintendent and nine maintenance technicians. These technicians also maintain City Hall, the Police Department building, the "Old School House," and several areas of public rights-of-ways in various parts of the City. Approximately one quarter of their time is dedicated to maintaining these additional areas.

HOA Parks

In the current park system, there are also eight neighborhood parks that are owned and managed by area homeowner associations (HOAs) and one trail included in a HOA park. These HOA parks are programmed for recreation with sports fields, trails, playscapes, and picnic areas (see Figure 5.2, *Cibolo Parks, Open Space, and Recreational Assets*, Map 5.1, *Existing Parks and Trails*, and Figure 5.3, *HOA Parks* on the previous pages). Drainage areas are kept for passive recreation and serve as both drainage infrastructure and natural resource protection.

School Parks

Similarly, school campuses typically provide additional park and recreation facilities which are sometimes available to the general citizenry outside of school hours. This could include the ability to play on a playscape at an elementary school or running around a track at the high school when these facilities are not being used for school function. Currently, playgrounds and minimal sports courts and fields are provided at some of the Schertz-Cibolo-Universal City Independent School District (SCUCISD) elementary schools. Some of the intermediate and high schools include tennis and basketball courts; a track; and baseball, softball, and soccer fields (see Figure 5.2, *Cibolo Parks, Open Space, and Recreational Assets* and Map 5.1, *Existing Parks and Trails*, on the previous pages).

While both HOA and school parks offer some access to recreational facilities, these resources are not full service park and recreation opportunities serving all citizens of Cibolo. As such, they can only be partly relied upon when determining whether the City (as a whole) has adequate provision of park and recreation assets and services.

FIGURE 5.4

REGIONAL RESOURCES

Beyond the City limits, there are additional park and recreational resources that provide benefit to Cibolo residents. One such amenity is the Crescent Bend Nature Park, a nature park owned by Bexar County and maintained by the City of Schertz. This property is located just south of FM 78 and is accessible via W. Schaefer Road. It offers almost 2.7 miles of trails for biking and walking as well as passive recreation opportunities for both fishing, picnicking and wildlife observation.



Regional Resources

In the region surrounding Cibolo, there are other nearby resources for recreation. One nearby park is Crescent Bend Nature Park which is located just west of the City limits south of FM 78 (see Figure 5.4, *Regional Resources*). This park includes 190 acres within the floodplain of Cibolo Creek. At Crescent Bend Nature Park, there are multiple opportunities to enjoy the outdoors through the observation of wildlife and native plants. For those who enjoy hiking, there are around 1.5 miles of decomposed granite trails and 2.7 miles of asphalt trails for biking and walking. The park also provides opportunities for fishing and picnic tables.

Another resource in the region is Warbler Woods Bird Sanctuary, located on the north side of Cibolo. This is a private property that acts as a refuge for birds and wildlife. Currently, there is no cost to visit this 124-acre sanctuary. The property includes trails passing through approximately 40 acres of open grassland and over 80 acres of woodland.

One other nearby recreational resource is the Northcliffe Golf Club which is located just north of Cibolo. This semi-private 18-hole golf course is open year round and includes a driving range. The course was designed as the heart of the Northcliffe subdivision.

Park and Recreation Opinions

In Figure 1.22, *Satisfaction with Cibolo*, in Chapter 1, *Plan Introduction, Demographics, and Vision*, survey respondents were asked how satisfied they were with a variety of aspects of the City. One of the questions asked how satisfied they were with Cibolo as a place to play. Their response indicated that only about 15 percent of respondents felt that they were Very Satisfied, while an additional 35 percent felt generally Satisfied. Combined, this means that almost half of the respondents felt that there was room for improvement in the Cibolo park and recreation system.

Similarly, in Figure 1.24, *Select Survey Questions About Transportation*, survey respondents were asked if there were adequate walking facilities in Cibolo. Only 36 percent of respondents said that there were adequate walking facilities. Moving forward, additional trails and sidepaths will be needed to ensure the safety of pedestrians and to encourage active lifestyles in Cibolo.

Survey respondents were also asked how important it was for the City to address a variety of park and recreation issues in the near future. Approximately 80 percent of respondents felt that increasing bicycle and pedestrian accommodations (e.g., sidewalks, crosswalks, trails, etc.) was a high priority to connect with parks, schools, Downtown, and other important destinations (see Figure 5.5, *City Parks*). Similarly, over 80 percent wanted increased shade opportunities within the parks and recreation system. In total, over two-thirds of respondents felt it was Very Important or Important to:

- Add more indoor space for recreation programs;
- Add or enhance outdoor spaces for community special events;
- Provide additional public recreational opportunities;
- Develop new parks and open spaces;
- Improve pedestrian and bicycle connectivity to important destinations;
- Improve the overall quality and appearance of existing parks;
- Increase shade opportunities in existing parks (e.g., trees, pavilions, playscape shade structures, etc.);
- Provide additional active amenities (e.g., playscapes, exercise equipment, dog parks, etc.) in existing parks;
- Provide additional passive amenities (e.g., benches, picnic tables, walking trails, etc.);
- Provide additional family-oriented recreation classes and opportunities;
- Provide additional youth-oriented recreation classes and opportunities;
- Provide additional trails and sidewalks;
- Provide more pavilions for public use; and
- Upgrade existing facilities in existing parks.

In addition, Figure 1.27, *Neighborhood Priorities*, in Chapter 1, *Plan Introduction, Demographics, and Vision*, shows that around 80 percent of respondents want additional parks or recreation amenities in close proximity to where they live.



FIGURE 5.5
CITY PARKS

Schlather Park is one of the City's newer community parks, offering opportunities for picnicking, Frisbee, disc golf, walking, and biking. It also includes a playscape and picnic pavilion.

It is conveniently located and accessible to the nearby residents of the Bentwood Ranch and Buffalo Crossing neighborhoods and will eventually be connected via an off-street trail to Downtown Cibola and areas further north and south.

FIGURE 5.6
PARK, RECREATION, AND OPEN SPACE
MASTER PLANS

To guide system growth over the next 10 years and beyond, the City should consider creating a parks, recreation, and open space master plan (PROSMP).

To create a clear vision and implementation action plan for the future, the following plan components should be considered:

- Gather and analyze data on demographics, operational and capital budgets, overall operational plans and service quality, and environmental issues.
- Develop a comprehensive community participation strategy.
- Conduct a refined survey to determine specific community needs and prioritization, as well as their willingness to pay for it.
- Create an in-depth analysis of the City's existing park and recreation system to understand strengths and deficiencies.
- Conduct a needs assessment to compare Cibolo's park and recreation facilities to other park systems in the San Antonio region and in other parts of Texas. The assessment can ensure that there is:
 - » enough land acreage in the City for parks and recreation;
 - » adequate numbers and distribution of facilities, amenities, and infrastructure at each park or across the whole system;
 - » enough numbers and diversity of facilities and recreational programs to meet the needs of people of all ages and interests; and
 - » an even distribution of park and recreational resources accessible by all members of the community.
- Prioritize strategies and actions for implementation.
- Further determine associated capital improvement or other costs for each prioritized project to determine the appropriate funding source and time frame for implementation. This could include an application for grant funding or other sources of money.
- Periodically reevaluate the effectiveness and successes of plan implementation.
- Update the plan every five years to stay competitive in state grant processes.

Parks, Recreation, & Open Space Policies & Actions

Each day, City staff and elected and appointed officials should consider and implement this Comprehensive Master Plan in order to achieve the community's envisioned future. Whether decisions are being made on new plans (e.g., a PROSMP), budgeting, staffing, capital improvement programming, or on new land development applications, the following parks, recreation, and open space policies and actions are recommended:

Policy P-1. Expand the parks, recreation, and open space system concurrent with growth.

As identified in Figure 2.1, *Cibolo Historical and Projected Population*, in Chapter 2, *Land Use & Character*, the City is projected to continue rapid growth during the horizon of this Plan. As such, the City will need to grow its parks, recreation, and open space system at the same time. The following actions are recommended to implement this policy.

Action P-1.1. Prepare a Parks, Recreation, and Open Space Master Plan (PROSMP).

While some cities sit back and reactively respond to opportunities, other cities are more proactive in determining how and where they will focus their limited tax dollars to best meet the needs of their citizenry. In this regard, most Texas cities prepare a more refined parks plan to determine specific projects and actions for moving forward.

A master plan will provide the specific details needed to address the City's park and recreation demands, park types and standards, park facility inventory and needs, adequacy of parkland dedication requirements (already in the City's Unified Development Code), and to identify funding needs and resources to create and maintain parks, see Figure 5.6, *Park, Recreation, and Open Space Master Plans*.

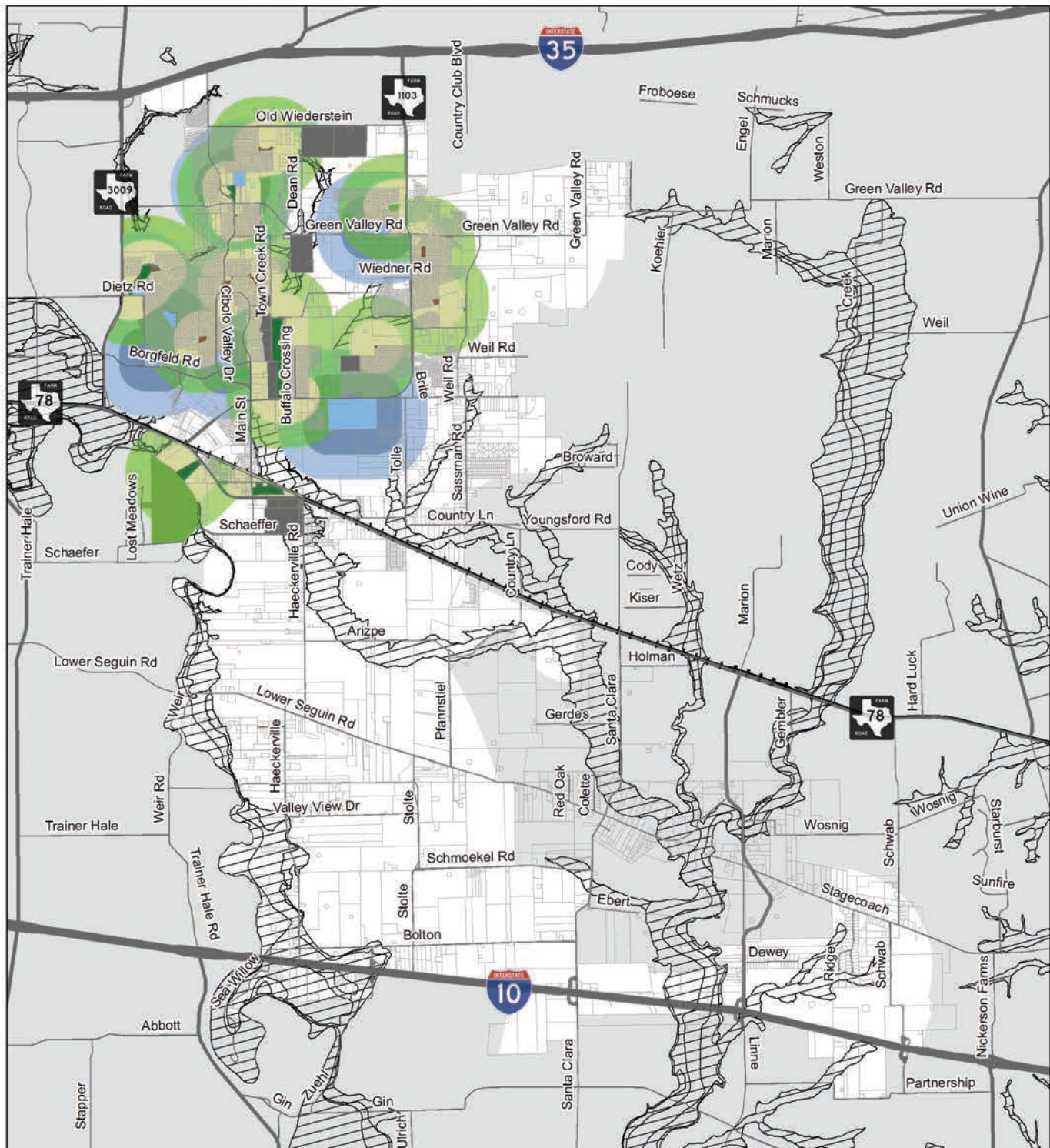
MASTER PLANS

Action P-1.2. Develop new parks in existing areas of need.

One of the goals of providing park and recreation services to the community is to ensure there is sufficient park acreage and recreational amenities to adequately serve the needs of the citizens of Cibolo. However, just focusing on total park acreage does not ensure everyone has access to it and can enjoy it. Therefore, a second goal of providing park and recreation services is to ensure an equitable distribution across the entire system. One of the ways to determine distribution is to analyze the service areas of existing park and recreational areas (see Map 5.2, *Park Service Areas - Neighborhood Parks* and Map 5.3, *Park Service Areas - Community Parks*).

As indicated on Map 5.4, *Park Need Areas*, the City's current provision of parks and recreation has a fairly good distribution

MAP 5.2
PARK SERVICE AREAS - NEIGHBORHOOD PARKS

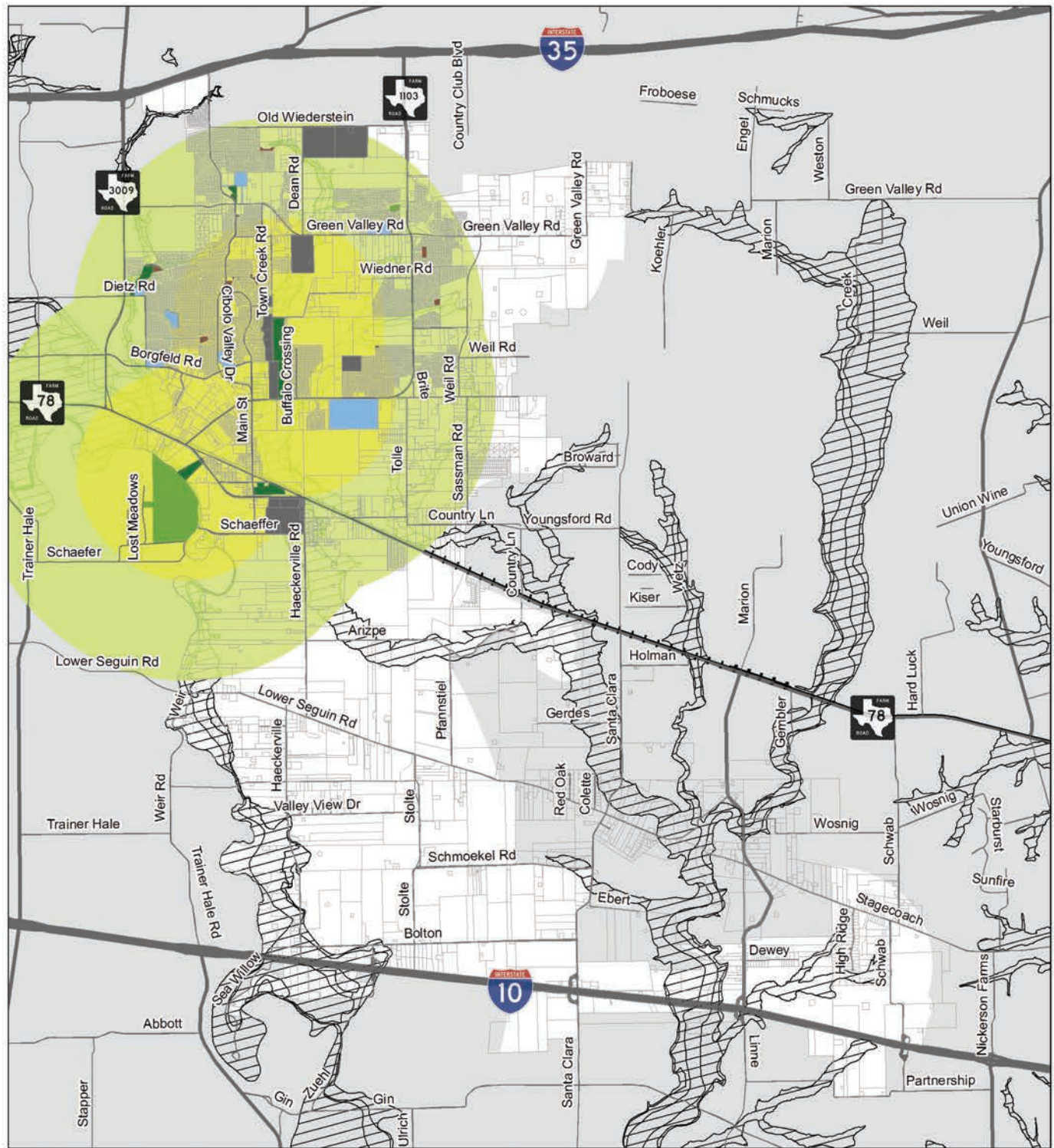


LEGEND















	City Parks		Neighborhood Park Buffer (1/4 mile)		Railroads
	Crescent Bend Nature Park		Neighborhood Park Buffer (1/2 mile)		Non-Cibola Areas
	HOA Parks		School Buffer (1/4 mile)		Parcels
	Sports Complex		School Buffer (1/2 mile)		Floodplain
	Proposed School Location		Major Roads		
	Schools		Minor Roads		

0 1/4 1/2 1 Mile





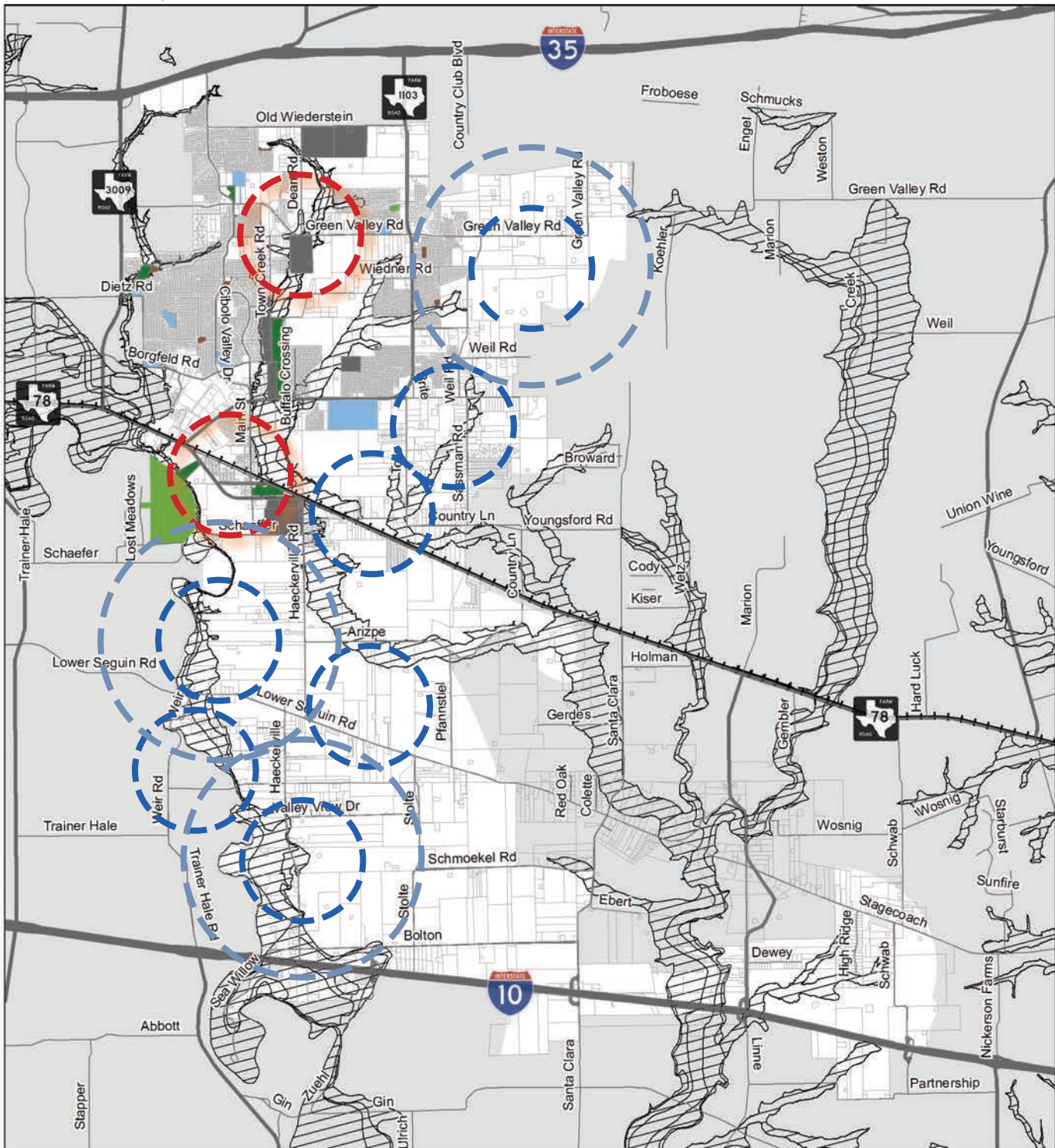
LEGEND

	City Parks		Community Park Buffer (1 mile)		Railroads
	Crescent Bend Nature Park		Community Park Buffer (2 mile)		Non-Cibolo Areas
	HOA Parks		Major Roads		Parcels
	Sports Complex		Minor Roads		Floodplain
	Proposed School Location				
	Schools				













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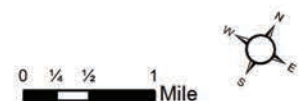
MAP 5.4
PARK NEED AREAS



LEGEND

	City Parks		Major Roads
	Crescent Bend Nature Park		Minor Roads
	HOA Parks		Railroads
	Sports Complex		Non-Cibola Areas
	Proposed School Location		Parcels
	Schools		Floodplain

PARKLAND SERVICE AREAS (CURRENT AND FUTURE NEED AREAS)	
	1/2 mile Neighborhood Park Need Area (Current)
	1/2 mile Neighborhood Park Need Area (Future)
	1 mile Community Park Need Area (Future)



of park properties within the currently developed areas of Cibolo. Each neighborhood park serves a quarter- and half-mile service area, with the former being the ideal service radius and the latter being an acceptable service radius. Each community park serves both the proximal neighborhoods and greater community needs. A community park generally serves a one- to two-mile radius with the former being ideal and the latter being acceptable.

It is important to note that neighborhood park service areas generally do not extend over large arterial roads which often is a physical barrier to walkable/bikeable entry.

As depicted on Map 5.4, *Park Need Areas*, on the previous page, there are two areas within the existing developed portion of the City that are currently not adequately served by a park facility. These two areas of existing need include the area along Green Valley Road at the north end of the City, and just north of FM 78, west of Downtown Cibolo. Although Niemietz Park is located just south of FM 78, the highway is an effective barrier to entry for the established neighborhoods to the north.

Several proposed neighborhood parks are already being discussed within the City (e.g., the Tolle and Veazey properties and several more) which would help to fill these areas of current need.

Action P-1.3. Develop new parks in future areas of need concurrent with new development.

Outside of the existing developed areas of the City, there will also be a future need to expand the park and recreation system concurrent with growth. These areas are generally delineated on Map 5.4, *Park Need Areas*, on the previous page. Their delineation does not specifically identify individual properties; rather it identifies where service coverage could be needed based on the Future Land Use Map in Chapter 2, *Land Use & Character*.

Therefore, it is recommended that the City evaluate opportunities to add parkland in these areas of need concurrent with new development. This could include City-initiated property acquisition, construction as part of new private sector development (e.g., developer building a segment of the off-street trail network), private property donation, public-public partnerships (e.g., developing a public park on unused school property), or through other means.

Improving the City's future distribution of parks could also be accomplished through the development of the off-street trail network, whereby additional park and recreational amenities could be integrated into the overall trail system (see Figure 5.7, *Parks and Trails*).

FIGURE 5.7

PARKS AND TRAILS

Across Texas and the nation, people are demanding convenient access to trails and other types of linear connections. To meet this need, acquisition and construction of trail networks are receiving higher priority than some other competing interests. Moving forward, there will be a greater focus on integrating additional traditional public park amenities (e.g., playscapes, open space play areas, fitness equipment, etc.) into these linear trail systems. The linear nature of these systems also help to ensure fair distribution of the city's park system across the city.

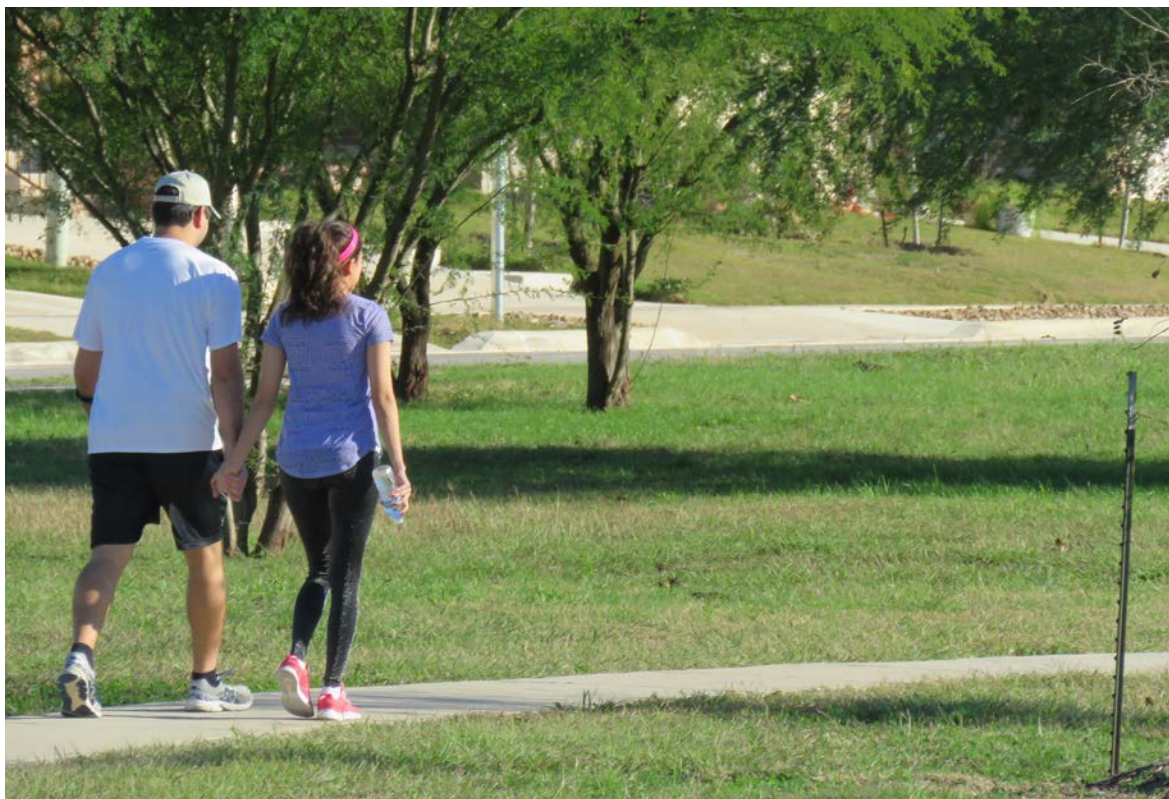




FIGURE 5.8
SIGNATURE AMENITIES

As the City further develops its park and recreation system, it should consider adding unique, signature design elements and amenities which could be enticing to both locals and visitors. Mueller Lake Park in Austin includes a food truck court by one of their more active pavilions and serves those using the regional trail network.

Action P-1.4. Create unique parks that will attract residents from the surrounding area.

To encourage park users from the surrounding region, the City could consider adding signature amenities to existing or future parks. For example, a sculpture park could be added to an existing or new park to display artwork from local and regional artists. In addition, the City could consider developing a signature park on City property just south of FM 78 and east of Main Street. This property could be designed to accommodate food trucks which provide additional opportunity for hosting special food truck events to gather community members together (see Figure 5.8, *Signature Amenities*). Establishing parking lots to access the City's growing trail network could also be added as a means to bring people into the City.

Action P-1.5. Develop a Cibolo sports complex capable of attracting local and regional tournament style events.

Provide outdoor space for tournament style events, including soccer, baseball, and softball. One potential location for outdoor tournaments is the Municipal Youth Sports Complex which could be located south of FM 78 and east of Main Street. This property could include two softball/Little League fields, two baseball fields, four soccer fields, concessionaire stands (or alternatively food truck spaces), connections to Downtown Cibolo and the Citywide trail system, and enough parking to accommodate both tournaments and larger regional events. Existing buildings on site could be renovated into a new parks and recreation office facility. Depending on the design, this sports complex could also be utilized for the City's large annual CiboloFest. Development of this property may need to be phased over time as funding is obtained.

Additional park amenities that may warrant consideration are elaborate playscapes, botanical gardens, all abilities parks (e.g., Miracle League field and associated amenities), indoor soccer complex, a regional trail system, historical and cultural interpretative signage along trails, etc.

Action P-1.6. Provide opportunities for indoor recreation within the City of Cibolo.

Currently, most recreational amenities and services are being provided by the City of Schertz. As the Cibolo continues to grow, it will need to add more opportunities for recreation closer

to home. This could include developing a partnership between the City and the YMCA to develop a community center within the City limits. One potential location includes the City-owned property just south of FM 78 and east of Main Street. Primary access to this property would be from FM 78, but it would also have access to the Citywide trail system. A joint facility could provide indoor recreation opportunities for those living in Cibolo, including indoor basketball and volleyball. Additional opportunities for adding indoor recreation space is the renovated old school building in Downtown Cibolo (see also Action P-2.4).

Policy P-2. Design, program, and maintain a high quality parks and recreation system.

There are several benefits of providing a high-quality parks system to the residents of Cibolo. These benefits include recreation opportunities, encouraging a healthy lifestyle, and the overall happiness of the community. Ensuring a suitable policy structure is in place will create a plan for today and the future. These actions are recommended:

Action P-2.1. Enhance current amenities in Cibolo's existing parks.

Since parks and recreation are one of the defining amenities affecting community choice, it is important to enhance each park so that they are safe, attractive, and inviting to existing and future residents. This includes establishing parks which are designed in a high quality manner and are well-maintained (see Figure 5.9, *Quality Parks and Trails*). This also includes ensuring that parks are well-programmed, so that there are sufficient activities for people of all ages and interests.

In particular, each existing park should be evaluated for opportunities for additional amenities; safe and adequate parking lot, trail, and other lighting; shade opportunities (e.g., covered playscapes, picnic shelters, pavilions, and more shade trees), etc.

Action P-2.2. Look at the existing staffing levels in the Parks and Recreation Division and make sure that the staffing needs are adequate.

The current staffing levels for parks and recreation include one parks superintendent and nine staff members. As the City's park system grows, adequate staffing levels need to be provided in order to maintain a high level of quality for all parks. The current staffing level needs to be evaluated to determine the size of maintenance staff needed in the future. Funding sources will also be key in the evaluation process to decide how many new staff members can be hired.

FIGURE 5.9
QUALITY PARKS AND
TRAILS

Schlather Park contains a diversified list of passive recreation amenities including picnic shelters and pavilions, disc golf course, and access to an internal loop trail (which will eventually become part of a Citywide trail network). It also includes restrooms, a playscape structure, and areas of unprogrammed open space. It is one of the City's newer parks, and as such, it consists of high quality amenities and facilities. Other parks (e.g., Niemietz Park), are in need of revitalization or redevelopment.





FIGURE 5.10
PARKS AND TRAILS
All across Texas and the South, municipalities are responding to citizen requests for additional shade opportunities to make parks more usable, particularly during the Texas hot summers. Indeed, 83 percent of respondents to the online public survey indicated that additional shade opportunities (e.g., playscape shade structures, picnic shelters and pavilions, and more trees) was Very Important or Important to address. In fact, out of all the issues identified, adding more shade was the highest identified priority.

Action P-2.3. Add more shade opportunities within existing and future parks.

The usability of parks and recreation amenities is probably one of the highest priorities when determining how best to design, program, and maintain a parks and recreation system. In Texas, almost every park system is subject to long, hot summers. In some cities, this renders their parks system unusable for several months of the year. In other cities, they do a better job designing, programming, and maintaining park facilities and amenities to provide for more shade opportunities. This includes having adequate picnic shelters and pavilions, playscape shade structures, and lots of shade trees in parking lots, around amenities, along trails, etc. These cities also do a good job of protecting the mature tree canopy that exist along their riparian corridors, oftentimes using these spaces to integrate public trails and other open spaces. In order to improve usability of existing and future parks, the City should consider adding more shade opportunities (see Figure 5.10, *Parks and Trails*).

Action P-2.4. Create partnerships with public and private organizations to allow investments to occur in the park and recreation system.

Pursue contracts with private groups that can allow for the combined use of facilities and joint maintenance agreements. A partnership between the City and the YMCA is an example of where a large community center could be established to serve the residents of Cibolo. This community center could include basketball courts, classes for young children, training rooms, and a nursery.

Action P-2.5. Create screening between residential areas and parks to produce a visual barrier and reduce noise disturbances between different land uses.

Even though it is recommended to develop parks and amenities integrated into the neighborhood, it does not mean that there should not be design elements to protect abutting property owners. Indeed, parks and recreation areas can be noisy which could have a detrimental impact on nearby residences. As such, the City should consider developing appropriate screening elements (e.g., evergreen trees and other landscape buffering) as part of new park designs so that abutting residential houses are better buffered.

Action P-2.6. Ensure existing parks and recreation facilities are safe and well-maintained.

Residents and visitors acquire a lasting impression when they visit the parks system in Cibolo. An unsightly or poorly maintained system has the ability to turn away visitors before they even explore the available amenities. It also contributes to the perception of lack of safety. Consequently, it is important to create a safe and well-maintained parks system. To accomplish this policy objective, routine repairs such as safety examinations of playgrounds and regular replacement of equipment should take place. It should also include periodic repainting of structures and other amenities (e.g., parking lot striping), enhancing lighting and landscaping in parks and along trails, and the installation and maintenance of quality signage. Other considerations include improving ADA compliance in the City's older parks (e.g., connecting park amenities with internal loop trails and/or sidewalks), increasing security patrols, and the potential installation of 911 call boxes. In order to accomplish this, additional park and recreation funding may be needed.

Action P-2.7. Create a partnership with neighborhood and other volunteer groups to improve the maintenance of the existing trails and parks.

The maintenance of parks can be difficult for cities because of the competition for limited funding. To help with park maintenance and reduce the financial burden on the City, the City should encourage, support, and partner with neighborhood groups, park "friends" groups, or "adopt a park" groups. This could include partnership with area homeowner association groups or others that may be interested in specific park aspects (e.g., local running groups that may be interested in adopting trail sections).

Action P-2.8. Create minimum design standards for existing and/or new parks.

Establishing high-quality standard park, recreation, and open space amenities is important. Ensuring high quality starts with design. Therefore, the City should consider establishing minimum standards which need to be considered when developing or redeveloping park and recreation facilities. At a minimum, the standards should include diverse programming to entice and accommodate all users of the community, active and passive recreation options for people of all ages, high quality, durable materials, safety considerations, and a focus on internal and external connectivity.

Action P-2.9. Consider adding park and recreation amenities as part of overall community building efforts (e.g., developing a dog park).

Throughout many Texas communities, cities are realizing the role that parks and recreation can play in community building. In many instances, cities are adding park and recreational amenities which are tailored to bring people together in social settings. One example of this is the growth of dog parks (see Figure 5.11, *Dog Parks*). In Cibolo, there is a need for a dog park. While designs of these dog parks take many forms, the City should consider, at a minimum,

FIGURE 5.11
DOG PARKS

Certain recreational amenities have the ability to really change a community. One example is a well-designed dog park. In many instances, these resources are used night and day and all days of the week. While more difficult to manage and maintain, dog parks with a water feature significantly expand visitation and usability, particularly during hot Texas summers. Pawm Springs in Sugar Land, Texas is a good example of a well-designed, regionally-serving dog park.



two separated areas for big and small dogs, showering stations, gated enclosures, and a water feature (to ensure use even in hot summertime temperatures). The area of the dog enclosure needs to be of an adequate size so that dogs can run and fetch thrown balls, Frisbees, etc. For their human companions, the City should consider restrooms, shaded seating areas, and Wi-Fi accessibility. Although both Schertz and Universal City have dog parks, the City should focus on the above mentioned elements when evaluating potential locations and designs. Often, well designed dog parks become a regional amenity. The City could also consider designing a new dog park as part of another project such as a regional drainage project or animal shelter [see also CFPS-6.2].

Action P-2.10. Consider adding park and recreation amenities to increase citizen access to water-based amenities.

Living in Texas, many communities are evaluating their provision of water-based facilities due to increased demand for these types of amenities. Cibolo is no different. As part of the online public survey, respondents indicated that water-based amenities were important to many City residents, including indoor pools (36%), outdoor pools (38%), and splash pads (45%). As the City moves forward, it should consider adding splash pads as part of a new park, or redevelopment of an existing park. It should also consider potential partners to evaluate the opportunity to establish a public indoor or outdoor pool.

Action P-2.11. Consider a revitalization plan and funding for the redevelopment of Niemietz Park.

Niemietz Park is one of the City's older parks. As such, its facilities are not of the same quality and caliber as the newer Schlather Park. With this in mind, the City should consider allocating funding to redevelop or revitalize this park. Besides age and condition, two other factors could help justify this park's revitalization and redevelopment. First is that a private developer has approval to develop the Red River Planned Unit Development (PUD) project. This PUD includes approximately 770 single-family and multi-family units and open space that follows Cibolo Creek. In association with this development, the City could consider establishing this segment of the Citywide trail system and connect it to both Niemietz Park and the new Municipal Youth Sports Complex. In addition, the City could consider partnering with Schertz to develop a potential pedestrian bridge crossing to connect Niemietz Park to the Crescent Bend Nature Park, there by connecting this regional park to Cibolo's Citywide trail system.

Action P-2.12. Regularly schedule events in the parks to increase park usage.

Increasing regularly scheduled events in the parks system should be considered by the City. Types of events could include a monthly movie night under the stars or live concerts in the summer. Providing different event types will encourage a variety of park users community-wide and will help increase City wide use of the parks system by residents.

Action P-2.13. Maximize the use of partnerships to increase parks and recreation services within Cibolo.

In order to be efficient with providing parks and recreation services in Cibolo, the City should consider partnering with third party entities to provide additional specialized amenities in the parks system. This could include both public-public (e.g., the City partnering with Schertz) or public-private partnerships. One example could include partnering with the Schertz-Cibolo-Universal City Independent School District (SCUCISD) to incorporate science-based activities in parks. This could also include co-locating public park amenities on unused portions of SCUCISD properties. This works particularly well for schools which are not yet designed or developed. This appears to be the case for portions of the existing Al Rich Park, which is located adjacent to Watts Elementary School.

Policy P-3. Proactively strive to maximize protection of the City's sensitive natural resources.

The preservation of open space is key for the future development of Cibolo. Open space is defined as land that is intended to consist of little to no development. It often includes wetlands, woodlands, steep slopes, and natural drainageways or floodplains. Passive recreation such as walking or picnicking can be programmed in open space if the land is not too sensitive to human activity. The following actions:

Action P-3.1. Evaluate zoning, subdivision, and development regulations to ensure maximum protection and use of the City's remaining natural resources.

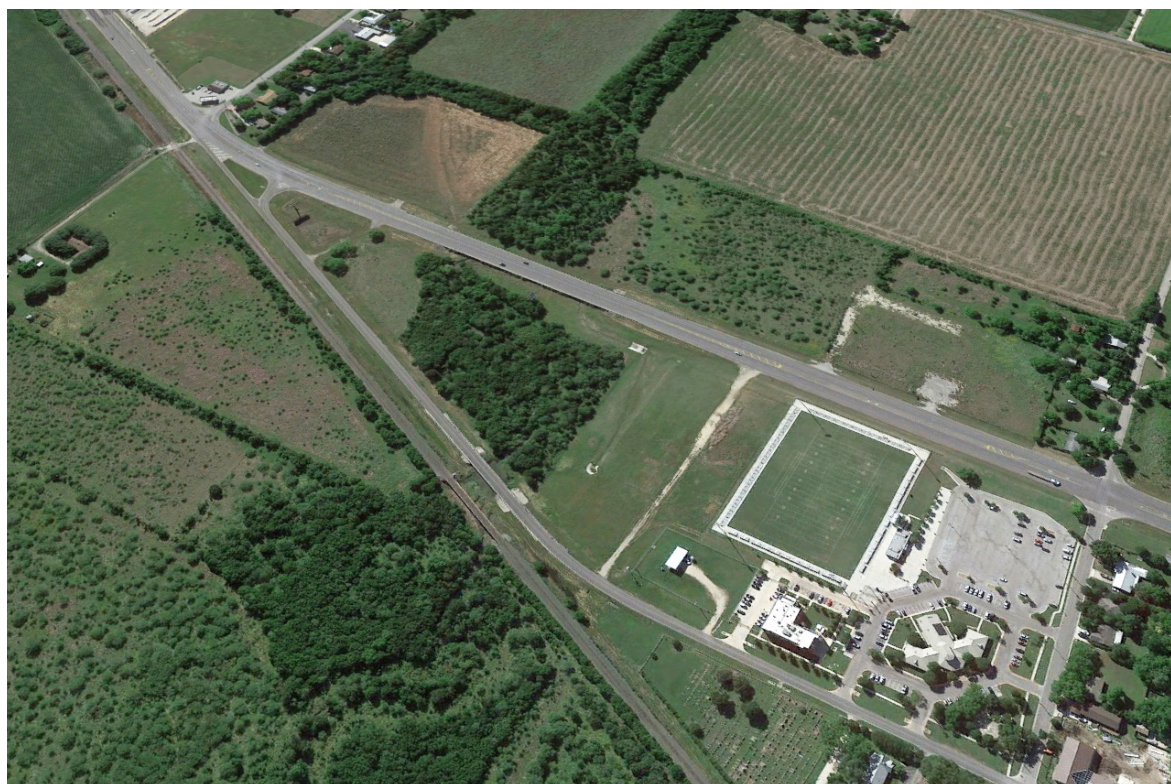
Through the use of cluster developments and conservation developments that create conservation easements, more open space can be preserved in environmentally sensitive areas. Density bonuses, purchase of development rights, and preservation credits can all be used as an incentive to promote this type of development. Conserving open space and greenbelts are just a few examples that fall under this category.

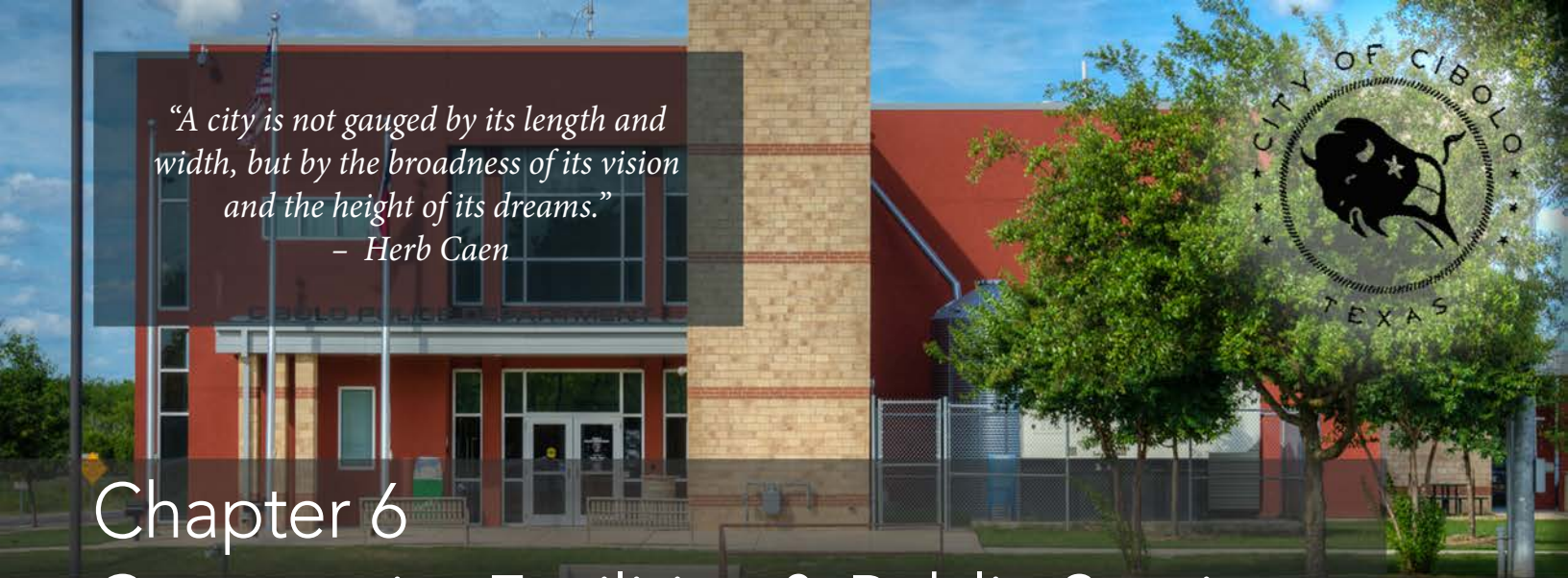
Action P-3.2. Ensure that public sector projects maximize protection of the City's remaining natural resources.

Similar to private sector development, City-initiated projects also often results in the degradation of sensitive natural resources. Since tree preservation was listed as one of the highest priorities when considering development within the FM 78 corridor, the City should ensure development plans (e.g., the Municipal Youth Sports Complex, the YMCA / Cibolo Community Center, etc.) maximize protection of the City's existing tree canopy. In particular, these areas (see the mature tree canopy along Town Creek in Figure 5.12, *Protecting Natural Resources*, below) can be cross-utilized for both protection of sensitive natural resources and as passive recreational trail amenities.

FIGURE 5.12
PROTECTING NATURAL
RESOURCES

As the City continues to grow to the south, it needs to ensure that the existing tree canopy, particularly along drainageways, is protected as part of public and private sector development.



A photograph of the Cibolo Police Station, a two-story building with red brick and tan stone accents. A large tree is in the foreground on the right, and a flagpole is on the left. The sky is blue with some clouds.

*"A city is not gauged by its length and width, but by the broadness of its vision and the height of its dreams."
– Herb Caen*



Chapter 6

Community Facilities & Public Services

A background map of Cibolo, Texas, showing various colored zones (yellow, green, grey) and street layouts. A green rectangular box is overlaid on the map, containing the text for the introduction.

INTRODUCTION

The quality and availability of community facilities and public services can influence the quality of life of Cibolo. The range of public services is broad, covering everything from police and fire protection, to library programs, to drainage and street maintenance. These community facilities and services impact not only the tangible quality of life through safety and function of a community, but it can also impact how citizens engage with the community and influence their perceived or experienced quality of life.

In order to keep up with growth, the City must maintain quality community facilities and public services that are efficient and effective at providing the services citizens desire and expect. As the community grows, not only will demand for these services increase, but changing demographics and evolving technology may result in shifting preferences for services and facilities.

This chapter examines the available community facilities and public services provided by the City today. It will examine the adequacy of community facilities to enable City staff to perform their duties effectively and efficiently. This chapter will also identify needs and opportunities to improve community facilities and expand public services to respond to the growing needs of the community.

This chapter provides a 20-year policy framework for growing and maintaining quality community facilities and public services, including addressing the following:

- **Efficient and responsive governmental offices.** As Cibolo continues to grow, City offices and staffing will also need to grow and improve to provide efficient and responsive services to the citizens, businesses, and visitors of Cibolo.
- **Effective and sustainable public infrastructure.** As the City grows over time, the extent of public infrastructure will also grow. Much of this will be built and financed in partnership with the private sector as part of new development. However, once operational, it becomes the City's responsibility to maintain and upgrade it in perpetuity. Moving forward, the City will need to ensure that new infrastructure is durable, expandable, and efficiently maintainable over time.
- **Exceptional police and fire protection.** Above all else, continued provision of exceptional police and fire services is paramount to protect the public health, safety, and welfare of the community.
- **Responsive other public services.** In addition to providing exceptional police and fire protection, residents and business owners will increasingly demand expanded or improved public services (e.g., animal control) as the City continues to grow.

Existing Community Facilities & Public Services

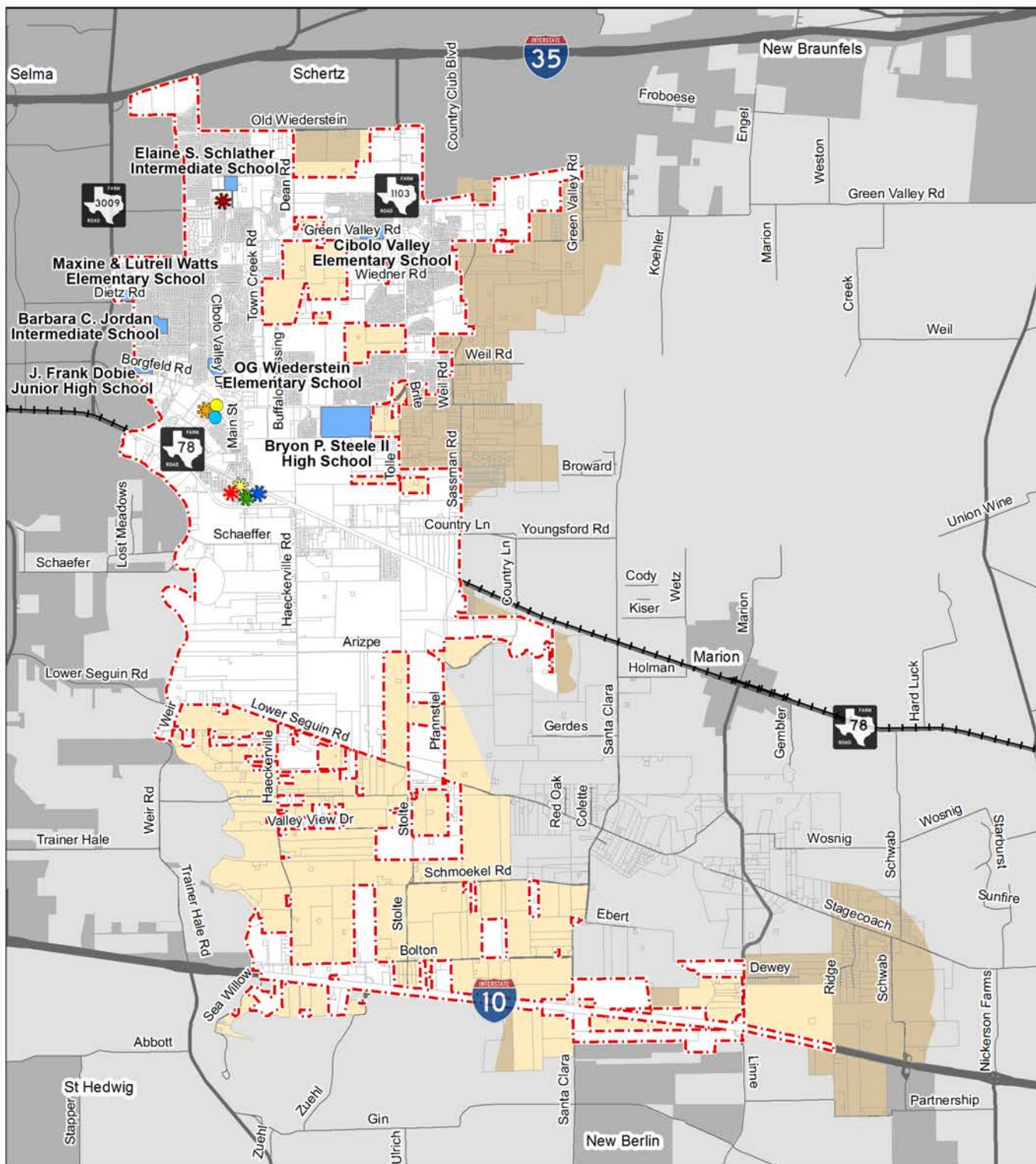
Cibolo provides a range of public services and manages a number of community facilities. Public services¹ discussed in this chapter include:

- Municipal building and government services;
- Fire and police protection services;
- Animal control;
- Utility services;
- Water and wastewater services;
- Drainage and flood protection; and
- Development and permitting services.

In order to determine what the City needs to do to expand or improve its provision of community facilities and public services, it is important to understand where the City is today. As such, an inventory helps to identify the base level of service for the City (see Map 6.1, *Existing Community Facilities*, on the next page). It shows that the core of the existing City services is located in Downtown Cibolo, consisting of the City Municipal Building, police headquarters, and a fire station. An additional grouping of community facilities (i.e., public works, animal control, and U.S. Post Office) is located off of Cibolo Drive. While schools are also shown on the map, they are not under the control of the City government. Rather, they are subject to the control of the Board of Trustees of the Schertz-Cibolo-Universal City Independent School District (SCUCISD).

After establishing a base level of service, an evaluation of community needs and desires can help City leaders understand whether current needs are being met and how future demand may change as the community grows.

¹ Services provided by the Parks and Recreation Division and Cibolo Economic Development Corporation (CEDC) are discussed in other chapters of this Comprehensive Master Plan.



LEGEND

- | | | | |
|---------------------|-------------------|--------------------|--------------------------|
| Animal Control | Fire Station #1 | Schools | Annexion Agreement Areas |
| Old School Building | Police Department | Major Roads | Parcels |
| City Hall | Public Works | Minor Roads | Adjacent Cities |
| Fire Station #2 | U.S. Post Office | Railroads | Non-Cibolo Areas |
| | | Cibolo City Limits | |
| | | Cibolo ETJ | |



GOVERNMENT SERVICES & MUNICIPAL BUILDING

The main government building in Cibolo is the Municipal Building located at 200 South Main Street. The 10,000 square foot building was built in 2005. Many of Cibolo's public services office out of the Municipal Building, including City Administration (i.e., the City Manager, City Secretary, Finance, and Human Resources); Municipal Court, Public Works Department, Utilities Department, Planning and Engineering Services, Building Inspections, Economic Development Corporation and Permitting.

The Municipal Building also includes the Council Chambers, which is cross-utilized as the City's courtroom. Overall, the building includes approximately 14 office rooms, two shared conference and training rooms, a shared break room, four restrooms, and approximately eight storage rooms. Today, approximately 30 staff persons share the Municipal Building space. When it was built in 2005, the City's population was approximately 7,623 persons,² which is 3.5 times less than today's estimated population of 26,637 persons.³ Consequently, as staffing demand has increased to maintain quality public services, spacing and storage needs have also increased.

Generally, surveys of the departments located in the Municipal Building have identified inadequacies with storage, shared meeting spaces, and limited space capacity to increase staffing. Throughout the building, storage space is generally inadequate. Some departments have closet-sized storage areas and some do not have any at all. In many cases, storage overflows into the office area, creating a cramped work and meeting environment. This limitation has also forced the City to rent off-site storage space. Additionally, some of the office printing and faxing equipment is located in the hallway and break room, and the shared break room is outdated and inadequately sized for the number of staff persons in the building.

The departments all also share meeting space, which they have identified as a problem. The large conference room can accommodate 12 people comfortably, and larger meetings must use the Council Chambers. The Municipal Court also uses the Council Chambers on court days, which highlight the potential need for a dedicated courtroom and additional and larger meeting space. The following is a discussion of current conditions and future needs of facility space for various City departments.

City Manager and City Secretary

The offices of the City Manager and City Secretary ensure the delivery of public services through the community (see Figure 4.1. *Citizen Communication*). These offices include four staff persons. Surveys of the administrative offices have identified the following needs: a dedicated courtroom; on-site storage; additional meeting space; improved waiting area for court; and space for the Record Management System.

Finance

The Finance Department maintains the City's accounting and financial system. The department consists of three staff persons who are located in two offices. The department has identified storage as a limitation with the current space, and files are being stored in the offices, creating a cramped workspace. The department has also identified an immediate need for an additional staff person and a doubling of staff in the next 20 years as the population continues to grow.

Human Resources

The Human Resources Department is a single-person department, tasked with managing employment with the City. The department identified inadequate storage space and meeting

² Source: 2005 Comprehensive Plan, 2004 calculated population estimate.

³ U.S. Census Bureau. 2015 Population Estimates.



Today, much of the City's existing governmental offices are located within the Municipal Building in Downtown Cibola.

space as their current space needs. The department also requires more secure storage and printing/faxing equipment as it deals with private and personal information about City employees. Regarding demand for growth of Human Resources, the department has identified an immediate need for an additional staff person and a doubling of staff in the next 20 years as the City continues to grow to respond to the growing community.

Utilities Administration (Billing)

Utilities Administration is responsible for the billing and collection of the utility accounts.⁴ This office includes three staff persons who share one divided office. The area is considered too small, and the "openness" of the layout creates a lack of privacy for customers. In addition, there is no dedicated office area for the supervisor (Utility Billing Administrator). Generally, the office believes they are adequately staffed to meet current needs; however, to improve customer service the office has identified a need for an additional part-time clerk to provide flexibility in scheduling as well as a full-time receptionist.

Municipal Court

The role of Cibola's Municipal Court is to rule on citations issued by Cibola Police Department. It also maintains accurate records of cases processed by the court, sets court hearings and notifies individuals to appear, issues warrants, and summons citizens for jury duty. Currently, the Municipal Court is supported by two full-time staff persons. Court hearings occur twice a month and meet in the Council Chambers. The City has identified a need for a dedicated courtroom for the Municipal Court since it can interfere with use of the Council Chambers.

Planning and Engineering

The Planning and Engineering (P&E) Department assists the citizens and property owners of Cibola and plan for the use and development of land and buildings. The department not only performs long-range planning functions, but also building permitting and inspections; GIS, zoning, subdivision, and plan review; code enforcement; and inspections of public infrastructure. The department employs 11.5 staff persons and occupies approximately 1,050 square feet of office space in the Municipal Building. Storage and office space capacity is inadequate to serve the existing staffing. All but two staff persons share office space and there

⁴ Operations of the utilities is managed by the office of Utilities Operations in the Public Works Department.

FIGURE 6.1

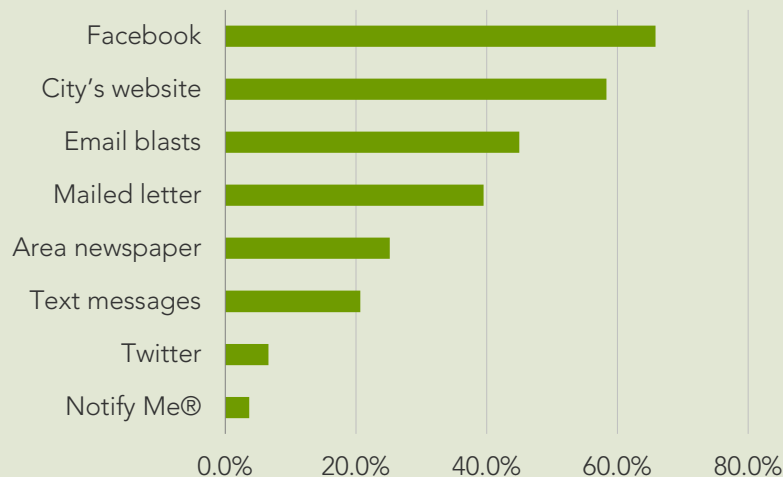
CITIZEN COMMUNICATION

Cities have a fundamental responsibility to communicate basic and routine information to the public. Communication is not only essential to the health and well-being of the community in informing citizens (particularly in emergency situations), but strong communication between the City and the public can foster community pride, improve dialogue between citizens and the City, create transparency, and encourage greater participation with local governance. This in turn can improve a City's reputation, encourage growth, and foster economic development which will further strengthen City services.

The City uses its main website to disseminate information, including reports of projects, traffic, and weather advisories. The City also publishes a quarterly newsletter (the Buffalo Chronicle, see excerpt below) and a "City Manager's Message." The City also maintains a database for those interested in receiving emails or texts of City news, alerts, and urgent information. Some departments have begun using Facebook to engage residents and communicate information, including the City Administration Department, Animal Services, Cibolo Economic Development Corporation, and the Police Department. One critique expressed by early stakeholders was that there was not a unified communication strategy to disseminate important community information.



PREFERRED METHOD FOR RECEIVING INFORMATION FROM THE CITY



SATISFACTION WITH COMMUNICATION

Overall, respondents to the online public survey were generally satisfied with Citywide communication. However, these satisfaction rates also indicate that there is definitely room for improvement. Out of the various methods in which the City communicates, Facebook was the highest preferred method of receiving information. This is supplemented by various other communication media such as the City's website, community newsletters, etc.



Example posts from the Cibolo Facebook page



Excerpt pages from the 2016 summer edition of the Buffalo Chronicle – Cibolo's quarterly newsletter

is no storage space for this department. As the City continues to grow and develop, the P&E department will need to grow as well and the current space cannot accommodate any staff increases.

Economic Development Corporation

The Cibolo Economic Development Corporation (CEDC) was incorporated in 2007 to attract, retain, and expand desirable jobs and development in Cibolo that enhance the quality of life. The CEDC has two staff persons that meet in an office behind City Council Chambers. The office space is inadequate and does not currently meet the existing needs of the department. In particular, it does not have storage space and is not conducive for meetings when the Council Chambers is being used. This is because access to these offices are through the Council Chambers. The CEDC has identified a need for one additional employee, but the current office space cannot accommodate an additional staff person.

INFORMATION TECHNOLOGY

The Information Technology (IT) Department works specifically with technology needs of the City. It consists of two employees and currently does not have dedicated office space. However, like many forward thinking cities, the IT department has identified a number of technology needs for the City, including: a City Data Center (to provide access to City data); network fiber connectivity to all City facilities; a Disaster Recovery Plan and site (in the event of a disaster to ensure continuity of City business); improved access control to City facilities; and the installation of security cameras on certain City facilities.

PUBLIC WORKS

The Public Works Department oversees the bulk of the City's hard infrastructure, including streets, parks, water and wastewater services, and stormwater drainage. The department consists of a total of 31 staff persons, including a department director, three superintendents, one maintenance foreman, six crew leaders, crew members, technicians, and workers.

These services are funded through a variety of sources including the general fund, service and utility fees, and impact fees. Impact fees require a periodic study to establish the appropriate

FIGURE 6.2
2013 CIBOLO IMPACT FEES

Category	Fee*
Water Impact Fee	\$3,695
Sewer Impact Fee	\$1,770
Drainage Impact Fee	\$1,015
Transportation Impact Fee North	\$1,090
Transportation Impact Fee South	\$1,940

*Fee is per living unit equivalent.

The Impact Fee Study is periodically updated to determine the fee rate. The last study was conducted in 2013, and the next study will be done in 2017.

fee to be assessed. As set out in Figure 6.2, *Cibolo Impact Fees*, it shows the impact fee rates that have been in effect since 2013. It is anticipated that fees will need to be increased in 2017.

Water Services

Water service is provided by the City of Cibolo or by Green Valley Special Utility District (GVSUD). The City's water service area, which encompasses 5,891 acres, includes portions of the City limits and portions of the extraterritorial jurisdiction (ETJ). Alternately, the northern portion of the City limits and portions of the ETJ east and south of the City are served by GVSUD (see Map 6.3, *Water Service Areas*, on page 141).

Cibolo is a member of Canyon Regional Water Authority (CRWA) and obtains wholesale water from two sources: surface water from Lake Dunlop on the Guadalupe River and ground water from the Carrizzo Aquifer in Guadalupe and Gonzales County. The GVSUD provides water service to some areas within the City limits as well as in the ETJ. GVSUD is also a member of and contracts with CRWA for wholesale water and also obtains ground water from the Edwards Aquifer in Comal County.

Currently, the City provides water services to 5,224 residents, 170 businesses, and 12 municipal facilities. The water system includes two water plants (an additional one under construction), and a distribution system that is made up of 8-inch or larger water lines (see Figure 6.3, *Water Service Facilities*, below and Map 6.2, *Water Service Areas*, on the next page). The City does have oversizing requirements of water lines and cost sharing is available when oversizing is required.

The City of Cibolo operates three water storage and distribution plants:

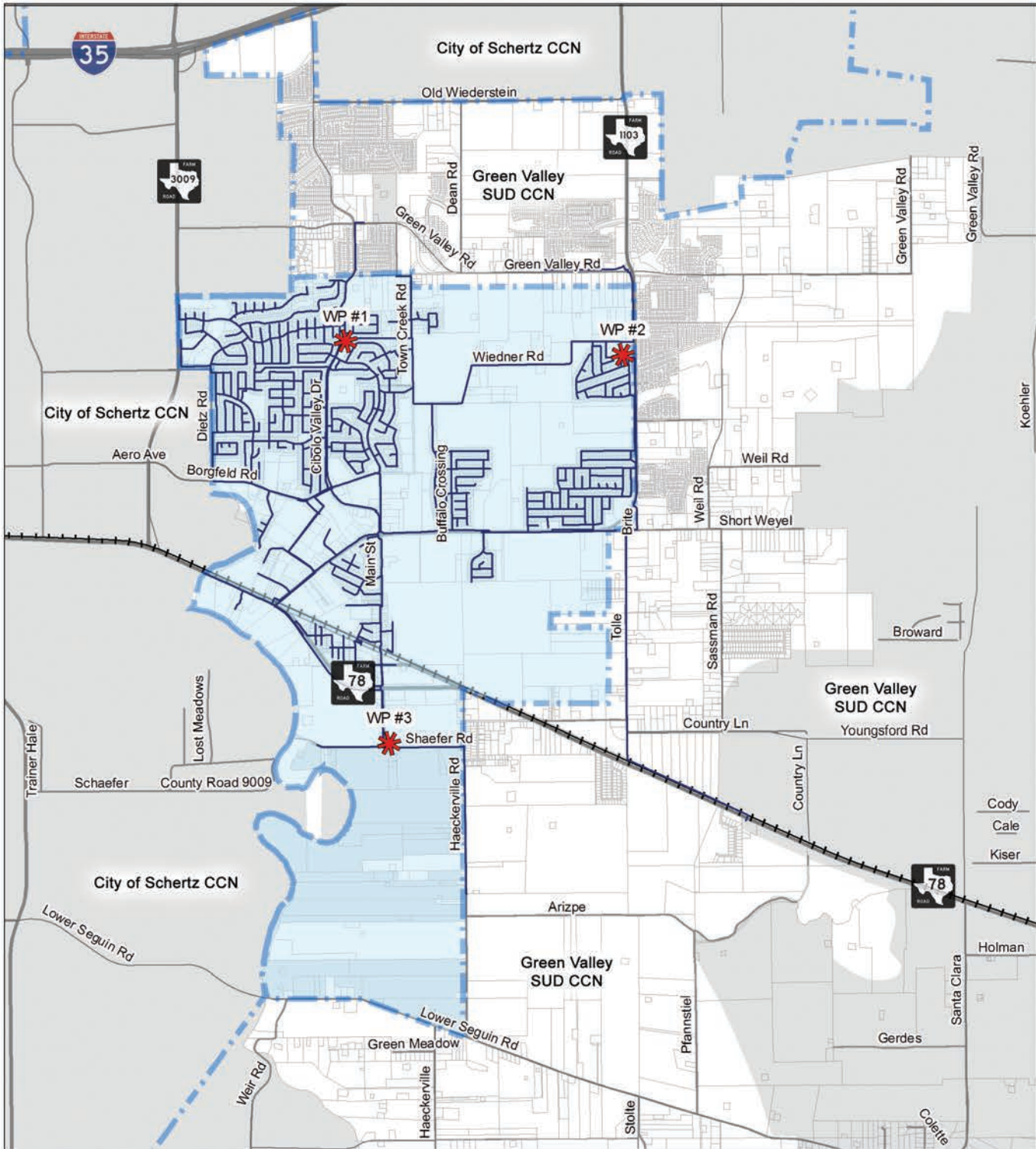
- **Plant No. 1** is located on Cibolo Valley Drive, just north of the intersection with Bentwood Drive. The plant contains one 1.25 million gallon (MG) elevated composite tank (160' tall); one 1 MG ground storage standpipe; a pump station with four hi-service pumps rated a 1,000 GPM each; and one standby generator;
- **Plant No. 2** is located at the corner of FM 1103 and Wiedner Road. The plant has one 1.5 MG elevated composite tank (165' tall);
- **Plant No. 3** is currently under construction at the corner of South Main Street and Schaefer Road and is anticipated to be in operation by July 2017. The first phase of the plant includes a 1.25 MG elevated composite tank (195' tall). The next two phases will include one 1 MG ground storage tank; a pump station with four hi-service pumps rated a 1,000 GPM each; and one standby generator that has the ability to be expanded to two 1-1.25 MG.

FIGURE 6.3
WATER SERVICE FACILITIES

Currently, the City provides water distribution using three water plants, including Plant No. 1, located off of Cibolo Valley Drive. At this location, a 160', 1.125 MG elevated storage tank provides pressurized water to the water faucets of the Cibolo community. All water treatment is provided by CRWA.



MAP 6.2,
WATER SERVICE AREAS



LEGEND

- Water Plant
- Water Lines
- Water Service Areas
- Cibolo Water Service Area Boundaries
- Other CCN Boundaries
- Parcels
- Railroads
- Major Roads
- Minor Roads
- Non-Cibolo Areas

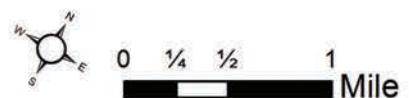


FIGURE 6.4
WATER SYSTEM CAPACITY

Element	Daily Capacity (Plant 1 & 2)	Capacity with Plant 3
Elevated Storage	2.375 MG	3.625 MG
Ground Storage	1.0 MG	2.0 MG
Total Storage	3.375 MG	5.625 MG
Hi-Serv Pump	4,000 GPM	8,000 GPM

Although the City does own and maintain its water distribution system, all water treatment is currently being provided by CRWA. According to their meters, Cibolo has an average daily water use of about 1 million gallons per day (MGD) and peak water use is estimated to be 2.25 MGD. Cibolo's water system has a total capacity of 3.75 MG per day, which will be expanded to 6 MGD when Plant 3 is fully operational.

As Cibolo continues to grow, water use will also increase (see Figure 6.4, *Water System Capacity*). Future plant expansions will be needed to store and distribute additional water, and possible updates to the distribution system may be necessary to efficiently distribute water. The Public Works Department has identified looping of dead-end lines as an issue that needs to be addressed. Additionally, there will be a need for additional water supply.

Currently, Cibolo is a member of the Cibolo Valley Local Government Corporation (CVLGC) along with the City of Schertz. The Corporation was formed by the local cities to explore and develop an alternate water source to meet the future water demand of the region. The development of the new water source will require the City's participation in the costs of drilling a new water wells, construction of new water plants, and water transmission lines.

As an alternate to, or in conjunction with, increasing water supply, the City provides incentive to increase water conservation efforts as part of new development or redevelopment. In this regard, the City's Unified Development Code (UDC) allows for a reduction in landscape area with the use of xeriscaping design and plants. Although the Cibolo Creek Municipal Authority (see below) provides opportunity to purchase reclaimed wastewater for irrigation use, the City currently does not purchase reclaimed water.

Wastewater Services



The City of Cibolo is a customer of Cibolo Creek Municipal Authority (CCMA), a regional wastewater service provider. The City's wastewater service area encompasses 11,445 acres and includes portions of the City limits and portions of the ETJ. Portions of Cibolo's City limits and the ETJ are in the GVSUD CCN service area, but they currently have no wastewater infrastructure. Currently, the City provides wastewater services to 8,005 residents, 115 businesses, and 17 municipal facilities (see Map 6.3, *Wastewater Service Areas*, on the next page). Displayed in Figure 6.5, *Existing Lift Stations in Cibolo*, are the existing lift stations located within the City.

Wastewater treatment is provided by the CCMA and Cibolo, which also provides service to Schertz, Selma, Randolph Air Force Base, and portions of Live Oak, San Antonio, and Universal City. The CCMA wastewater facilities include a treatment plant, lift stations, gravity sewer trunk

FIGURE 6.5
EXISTING LIFT STATIONS IN CIBOLO

Lift Station Name	Location	Capacity	Backup Generator
Kaylee Chase	Willow Brook Sub.	200 GPM	Yes
Cibolo Vistas - 1	Cibolo Vistas off Weil Rd (South)	200 GPM	Yes
Cibolo Vistas - 2	Cibolo Vistas off Weil Rd (East)	100 GPM	Yes
Niemietz Park	Back of Park	30 GPM	No



- Wastewater Service Areas**
-  Cibolo Sewer Service Area
-  Other CCN Boundaries



0 1/4 1/2 1 Mile

or outfall lines, and force mains all owned and maintained by CCMA. Wastewater is treated at the Odo J. Riedel Regional Water Reclamation Plant in Schertz. The plant is currently being expanded from an annual average flow of 6.2 MGD to 10 MGD.

Drainage & Stormwater Management

The drainage system is a critical component of protecting the health, safety, and welfare of the community. The drainage system's primary function is to move and store stormwater. The primary drainage system includes natural areas and waterways such as creeks, rivers, tributaries, ponds, floodplains, etc. The secondary drainage system consists of man-made infrastructure that controls stormwater runoff into the natural areas, such as streets, ditches, culverts, retention ponds, gutters, etc. These man-made drainage systems feed the primary natural waterway system (see Figure 6.6, *Examples of Stormwater Drainage Infrastructure in Cibolo*, below, and Map 6.4, *Natural Drainage System*, on the next page). Failure of any part of the drainage system can result in flooding and destruction of property, buildings, infrastructure, and even life.

The City is within the Cibolo Creek watershed, meaning that stormwater that drains from land in Cibolo ultimately ends up in Cibolo Creek. Within the watershed, areas are divided into several drainage basins based on which tributary or branch the area drains to. Several creeks and tributaries bisect the Cibolo community, including Town Creek and its tributaries north of FM 78, portions of Dietz Creek and its branches north and south of FM 78, and Cibolo Creek south of FM 78. The main drainage channels are East Town Creek, from FM 1103 to northwest corner of Cibolo Valley Ranch; West Town Creek, from FM 1103 to Wiedner Rd (Schlather Park); and Dietz Creek, from Dietz Road to north of Deer Creek Boulevard. Cibolo also maintains one detention basin located near the intersection of Cibolo Valley Drive and Borgfeld Road near the Cibolo Valley Ranch subdivision.

If stormwater drainage is not managed properly, flooding occurs. Development practices and regulations will significantly influence stormwater drainage, which is why it is critical to evaluate drainage plans and both positive and negative impacts on drainage for all projects, including private development, transportation projects, even park and recreation projects. The City's 2005 Comprehensive Master Plan included strong recommendations that improved the City's understanding of its floodplains and drainage system, leading to the City's proactive approach to stormwater management and flood mitigation. The City has since adopted comprehensive hydrologic and hydraulic engineering studies for most of its primary drainage system and tributaries. These studies identify the flood discharge and flood elevations within the primary drainage system for existing and ultimate development conditions.

FIGURE 6.6
EXAMPLES OF STORMWATER DRAINAGE INFRASTRUCTURE IN CIBOLO



Natural drainageways



Subdivision drainageways

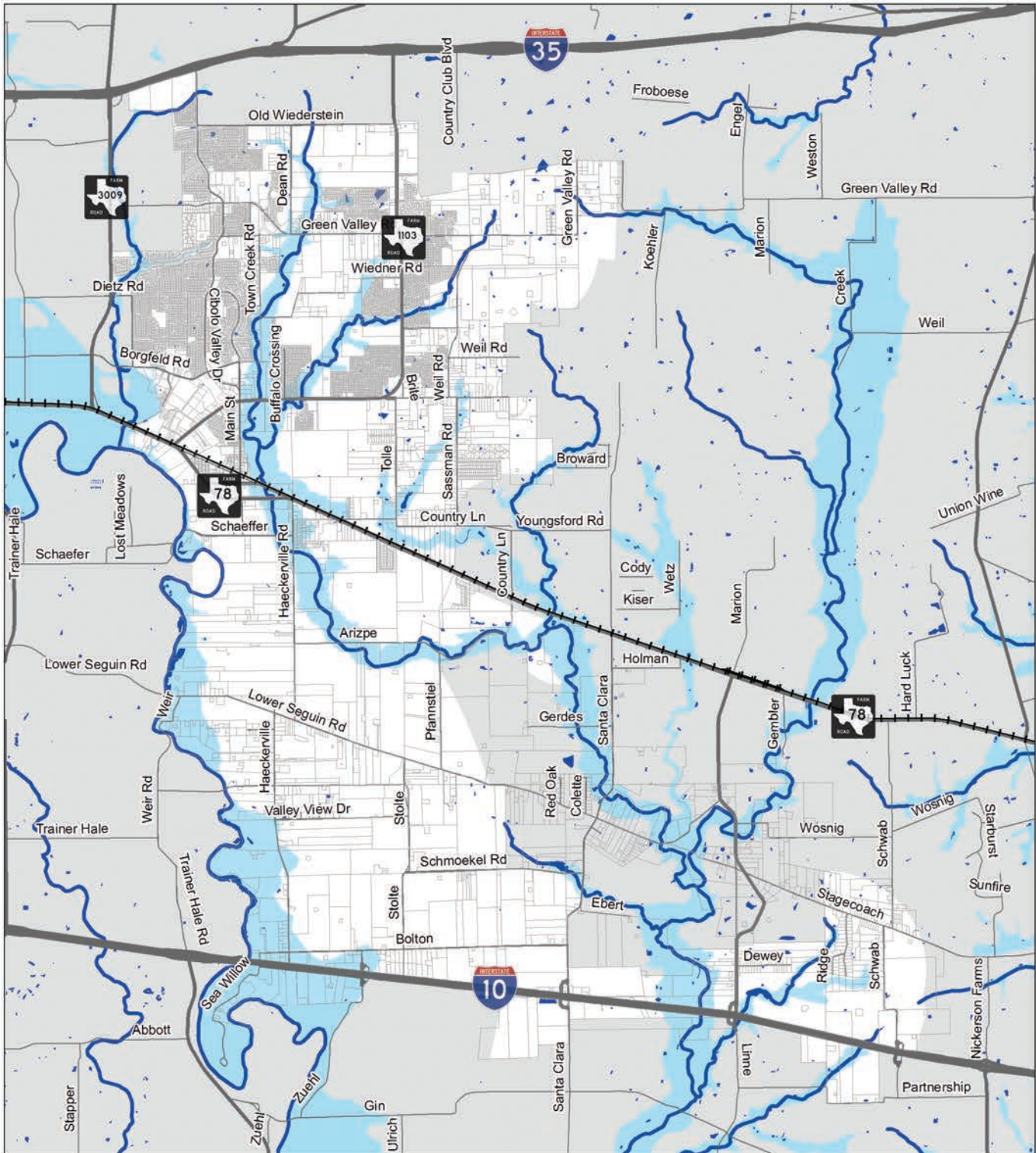


Street swales



Curb and gutter

MAP 6.4,
NATURAL DRAINAGE SYSTEM



LEGEND

- | | | | | | |
|---|--------------|---|-------------|---|------------------|
|  | Floodzone |  | Major Roads |  | Non-Cibola Areas |
|  | Watercourses |  | Minor Roads |  | Parcels |
|  | Water Bodies |  | Railroads | | |

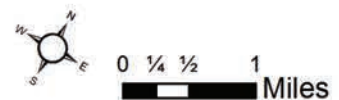


FIGURE 6.7
REGULATING STORMWATER
DEVELOPMENT

Cibolo has development regulations that pro-actively plan for stormwater management and flood mitigation, including:

- » Does not allow buildings within the 100-year floodplain;
- » Restricts modifications of the floodway and 100-year floodplain;
- » Requires that the secondary drainage system (streets, storm sewers, collection channels) designed for 100-year storm events is based on ultimate development within the basin;
- » Requires on-site stormwater detention for all new developments; and
- » Allows exceptions to requirements when shown to not be beneficial to the drainage system.

The City also uses the development process to pro-actively manage stormwater and mitigate flooding in Cibolo (see Figure 6.7, *Regulating Stormwater Development*). The City has adopted stormwater management ordinances and design guidelines that help to mitigate stormwater impacts, minimize flooding, and maintain water quality. As part of the review process, property owners and developers must meet with City engineering staff for a Stormwater Planning Conference. The City has proactive development regulations that strengthen its stormwater management and flood mitigation efforts.

Streets

The Streets Division of Public Works oversees maintenance of road surfaces, right-of-way safety, mowing right-of-way frontage, school zone safety, sidewalks, and traffic control signs / lights, street signs. Although streets are part of the Public Works Department, this information is covered in greater detail in Chapter 4, *Transportation*.

GARBAGE & RECYCLING SERVICES

The City of Cibolo has an exclusive service agreement with Bexar Waste from Schertz to provide garbage collection and disposal to residents and businesses and recycling services to residents in Cibolo. The service agreement also provides for bulk pickup of appliances, furniture, large brush or tree trimmings, and other large items at least once every 60 days.

Residents receive curbside garbage and recycling pick-up once a week, and between June and September garbage pick-up increases to twice a week. Bexar Waste has a single-stream recycling program and collects newspaper, corrugated cardboard and boxboard, mixed paper, glass, aluminum, tin, steel, and plastic containers #1 through #7 (see Figure 6.8, *Garbage & Recycling Services*).

The service agreement does allow for the option for the City and Bexar Waste to negotiate and implement a green waste program, which is a collection of organic materials and may include yard waste, food scraps, or food-soiled papers.

FIGURE 6.8
GARBAGE & RECYCLING
SERVICES

Currently, the City provides garbage and recycling services through an exclusive agreement with Bexar Waste in Schertz.

Recycling pick up is provided at the curb and includes single stream recycling of plastics, metals, glass, and paper products.



POLICE DEPARTMENT

Law enforcement plays an important role in ensuring a safe environment for residents, businesses, and visitors, and contributes to a positive quality of life in Cibolo. According to the public survey conducted as part of this planning process, approximately 90 percent of survey respondents reported they were satisfied or very satisfied with police protection in Cibolo. Cibolo has a crime rate of 10.80 per 1,000 people, compared to 33.92 in Texas and 29.62 in the U.S., and in 2015 Cibolo was named as the 13th safest city among those with a population over 10,000 people¹ (see Figure 6.9, *Police & Community Engagement* and Figure 6.10, *Police Statistics*).

The Cibolo Police Department (CPD) provides full law enforcement and first responder service within the incorporated area of the City. Additionally, CPD provides first responder service to areas in Cibolo's ETJ as well as communities and areas of the county and other jurisdictions when CPD is the closest responding agency. Cibolo has inter-local agreements with SCUCISD, the City of Schertz, Guadalupe Family Violence Shelter, Guadalupe Children's Advocate Center, among others. They also have interjurisdictional mutual aid agreements with the City's of New Braunfels, Schertz, Selma, Live Oak, and the Alamo Area of Governments. CPD also provides animal control services, school resource officers, and emergency management operations.

The Cibolo Police Department operates two facilities: the main police department building at 162 Loop 539 East and an animal services facility at 300 Cibolo Drive. The main police station serves as the Emergency Operations Center (EOC). It was built in 2010, when Cibolo had a population of approximately 20,456 persons and is already at capacity for staff and storage space. With population growth, the police station will also need to expand, and there is no room to accommodate staff increases within the current building.

Additionally, there is concern over the location of the main station being located next to the railroad. In the event of a train derailment the station may not be able to serve as the EOC. There is no conference or meeting space at this location, space that CPD feels is necessary to efficiently and effectively operate as the EOC. CPD estimates that they need to expand at least twice the size to accommodate work space.

Employees of CPD currently consist of 34 employees, 32 of which are sworn officers. Staffing of CPD includes 16 patrol officers, three administrative support personnel, two K-9 units, two school district officers, two animal service officers, and four kennel technicians.

A Five-Year Strategic Patrol Staffing Plan was completed in December 2015 by Dr. Eric Fritsch of the University of North Texas. This plan reported that CPD requires an additional 17 patrol officers by 2021 to accommodate its population growth and anticipated service call volume. Additionally, in order to support new patrol officers, additional administrative personnel would be necessary. The police department anticipates adding between three and five officers per year for the next five to 10 years.

FIGURE 6.9
POLICE & COMMUNITY ENGAGEMENT

The Cibolo Police Department is very active in engaging the community, a practice and policy that likely contributes to the satisfaction of these services among residents. The police department participates in National Night Out, Citizens Police Academy, Junior Police Academy, Police Explorers, Movies in the Park, Coffee with a Cop, Bicycle Rodeos, Career Days, and various speaking events throughout the year.

Community engagement can increase public awareness of safety issues and educate people on preventative measures to improve and maintain safety in the community. These efforts foster civic engagement, reinforce a sense of community, and help to unite citizens and the City around these mutual goals. Given the significant community benefits that this engagement offers, participation in these events should continue to be emphasized and even prioritized.

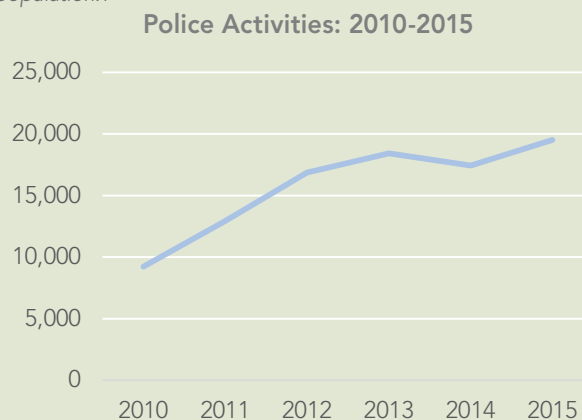


Cibolo Explorers Junior Police Academy
Photo Source: City of Cibolo Police Department

FIGURE 6.10
POLICE STATISTICS



Note: Calculated crime rate for Part I Index Crimes per 1,000 population.¹



Note: Includes incident reports and self-initiated activity.

1 Cibolo Police Department Annual Report. 2015.

FIGURE 6.11
CIBOLO ANIMAL
SHELTER

Cibolo's Animal Services is a part of the Cibolo Police Department. They respond to animal-related calls, enforce ordinances, provide community awareness about domestic and wild animals, and operate the City's Shelter Adoption Program.



Animal Services

The Cibolo Police Department also provides animal control services within the City limits. While it can only enforce its City ordinance within the incorporated areas, Animal Services has the ability to assist in the ETJ and surrounding areas.

Animal Services respond to field calls about animal bites, animal cruelty, injured or sick animals, aggressive animals, dead animal pick-ups, trap service, code violations, and other related field calls. Animal Services also houses stray animals. In 2015, Animal Services received 3,433 service calls. Through the first quarter of 2016, service calls have increased nearly 33 percent compared to the first quarter of 2015.

Animal Services also operates a few community-based programs including a Shelter Adoption Program for stray or abandoned pets, an Education Program informing of responsible pet ownership, and a volunteer/community service program. Animal Services is involved in National Night Out and Cibolo Fest where they provide educational material, and also hosts and attends adoption events throughout the year.

The Animal Control Facility is located at 300 Cibolo Drive, adjacent to a public works facility (see Figure 6.11, *Cibolo Animal Shelter*). It consists of two buildings, one serving as a kennel (built in 2010) and the other an office (2012), as well as a few sheds and fenced areas that are used for storing materials and equipment. The office space is 233 square feet and is minimal. It is an inadequate amount of space for the two existing staff persons to conduct their work, and there is no space for the public. Additionally, there is no meeting or training space except to use the conference rooms at the Police Department. Likewise, the kennel does not have space for the public, an asset that would be useful for the City's adoption program. It is anticipated that the Animal Services building needs to be expanded approximately three times its current size to accommodate its current and anticipated space needs.

Animal Services also does not have the communication and printing technologies available to efficiently and effectively perform their work. The Internet, phone, and printing systems go through public works and often lose connections. The staff have found that micro-chipping service has improved reuniting owners and their pets, and the use of social media has improved communications with the residents of Cibolo. In order to maintain and improve its service to the community, Animal Services needs more technology infrastructure.

Staff includes two animal control officers, and four kennel technicians, as well as volunteers. The Senior Animal Control Officer also serves as the Shelter Manager and reports to the CPD Criminal Investigations Division Lieutenant. The Police Chief serves as the Director of Animal Services. Ideally, Animal Services would have a Shelter Manager dedicated full time to Animal Services. Surveys of the department also indicate that there is a need for additional animal control officers and a dedicated field manager to supervise Animal Control Officers. Additionally, the City is working toward using new technology for tag-less registration of animals, a service that needs staff support to manage the data.

FIRE PROTECTION SERVICES

Fire protection services in Cibolo is provided by a hybrid combination fire department, which means it responds to fire and rescue (first-responder) calls using a combination of paid and part-time volunteer staff. Emergency Medical Services (EMS) for transport to hospitals is provided under contract by the City of Schertz Emergency Medical Services. Administrative staff includes one full-time Fire Chief, one part-time Fire Chief, and one full-time Fire Marshal. Fire Personnel include three full-time Fire Lieutenants, 12 Full-time Fire Fighters, and 15 part-time Fire Fighters (equating three full-time Fire Fighters equivalents (FTE) operating out of two fire stations. All fire Personnel receive regular training.

The Cibolo Fire Department provides fire protection and first responder service within the incorporated area of the City of Cibolo as well as the ETJ and surrounding areas. Their response is coordinated through interlocal agreements with Guadalupe County and nearby cities to provide services when needed.

According to department incident reports, most service calls to the Fire Department are rescue and EMS incidents. Beyond fire emergency response, the Fire Department is equipped and capable of providing first responder rescue response, wildland firefighting, hazardous material response and cleanup, and technical rescues such as swift-water, high and low angle rope, heavy extrication, confined space, and trench rescues.

In order to provide these services, the Fire Department apparatus fleet consists of four fire engines, including two Class A pumpers and two reserve pumpers, three brush trucks and one large brush truck, a swift-water rescue boat, a breathing air trailer, and a modified ambulance squad vehicle. The Fire Marshal and Fire Chief also each have a vehicle and the department keeps an antique fire truck for parades (see Figure 6.12, *Fire & Community Engagement*). Major repairs to the fleet are contracted out to a certified fire apparatus repair company and minor repairs are done in-house. The department does not have a formal vehicle or equipment replacement policy, but reports that there are planned additions to the vehicle fleet as the department expands to maintain quality service to the residents in and around Cibolo.

Like police services, fire protection services is considered a strong community asset, with 90 percent of Citywide survey respondents saying they were satisfied or very satisfied with fire and emergency medical services. However, Fire Station 1 and 2 are not fully staffed and require additional fire personnel. Administrative Staff will also require additional personnel as the City continues to grow.



FIGURE 6.12
FIRE & COMMUNITY ENGAGEMENT

The Cibolo Fire Department participates regularly in events to develop and maintain a relationship with the community. Among the events the department participates in include: National Night Out, year-round station tours, and community celebrations such as Cibolo Fest, Holiday Parade, and Cibolo Holiday Lighting. The department also works with the schools through Fire Prevention Week, career week at the high school, guided reading programs at the elementary schools, and health awareness week at Watts Elementary.

These efforts help to foster civic engagement, reinforce a sense of community, and help to unite citizens and the City around the mutual goal of a safe community.

FIGURE 6.13
CIBOLO FIRE STATION # 2
 In 2009, Cibolo constructed Fire Station # 2 on Cibolo Valley Drive. The approximate 10,700 square foot facility was approved through a voter approved bond that allowed enhanced fire protection north of the railroad tracks.



The department operates two facilities. Fire Station #1 is located at 203 Meek Street and Fire Station #2 is located at 3864 Cibolo Valley Drive (see Figure 6.13, *Cibolo Fire Station #2*). The Fire Marshal's office is located adjacent to Station #1 at 204 Loop 539.

Fire Station #1 is the original Cibolo fire station. Built in 1956, the 5,800 square foot cinder block building suffers from multiple cosmetic, maintenance, and mechanical issues. The station houses three firefighters for a 24-hour period. The station also includes four truck bays. In 2013 Cibolo voters approved a bond for \$825,000 for improvements to this station including the addition of offices for fire administration and the Fire Marshal, more comfortable and updated living arrangements, more space for the firefighters (for various purposes), and to accommodate the future growth. The combined square footage of the updated Station #1 will be approximately 11,000 square feet.

As the community grew and demand on fire services increased, Fire Station #2 was constructed in 2009 with a voter approved bond. The station is approximately 10,700 square feet and the general condition is considered good, spacious, and adequate.

Cibolo continues to experience rapid growth, increasing demand for fire and emergency services. In 2014, research for another bond indicated response times for the stations had begun to average between eight and 10 minutes.¹ In 2014, a bond for \$4 million was approved to construct Fire Station #3 at FM 1103 and Weidner Road. Response times are anticipated to be approximately four to five minutes¹ for this station, which would serve an area with approximately 11,631 residents. The bond will be phased out over the next two to three years. In 2016, site work and design is being completed. It is anticipated that \$3.5 million will be issued over the next two years for construction as well as equipment and apparatus purchases and which will require additional fire personnel and supervisory staff.

As the City continues to grow to the east and south, additional fire stations, apparatus, and personnel will be needed to improve what is already considered to be a high quality and well-received level of service. Growth will occur concurrent with development and as the necessary funding becomes available.

¹ Response times as reported in Cibolo November 4, 2014 Election Newsletter.

LIBRARY SERVICES

Cibolo does not have a library within its incorporated City limits, but residents have access to the Schertz Public Library. The library serves not only the City of Cibolo, but areas of the City of Selma and Guadalupe County as well. Instead of providing its own library services, the City donates funds to the Schertz Public Library to ensure the needs of Cibolo residents are fulfilled. It is an arrangement that has worked well.

The Schertz Public Library is located at 798 Schertz Parkway, just west of Cibolo. Like most community services and facilities, the Library went through several changes as the area grew rapidly at the end of the 20th century and into the new millennium. The Library opened in 1978 in a 1,500 square foot facility. By 1983, with the assistance of grants, donations, Guadalupe County, and Schertz Lions Club, the Library moved to a 6,000 square foot building, and by 1988 expanded by 3,000 square feet. The Library remained in its modest facility despite significant growth in the surrounding communities. Discussions of a new library began in the mid-2000s, but little action was taken as Schertz and other cities struggled financially during the recession. In late 2005, a local businessman, Eric White, and his wife, Carolyn, donated \$1 million to construct a new library, and in May 2006 a \$6 million bond was approved. After extensive design and planning, the Library opened a 30,000 square foot facility in 2009 (see Figure 6.14, *Schertz Public Library*).² In addition to its materials collection, the Library has 50 public access computers, a reference desk, public meeting space, and printing, copying, scanning, and faxing services.

The Schertz Public Library participates in Connecting Texas Libraries Statewide, Inc., a non-profit corporation that sponsors continuing education programs for Texas libraries. The Library has a collection of over 70,000 items, including books, newspapers, audio books, music, and movies. In addition, the Library offers digital resources including eBooks and eAudiobooks, language learning programs, tutoring programs, genealogy research, and educational databases. Additionally, the Library offers an extensive list of adult and youth programs including story times, reading clubs, volunteer programs, technology and craft programs, and literacy and education programs.

² History summarized from Schertz Public Library website, Library History. <http://schertzlibrary.org/about-the-library/library-history/>



FIGURE 6.14

SCHERTZ PUBLIC LIBRARY

The City of Cibolo provides funding to the City of Schertz to provide library service access to the residents of Cibolo. The current 30,000 square-foot facility opened in 2009 and provides circulation and many other services to Cibolo residents.

Source: Schertz Public Library Facebook Page

Community Facilities & Public Services

Policies & Actions

Naturally, as population grows, so will the demand on public services. In order to maintain efficient and effective delivery of the services that the community has come to expect, the City should expect staff increases and improvements or expansions of facilities. Meetings with and surveys from departmental leadership identified a number of needs to expand or modify community facilities and public services in order to keep up with the growing demand.

Policy CFPS-1. Provide a City Municipal Building that allows the central government offices to operate efficiently and effectively.

The current City Municipal Building was built in 2005 when Cibolo had an estimated population of 7,623 persons. At the time, the building was sufficient to house the staff of a City government appropriate for a city of that size. However, Cibolo has more than tripled in size over the past 10 years and in 2015 had an estimated population of 26,637.¹ As a result the demand on municipal government to provide necessary public services has increased. The City requires staffing increases to handle the increased workload that a larger population demands, but the current Municipal Building cannot accommodate staff increases. In addition, storage capacity has been exceeded and offices are beginning to become cluttered with overflow of files and other materials.

Action CFPS-1.1. Complete an office and staffing professional needs assessment.

Preliminary analysis of the limitations of the current Municipal Building indicate a need to expand the current central government facilities. However, a professional study should be done to completely assess the space and function needs of all departments that should be located at an expanded City Hall. Since Cibolo is expected to continue to grow, the analysis of projected needs of this facility should consider the 20-year population projection and anticipated government staffing needs to serve that population (see Chapter 2, *Land Use & Character*).

Action CFPS-1.2. Evaluate options to physically and financially expand the City Municipal Building.

The City has a number of options for improving its space requirements. Some communities address capacity issues by purchasing or renting property to relocate only certain City services. But this contributes to separating departments and City services, and can affect the efficiency of providing services. Cibolo also has room around their current Municipal Building to expand the current City Hall and create a municipal "complex." This could occur in the form of an expanded Municipal Building, or in separate buildings all located within the same complex. Alternately, but not highly recommended, the City could purchase land and build a new building from the ground up. Each of these options have their pros and cons that need to be evaluated with other considerations such as space and facility needs and costs. Whatever direction the City may take, it is recommended to keep City Hall in the Downtown area to maintain central governmental operations in the historical, cultural, and geographic heart of the City. A second consideration regarding expansion should include a build-out population projection for Cibolo, including all undeveloped areas within the current City limits as well as in the ETJ. In this regard, the City will identify an estimated population number for when it can no longer grow. The purpose of this analysis is to determine potential size and space needs for a much larger City. While a new or expanded facility would not need to be this big in the near-term, it is important to ensure there is adequate space for future building expansions.

¹ U.S. Census Bureau. 2015 Population Estimates.

Action CFPS-1.3. Determine funding source to construct a new City Municipal Building.

The results of the needs assessment and direction for expanding the Municipal Building will identify the estimated amount of funding necessary. Many funding tools are available to cities and each should be evaluated to select the best source for funding a new City Hall. See Chapter 8, *Implementation* for more information.

Policy CFPS-2. Develop a communication strategy that allows the City to efficiently and effectively provide public services desired by the community.

Effective internal and external communication strategies can have significant community benefits. Strong internal communications strengthen the efficiency of City services and operations and indicates a unified government. Furthermore, the efficiency and effectiveness of government operations are strengthened when they are responsive to the community needs. Effective communications that informs the citizens and fosters dialogue help create community pride and participation and can create a more cooperative relationship between the government and citizens.

Action CFPS-2.1. Enhance the City's internal information strategies and IT infrastructure to improve the efficiency and effectiveness of communication within the City.

In order to communicate City information in a timely, accurate, and proactive manner, the City itself should all be on the same page and have access to the information being disseminated to the public. In today's technological world, efficiency and productivity is greatly influenced by the quality of the information and technology infrastructure. Enhancing this infrastructure will improve efficiency of government operations but also enable the City to provide more timely and accurate information to the public. Possible strategies include:

- Maintain quality internal communication among departments and between staff and the City Council.
- Upgrade networking within the City to improve transfer of information among departments and City staff. Many day-to-day decisions require coordination among departments and with other agencies. To facilitate communication between departments and entities, the networking capabilities of the City should be able to handle transfer of this information efficiently.
- Expand use of Geographic Information Systems (GIS) software. GIS is a valuable tool to manage information about the City's existing and planned infrastructure system, civic facilities, private and public developments, subdivisions, building permits and other information. This information can make it easy to coordinate efforts, set priorities, and make cost-effective, fact-based decisions (see Figure 6.15, *Utility Mapping Program*).

Action CFPS-2.2. Develop a community engagement strategy that fosters dialogue, builds community pride, and encourages informed civic participation.

Communication is a two-way street. The City needs to provide information to the public, but the City should also be available and open to listen to what the public needs and wants. In addition to providing information, the City has a role in engaging with and listening to the citizens and business owners in Cibolo. Information about City services can increase transparency and help residents understand government decisions. An open dialogue can also allow the community to feel comfortable to express their needs and develop a cooperative attitude to resolve conflicts. Ultimately, effective civic engagement can foster civic pride and participation in their local government. Possible strategies include:

- Use community programs and events to increase civic engagement (National Night Out, parades, Cibolo Fest, etc).
- Offer a Government 101 course for citizens to encourage civic participation.
- Train City staff on effective community engagement practices.

FIGURE 6.15
UTILITY MAPPING PROGRAM

As the City moves forward with its "mapping" of utilities and other infrastructure, it should consider entering attributes that go beyond just the location of facilities. To realize the full potential of GIS, a utility mapping program should include the spatial mapping of additional attribute data (e.g., the mapping of all breaks and repairs). If breaks and repairs are mapped over time, it would allow the City to make more informed decisions about how best to prioritize limited funding in the areas of most need.

Action CFPS-2.3. Explore and utilize diverse methods of communications to broaden and enhance community outreach and engagement efforts.

Today, cities have more avenues of communication, better equipping them to keep the public informed on a range of matters. Social media increasingly plays an important role in communicating, particularly delivering information immediately as more and more people have the capability to receive information immediately through their smart phones or tablets.

Still, communities are made up of diverse populations that obtain information in different ways. As such, effective communication should use a combination of approaches to reach the most people possible. Possible strategies include:

- Develop a communications policy and guidebook that identifies various outlets for communication and engagement. This will help ensure that all people have the ability to receive and provide information from/to the City.
- Establish a Communications Director or Public Information Officer to act as a point person to ensure unified and consistent dissemination of information to the public and execute communications policies.
- Utilize the City's website as an effective communication tool to disseminate information. Make improvements necessary to policies and practices to ensure the site is up-to-date with current and relevant information.
- Develop a social media policy to ensure consistent and effective use of social media outlets as a method of disseminating information as well as receiving input from the community.
- Explore the possibility of establishing a City-run radio station for local programming (e.g., sports and emergency communications).

Action CFPS-2.4. Establish a strategy for Emergency Communications to provide information before, during, and after a disaster or major event affecting the community.

Disseminating information during an emergency can result in a better informed public, reducing 911 calls seeking information. The City Administration, Police Department, and Fire Department should work together to develop an Emergency Information Procedure to communicate information to members of the community, City Council members, the media, county, and other necessary entities.

Action CFPS-2.5. Consider support for improving access and options for community connections to the Internet.

Having adequate access to the Internet is an important component of any community's long-range plan. Indeed, adequate access can have an enormous impact on residential access to information, education, and business success or expansion. It is also predominantly being used by cities and most governmental entities as a means to communicate with its citizens. This could include such things as disseminating public meeting agendas and minutes, providing information on parks and recreation services, or allowing access to online resources at the library. Today, it is important to not only have access, but to have high speed access. Consequently, the City should consider pursuing ways to increase Internet access and speed to its citizens. This could include further evaluation of existing high speed Internet providers and technologies. Alternately, it could include pursuing partnerships with public and/or private entities that are exploring new technologies. Currently, many large U.S. metropolitan cities are pursuing partnerships to install Google Fiber (e.g., San Antonio and Austin). Once Google Fiber is available within the region, additional suburban cities are more easily able to extend connections.

Policy CFPS-3. Efficiently and sustainably provide water and wastewater services to residents and businesses in Cibolo.

As Cibolo continues to grow, the demand on the City's water and wastewater services will also increase. However, the City only has access to a finite amount of water. The City must determine not only how to maintain an efficient system of water and wastewater infrastructure that can meet the demands of its growing community, but also identify and pursue sustainable practices that minimize the environmental impacts of providing these services.

Action CFPS-3.1. Expand water storage capacity as necessary to maintain adequate water supply for growing population.

Future plant expansions will be needed to store and distribute additional water. As such, the City will need to coordinate the funding and construction of these plants concurrent with development. The Public Works Department anticipates the following plant expansions in the future:

- Plant No. 1: one 1 MG ground storage tank;
- Plant No. 2: one 1 MG ground storage tank; pump station; standby generator; and
- Plant No. 3: one 1 MG ground storage tank.

Action CFPS-3.2. Continue to support additional sustainable sources of water that is both fiscally and environmentally responsible.

The Cibolo Valley Local Government Corporation (CVLGC) was formed with the City of Schertz to obtain additional water resources to meet the future water demand of the region. The development of the new water source will require the City's participation in the costs of drilling new water wells, construction of new water plants and water transmission lines. As a partner in the CVLGC, Cibolo will need to support its efforts in obtaining these additional water supply rights.

Action CFPS-3.3. Promote and use water conservation practices.

As the community continues to grow, demand for water will also increase. Unfortunately, water supply is dwindling statewide, leading to price increases from suppliers and water shortages. The City can participate in reducing water consumption through education and programs that promote water conservation. The City may want to consider the following strategies to promote water conservation:

- **Irrigating public areas with reclaimed water.** The City of Cibolo currently uses potable water to irrigate parks and other City properties. The CCMA has a reclaimed water program and sells reclaimed water at a lower rate than potable water. At this time, Cibolo does not utilize this resource. In the future, the City should coordinate with CCMA to extend reuse "purple pipe" infrastructure to applicable City properties and other partners who have similar intensive irrigation needs (e.g., parks, schools, golf courses, industry, etc.). Assistance may be available from CCMA to install infrastructure, called "purple pipe".
- **Rainwater harvesting program.** Rainwater harvesting programs help to encourage water reclamation and reuse among residents. Such programs typically offer a rebate for the purchase and installation of rainwater harvesting systems on homes. There are also rainwater system providers that offer discounted or wholesale pricing through cities available to residents.

Action CFPS-3.4. Develop a Water/Wastewater Master Plan to determine long-term water / wastewater system needs.

Consider the creation of Water/Wastewater Master Plan to determine the future water and wastewater needs for when the City is built out. Although the City will not reach build out during the duration of this Plan horizon, the City's geographic extents (i.e., the City limits and ETJ) are now defined. As such, the master plan will give City leaders direction on future goals and improvements that need to be made on the current water and wastewater system to stay ahead of the demand as the population grows.

Policy CFPS-4. Continue to proactively mitigate flooding through efficient stormwater management.

In recent history, the Central and South Central Texas regions have experienced record rainfalls, many areas experiencing reoccurring 100-year storm events and in some areas as much as 500-year storm events. While Cibolo has experienced less dramatic flooding, the events highlight the need to continue to responsibly and proactively manage drainage and floodplains to mitigate flooding as the community continues to grow.

Efficient stormwater management is accomplished through the design and maintenance of a comprehensive drainage network that requires coordination between the public and private sectors.

Action CFPS-4.1. Update and complete hydrological and hydraulic engineering studies with Future Land Use Plan for all natural creeks, tributaries, and branches in Cibolo.

The City has adopted comprehensive hydrologic and hydraulic engineering studies for most of its primary drainage system and tributaries in the existing developed areas of the City. These studies identify the flood discharge and flood elevations within the primary drainage system (natural waterways) for existing and ultimate development conditions. The ultimate development conditions reflect the drainage situation as expected if development follows that projected by the previous Comprehensive Master Plan. Due to a modification of the development vision for Cibolo (e.g., more intense Transitional Residential land uses projected within the FM 78 Corridor), this may necessitate updating previous engineering studies and models to reflect the intensity of the Future Land Use Plan part of this Comprehensive Master Plan (see also Chapter 2, *Land Use & Character*).

This may also require further hydrologic and hydraulic engineering studies for all yet-to-be-developed areas of Cibolo. Currently, development in Cibolo has primarily occurred north of FM 78, but as this area nears builds out, developers will look to the area south of FM 78. Flooding along Cibolo Creek and Town Creek occurred during the major storm events in 2015 and 2016, but because of the lack of development in the area there were no catastrophic results. Still, in order to prepare for development south of FM 78 the City should develop hydrologic and hydraulic models of these creeks and contributing tributaries and branches with existing and future build out based on the Future Land Use Plan. This will allow the City to be prepared for future growth in this area of town and mitigate impacts to drainage and flooding in the area. The current floodzone development project being planned and engineered just south of FM 78 is an example of a mitigation project which will protect future development in that area. As the City grows down to Interstate 10, it will need to be proactive in its floodplain management efforts concurrent with new development.

Action CFPS-4.2. Conduct a comprehensive drainage master plan.

A comprehensive study should address flooding and evaluate drainage issues on a Citywide basis and develop an approach to prioritize and address these problems. At a minimum, the study area should include the City limits and surrounding ETJ. Since many of the creeks and tributaries cross political boundaries it is also encouraged that the City of Cibolo coordinate with Schertz, Guadalupe County and other surrounding jurisdictions to address regional flooding and drainage issues.

The study will also evaluate existing stormwater infrastructure and identify capital improvement projects to address drainage and flooding problems. These recommendations should be used to recommend and update the City's Capital Improvement Plan.

Funding for a drainage master plan may be available through the Flood Mitigation Assistance Grant Program of the Federal Emergency Management Agency (FEMA), which offers financial assistance to communities for projects and planning that reduces long-term risk of flooding.

Action CFPS-4.3. Consider need for regional stormwater management plan.

The City's approach to stormwater practices are more progressive than other South Central Texas communities. Through the City's stormwater management ordinances and design guidelines the City takes a fairly "regional" approach. While on-site stormwater facilities is the typical method of stormwater management in Cibolo, the City's stormwater management ordinances and design guidelines take into consideration the community-wide impacts of a development and not just the site of the development.

A regional stormwater management system refers to a facility or series of facilities designed to control stormwater runoff from a specific watershed. It is an alternative to on-site stormwater management that uses a watershed-wide approach to stormwater management. It can be

more efficient for a city to manage stormwater and maintain facilities. The regional approach is more comprehensive and cost-effective than planning for and managing many on-site facilities.

The first phase of determining whether to pursue a regional approach to stormwater management would be to evaluate the effectiveness of current practices compared to that of a regional approach, especially considering that Cibolo does take a regional approach to planning, even if stormwater management facilities are typically constructed on-site.

The City does allow regional stormwater management facilities, but in order to effectively implement regional stormwater management facilities, a regional stormwater management plan is necessary. This plan at minimum should identify the issues and concerns for stormwater management in the watershed; include technical criteria such as hydrologic and hydraulic models and floodplains; incorporate local planning documents such as the Future Land Use Plan; establish design and maintenance criteria of stormwater facilities, and identify sites for regional stormwater management facilities. This could be undertaken in coordination with, or separately, from the comprehensive drainage master plan identified in the preceding action.

Action CFPS-4.4. Encourage low-impact design of drainage system development in order to maintain water quality of creeks and waterways.

Stormwater management is more than just controlling conveyance of stormwater. Since stormwater is eventually brought to natural waterways, the drainage system should consider the quality of stormwater and minimize impacts of stormwater on natural waterways. The stormwater design guidelines of the City's Design and Construction Manual (DCM) gives preference to stormwater facility designs that offer better water quality characteristics during construction as well as near- and long-term conditions. In the past, the City drafted a drainage system development chapter with incentives for low-impact design for inclusion in the DCM. However, the changes were not adopted. Moving forward, these proposed changes should be re-reviewed and considered for adoption as part of the DCM.

Policy CFPS-5. Provide exceptional police and fire protection services to maintain public safety and protect the community of Cibolo.

The basic role of any form of government is to protect the health, safety, and welfare of the people. Growth, both in population and geographically, will create more demand for police and fire protection. As Cibolo continues to grow, the City will need to evaluate the effectiveness of its police and fire services, including ensuring the facilities and equipment are sufficient, maintained, and technologically up-to-date; staffing levels are appropriate to handle existing and projected emergency and non-emergency call volumes; and police, EMS personnel, and firefighters are well-trained.

Action CFPS-5.1. Increase the police department to ensure appropriate levels to handle existing and projected emergency and non-emergency services.

In 2005, a report from the University of North Texas recommended that 33 patrol officers would be needed in the Cibolo Police Department Patrol Division by the end of fiscal year 2020-2021. This is 17 additional patrol officers above the current (2016) patrol officer deployment of 16. The report recommends phasing the staffing increases, since the deficit is more than doubling the current patrol deployment (see Figure 6.16, *Patrol Deployment Increases* for the proposed implementation time frame).

Action CFPS-5.2. Expand the Cibolo Police Station to accommodate necessary staffing increases and address the need for Emergency Operations Center.

Police and Fire Department staff identified a number of short comings in the facilities to provide adequate and efficient safety to the Cibolo community. First, the current police station is at capacity for staffing and storage and cannot accommodate any growth. However, as indicated in CFS-5.1 (above), the police department has a need for 17 additional officers over next five

FIGURE 6.16
PATROL DEPLOYMENT
INCREASES

Fiscal Year	Patrol Additions
2016-2017	3
2017-2018	4
2018-2019	3
2019-2020	4
2020-2021	3

Source: 2015. Fritsch, Eric. Five-Year Strategic Patrol Staffing Plan.

FIGURE 6.17
PUBLIC SAFETY AND
TRAINING CENTER

The Public Safety and Training Center in Georgetown, Texas houses all Police Department employees as well as Fire Department administration, fire and life safety, prevention plan review, and Code Enforcement employees. The center also houses the City's emergency operations center, 911 emergency communications center, CSI lab, secure interview suite, volunteer area, victim services area, fitness area, locker rooms, defensive tactics training room, and large training room.

Source: City of Georgetown



years. In order to hire these officers, the City must also find space for these officers when they are not patrolling. The department estimates that the space requirements for new staff would be at least twice the size of the current station.

Furthermore, as discussed earlier in this chapter, there is concern over the current police station being used as the Emergency Operations Center (EOC), and there is no training facility. Currently the Police and Fire Departments have to rent time at other training facilities, limiting their access to tactical training. Many of the facilities, specifically Fire Station #1 and the Police Station, do not have adequate classroom training space. The EOC and a combined, multi-discipline training facility for the police and fire departments could be incorporated with the police station into a "Public Safety Complex" (see Figure 6.17, *Public Safety And Training Center*).

The evaluation to expand facilities for public protection services should include the following components:

- **A professional needs assessment** that completely assesses the space and function needs of the Police Department, including its function as an Emergency Operations Center. The assessment should consider the needs for a 20-year time frame, but should ensure that space and/or area is available to accommodate future expansions as the City nears its build-out population. This assessment should also consider the potential for combining the main Police Station, EOC, and a multi-disciplinary training facility to be efficient with land and City resources.
- **A funding source** should be identified to implement any recommendations of the professional needs assessment. There are many funding tools available to the City and each should be evaluated to select the best funding source. These could include such grants as the Texas Water Development Board (TWDB) Flood Protection Grant and FEMA's Flood Mitigation Assistance Grant.

Action CFPS-5.3. Regularly evaluate demand on police and fire protection services and ensure adequate staffing levels and facility capacity in Police Department and Fire Department.

In order to maintain its ability to efficiently and effectively protect the Cibolo community, the City should regularly conduct a formal evaluation of police and fire services to ensure adequate staffing levels and sufficient facility capacity to perform the necessary services. This is especially important in Cibolo where the population growth is so rapid that staffing increases and facility improvements are critical.

This would include evaluating population and geographic growth of the City, service calls, staffing levels, facility constraints, and training needs. Many of these things are done already annually,

and can be compiled and analyzed in a comprehensive manner to identify police and fire department needs to respond to continued growth. This comprehensive analysis should be done annually and can be included as part of the annual police and fire report, and summarized during the budget request and evaluation process.

Action CFPS-5.4. Evaluate the potential of establishing a regional police and fire training facility and emergency operations center.

Cibolo's rapid growth is quickly requiring the expansion of the emergency management system. Currently, the City has one police station and two fire stations (with a third in development) all located north of FM 78 where most of the new development has occurred. However, over half of their service area is located south of FM 78 in the City's primary growth path. Over time, it will become important to expand the system concurrent with growth. Expanding the system also involves ensuring adequate training facilities and opportunities.

Currently, the City's emergency services staff utilize the training rooms located within the Police Department, Fire Station # 2, and the City Council chambers. While these facilities are adequate to host small classroom training, they are inadequate for larger groups or for more hands-on or physical training. Consequently, many of the City's training needs are outsourced to third party, often off-site, providers. This outsourcing of skills training can quickly become burdensome and expansive for the City. Off-site training also removes emergency services personnel from active response (if they have to conduct off-site training during their working hours) or requires them to attend during their days off.

Due to the cost of developing these facilities, many jurisdictions consider establishing multi-use regional training facilities which serve multiple functions and multiple jurisdictions. Typically, these include such things as multi-purpose training facilities, emergency operation centers, substations, etc. With regard to training needs for the City, a new facility could include such things as a firearms range, drive track, fire tower (for live fire training and for high- and low-angle rope rescue), shoot house, vehicle extraction area. Due to the City's proximity of the railroad (and history of past incidents), it could also include facilities for responding to hazardous material incidents, or mass casualty if a train derailment occurred in or near Downtown Cibolo.

The facility could also include a regional Emergency Operations Center (EOC). Currently, the area is served by a facility in Seguin at the Guadalupe County Sheriff's Office. During major flooding events, the City is cut off from access to the EOC, as is both Marion and Schertz. Similarly, the City's EOC is located within the Police Department. As such, a train derailment or another catastrophic event would render this facility inoperable, particularly since it is the only facility that includes emergency generator power and the City's data equipment.

In order to proactively prepare for the future, the City could evaluate its potential partners in establishing a multi-purpose, multi-jurisdictional training facility south of FM 78. This could also include proactively identifying and acquiring land prior to the increase in land costs associated with other forms of development.

Action CFPS-5.5. Develop a continuity of operations plan to effectively respond to catastrophic incidents.

One of the primary functions of government is to protect the health and safety of its citizens. This includes preparations for continuing their essential functions during large catastrophic natural or man-made events, including such things as major flooding or train derailments which prevent emergency operations from using the City's emergency facilities located near the railroad in Downtown Cibolo. As such, the City should prepare a continuity of operations plan which details the steps to ensure the City's ability to perform minimum essential government functions during any situation.

Action CFPS-5.6. Reevalue joint agreement for combined dispatch operations with the City of Schertz.

Currently, the City provides funding to Schertz to cover Cibolo's dispatch operations. The agreement between the two cities has allowed Cibolo to provide these services in a cost efficient manner during a period of unprecedented growth. The agreement, however, does not give Cibolo full partnership rights in decision-making, staffing, or operations. As the City continues to grow, it will need to reevaluate this partnership to ensure Cibolo's needs are adequately served. This should include reevaluation and renegotiation of the existing agreement to determine opportunities for full partnership. Alternately, this could include the future possibility of a separate dispatch center and staffing for Cibolo.

Action CFPS-5.7. Evaluate the potential of establishing a joint Emergency Management coordinator with the City of Schertz.

Currently, Cibolo's police chief is the City's emergency management coordinator. As the City continues to grow, these responsibilities should be moved to someone who is focused specifically on this aspect of emergency services. Schertz has approached the City to identify whether Cibolo wants to establish a joint Emergency Management coordinator. Moving forward, the City should evaluate whether this proposed joint position adequately serves Cibolo. If yes, the City should consider establishing a true joint partnership including cost share and staffing from both cities. In addition, the City should approach the Schertz-Cibolo-Universal City Independent School District (SCUCISD) to determine their interest in partnering.

Action CFPS-5.8. Support the establishment of an all hazards team.

The assembling of trained teams of emergency services personnel (e.g., police, fire, public health, public works, etc.) to respond to widespread emergencies and/or catastrophic events has been growing across the country. The purpose of these "all hazard teams" is to train and be available to respond to multi-day emergency events. This is a benefit to the City because team members gain hands-on, real experience while responding to actual events elsewhere. In the event of an emergency in Cibolo, these team members are better prepared to respond. As such, the City should support the establishment of a all hazards team.

Policy CFPS-6. Expand Animal Services in order to address public health and safety issues related to wildlife, community animals, and pet ownership.

The Animal Services Division of the Cibolo Police Department provides a valuable community resource to Cibolo in helping address wildlife and environmental issues, minimizing pet nuisance, reducing stray and homeless animals, and educating pet owners in responsible care. If these issues and services were not addressed, the community would be vulnerable to conflicts between animals and people.

Today, Animal Services currently has minimal staffing and space levels, and as such is severely limited in its capacity to provide animal services and protection to a growing City with increasing demands. In order to maintain adequate animal services and expand programs, staffing and facility improvements are necessary.

Action CFPS-6.1. Expand the Animal Service facility to accommodate growth in staff and programs.

The current Animal Services facility consists of a 233 square foot office and a modest animal shelter. The facility is currently inadequate to meet the needs of existing staffing. This prevents staff from adequately providing animal services and prevents the necessary expansion of programs. Staff estimates that the Animal Services facility should expand to at least three times its current size to meet current and growth needs.

The new Animal Services facility needs adequate workspace for staffing needs anticipated 20 years into the future. In addition, the Animal Services facility needs improved public accessible space

for community members retrieving their pets as well as an adoption area. Moreover, printing, faxing, communications, and information technology (IT) needs to be improved to keep pace with existing and future technological trends. Flexibility in the IT structure of the facility should allow for flexibility as future technologies advance.

These recommendations are based on a preliminary analysis based on staff interviews. As with other facility expansion recommendations, a professional needs assessment is necessary to identify specific space and function needs of the community service.

As part of any planned expansion, consideration should be given to the possibility of combining this facility with other potential City needs. In this regard, there is a possibility of designing a new Animal Services facility concurrent with a publicly accessible dog park. This would allow City staff to monitor this facility, while utilizing it as part of their other animal control and pet adoption responsibilities.

Action CFPS-6.2. Increase staffing of Animal Services and hire dedicated division management.

As a division of the Cibolo Police Department, oversight of Animal Services is a responsibility of the Criminal Investigations Division Lieutenant, a position that does not deal regularly with animal service issues. As such, there is the potential for needs of the animal service division to have to compete with the needs of other police divisions. The Shelter Manager is also a responsibility of the Chief Animal Control Officer, who has other responsibilities. Management of the division should ideally be a dedicated, full-time staff person who does not have other significant responsibilities, such as oversight over other divisions or management of other facilities.

Staff includes two animal control officers, and four kennel technicians, as well as volunteers. Surveys of the Animal Service staff indicate that there is a need for additional Animal Control Officers and a dedicated field manager to supervise them. Additionally, the City is working toward using new technology for tag-less registration of animals, a service that needs staff support to manage the data.

Action CFPS-6.3. Evaluate and expand Animal Service Programs.

Animal Services plays an important role in increasing community awareness, education, and owner responsibility in order to minimize and prevent animal-person conflicts. Animal Services currently provides a number of programs, and the community has responded positively to how Animal Services has engaged the community. As such, Animal Services staff have identified additional programs that Cibolo could benefit from. Further cost-benefit analyses of these programs will help determine the feasibility of these programs and their value to the community.

- **Community Outreach**, whereby donated pet goods and materials could be distributed to pet owners who are in need of them.
- **Trap/Neuter/Return Program**, a program targeting feral cats that would document these animals, fix and vaccinate them, and release them to live at large.
- **Animal Foster Program** would allow approved homes to house animals who have been impounded at the shelter after the animal has become property of the City of Cibolo. This program would allow more space for animals at the shelter.

Policy CFPS-7. Work with Bexar Waste to become a leader in waste prevention, recycling, and resource management.

Action CFPS-7.1. Evaluate cost-benefit of administering a Green Waste Program in Cibolo.

Green waste programs are a recycling program that focuses on organic materials. Most green waste programs focus on yard waste such as leaves, grass clippings, and tree and shrub trimmings; but some programs might include food-soiled paper goods such as napkins or pizza boxes, or even food scraps.

Many communities have implemented green waste programs, including New Braunfels, which limits the materials to yard waste, and the City of San Antonio (in certain areas), which accepts all compostable materials.

The City's contract with Bexar Waste currently allows for the two entities to negotiate and implement a green waste program. The City should analyze the cost and benefits of this program to determine its effectiveness and consider its use in Cibolo.

Action CFPS-7.2. Work with Bexar Waste to establish a plastic bag collection program that would be available to its residents and retailers.

In recent years, plastic shopping bags have come under fire as being excessively harmful to the environment. Plastic bags take hundred of years to decompose and leach toxins into the environment in the process, while rapidly consuming landfill space. Worse, plastic bags end up littering the streets and landscape of the surrounding area. Cities and retailers have attempted to address this problem by banning plastic bags, but so far measuring the effectiveness of these programs has been complicated and sometimes controversial.

While plastic bags are recyclable, they require a specialized collection and processing system separate from other plastic recyclable materials. The recycling program through Bexar Waste does not permit plastic bags to be placed in the recycling bin. Some cities and waste management providers have implemented curbside programs for recycling plastic bags. Texas Disposal Systems near Austin has a program called Bag-the-Bag® in which they offer customers a thick yellow plastic bag to stuff plastic bags. When it is full they can add it to their single-stream recycling container for collection. TDS does not process the plastic bags, but they can easily see the bright yellow bags and pull them off the sorting line.

Policy CFPS-8. Evaluate the need to expand the library system to accommodate growth.

The availability and quality of library facilities plays an important role in creating a "City of Choice." Indeed, physical and remote access to these services are oftentimes considered an essential public service.

Action CFPS-8.1. Evaluate opportunities to expand the library system as the City grows to the east and south.

Currently, the City's provides financial support to the Schertz Public Library to ensure Cibolo residents have access. Since the current main library is located near the Cibolo border, the City's existing developed areas are adequately served. As the City grows to the east and south, the City may have to reevaluate the need for additional branches to the library system. This could include an expanded partnership with the City of Schertz, or development of its own system. This could become particularly important as the City grows south of FM 78.

Action CFPS-8.2. Promote the expansion of the digital library system.

While physical facilities will always be important, digital services is increasingly becoming equally, if not more important. This is particularly true for those in Cibolo who do not want to travel to Schertz for simple library services. As such, the City should be proactive in supporting expansion of the library's digital program offerings and services. This could include better information technology (IT) infrastructure, greater and more diversified access to digital resources, among other things.

“Local economic development is a function of the resources and capacity for promoting private investment and job creation that are available within a jurisdiction and the external assistance that it can tap into.”

– Edward J. Blakely and Ted K. Bradshaw

(Planning Local Economic Development: Theory and Practice, 3rd ed. 2002)



Chapter 7

Economic Development

INTRODUCTION

Despite its tremendous growth since 2000, Cibolo is still relatively a young city. Like many young, fast-growing cities, it is experiencing growing pains as demand for facilities and services sometimes outpace the City's ability to provide it. Since Cibolo's predominant development form is single-family residential, it serves primarily as a bedroom community to the San Antonio metropolitan region. As evident by the City's tremendous growth, this is a framework that has been working well for the City.

As the City matures, it will need to diversify its development configuration, tax-base, and provide the necessary amenities and services residents and business owners will demand of a full self supporting, life-cycle community. Indeed, this will be essential if Cibolo envisions staying competitive against its peer cities and the greater region.

In this regard, Cibolo will need to improve its economic sustainability so that the City is able to provide a full spectrum of facilities, amenities, and services without over reliance on property taxes.

This chapter incorporates the economic development recommendations prepared as part of a simultaneous, yet separate planning process which culminated in the adoption of the Comprehensive Economic Development Strategy (CEDS) developed by AngelouEconomics.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIC PLAN (CEDS)

The CEDS process culminated with a Strategic Recommendations report, which was the final phase of a four phase approach that included: Stakeholder Engagement, a Market Assessment, a Target Industry Analysis, and the Strategic Recommendations. Research for each phase was conducted through quantitative and qualitative methods. To gain insight from the community, more than 1,020 businesses and residents in Cibolo were either interviewed in one-on-one interviews, part of a focus group, and/or participated through online surveys.

The overarching goal of the strategic plan is to ensure the future economic diversity and sustainability of the City. This, in turn, has the power to create prosperity and instill quality into all aspects of business and daily life in Cibolo.

Economic development is one of those comprehensive, overarching functions of local government. It involves and impacts most things that happen in a community, from commercial and retail growth, to development and redevelopment, to workforce training and education, to quality of life amenities and services. As such, economic development policies and actions are well integrated with many of the chapters of this Comprehensive Master Plan. As such, this chapter provides a 20-year policy framework for the growth and enhancement of the community, including addressing the following:

- **Economic Diversity.** Addressing the economic diversity of the City will be of strategic importance as the City transitions from a bedroom community to a full-service mature City. It will include identifying economic development initiatives required to create diversity in industry, workforce, and the overall business climate.
- **Increased Commercial Capacity.** As the City matures over time, increased demand for commercial and retail shopping will be a priority for existing and future residents. Responding to this increased demand will require further consideration of the physical infrastructure needed to accomplish increased economic diversity and added commercial capacity.
- **Enhanced Quality of Place.** Much has been written about “quality of life,” which primarily focuses on the general well-being of residents. By contrast, “quality of place” refers to what is attractive to a range of residents, both existing and new ones who are evaluating whether to move to Cibolo or not. Enhancing quality of place creates a sense of belonging for residents and serves as a strong attractor for prospective residents.

Economic Characteristics

Cibolo is a City that is only 50 years old, and even within that time, it has only started experiencing strong growth trends within the past 10 years. As City Manager Robert Herrera puts it, “the city is 50 years old, but it is really only 10 years young.” Due to its strategic location, the City will continue to grow, but without a unified vision for that growth, prevalent growing pains will still persist.

Historically, the City has been a bedroom community that has served the greater San Antonio region. As the City has grown, it has struggled to keep up with the demands of ever increasing residential and commercial markets. Moreover, there are some residents who are not on board with the City’s growth agenda, preferring instead to remain a sleepy, rural community.

For better or worse, growth is not likely to slow; Cibolo’s strategic location within Central Texas – one of the nation’s fastest growing regions – will fuel the City’s growth regardless of municipal efforts to stop or slow it. However, Cibolo’s leadership is in a unique position to control the growth that is in front of them, rather than correcting for it after the fact. One thing is certain, inaction is not a viable option.

Today, Cibolo is a vibrant and rapidly growing community located approximately just 23 miles northeast of downtown San Antonio, and just 60 miles southwest of Austin. Cibolo is strategically located along Interstate 35, a superhighway that runs from north to south connecting Canada to Mexico, and Interstate 10, which runs east and west from Florida to California. The City is within the Schertz-Cibolo-Universal City Independent School District (SCUCISD), which is regarded as one of the best public school districts in the San Antonio region.¹

Since 2000, the City of Cibolo has grown from a population of just over 3,000, to over 27,059 persons in 2015;² that is a growth rate of over 800 percent. The City has recently been

1 Source: Cibolo Economic Development Web site.

2 Source: City staff population estimate for 2015.

recognized by several national publications. In 2011, CNN Money Magazine ranked Cibolo in their list of “Top 100 Best Places to Live” within the United States, and in 2013, Cibolo ranked 10th in the Movoto list of “10 Most Affordable Suburbs in America.” In 2015, ValuePenguin listed Cibolo as the 7th safest city in Texas.

Today, Cibolo’s growth shows no signs of slowing down. Several new commercial and residential developments are currently underway throughout the City. The area around Cibolo is also growing, with Guadalupe County and overall San Antonio region maintaining a labor force of approximately 72,000 and 1.1 million, respectively.³

In addition, Cibolo has the following economic characteristics:

- **Highly educated citizenry.** Forty percent of residents over 25 years of age have a bachelor’s degree or higher. Median and average wages are higher than state and national averages, and mean and median wages are close, which suggests an even distribution of incomes for existing residents.
- **High median home value and rents.** The City has a median home value over \$200,000. This can be good because it indicates that the area is comprised of quality housing; provided that the value of housing is increasing over time. It can also be unhealthy because it can mean that housing is unobtainable for the City’s governmental employees, teachers, police and fire professionals, and retail and service workforce. The City also has higher rents comparable to more expensive, urban areas of San Antonio. In Cibolo, these high rents are reflective of the fact that there is a minimal supply of rental housing which can be a deterrent to those existing and/or prospective members of the community who may not be interested in owning a single-family detached property.
- **Highly mobile workforce.** Based on an evaluation of in- and out-migration for Cibolo, the City’s residents exhibit characteristics that indicate that they are highly mobile. In other words, new residents are primarily being drawn from the surrounding counties into Cibolo.
- **Low employment availability in Cibolo.** Due to the City’s minimal employment opportunities, a majority of Cibolo residents are employed in higher paying jobs outside of the City. In some ways, this supports the fact that Cibolo’s well-paid workforce allows them to have a high quality of life in the City; but as the City grows over time, this can also be detrimental as employees pursue jobs closer to home and place increased value on a more diversified tax base.

Cibolo Economic Development Corporation

Economic growth in the City is facilitated by the Cibolo Economic Development Corporation (CEDC). The CEDC is a non-profit corporation created in 2007 by the citizens of Cibolo, under Chapters 501-505 of the Texas Local Government Code. State law allows for the imposition of local sales and use taxes to be used for dedicated economic development initiatives. In this case, the CEDC funds its operation and activities with a quarter-cent sales tax. State law also allows for the creation of Type B corporations to give communities an opportunity to undertake quality of life initiatives, including economic development projects that will attract and retain primary employers.

SCHNEIDER BUSINESS PARK

The Schneider Business Park is one of the City’s defining commercial assets in that it provides 33 shovel ready lots for new or relocating businesses. It is a product of its own success and houses many of the City’s largest and most well-known businesses. Regarding future commercial growth, however, it is limiting due to the fact that it is fully occupied. Moving forward, the City will need to evaluate additional opportunities for a new industrial park.

³ Welcome to Cibolo, Texas. A publication by the Cibolo Economic Development Corporation.

Economic Development Policies & Actions

In order for the Comprehensive Master Plan to be implemented over time, the following economic development policies and actions are recommended.

Policy ED-1. Promote an economic development strategy that enables economic diversity through attracting investment and jobs.

The predominant theme that continually emerged throughout many of the various stakeholder engagement outreach opportunities was enabling economic diversity. Leaders and stakeholders both expressed an interest in seeing more diversity in terms of economic opportunity, housing, recreation, public-private partnerships, and business climate, etc. Aside from meeting the demands of citizens, diversity has many economic advantages. Not the least of which include insulation from broader economic downturns.

Attracting and retaining businesses, helping them expand, and supporting entrepreneurship are the primary functions of an economic development organization. Cibolo has done well in attracting businesses to the community in recent years (23 new businesses in 2015 alone), even with limited staffing. However, a greater focus on business retention, expansion, and entrepreneurship can help Cibolo reach a higher level of economic success.

The following actions are recommendations to achieve this policy.

Action ED-1.1. Evaluate opportunities for increasing business attraction.


Although businesses can be attracted to places they have little acquaintance with, most are attracted through the past connections they have made with a community. It is the role of economic developers to help to maintain those connections, typically made through trade associations, site selectors, real estate brokers, and business service providers. Cibolo's business attraction efforts follows this understanding of how to attract businesses and is part of the reason why its efforts have been successful (see Figure 7.1, *Helping New Business Expansion*). To augment current efforts and increase success rates, the City should consider the following additional strategies, among others:

- Consider a Real Estate Broker's Day. This would be an annual event whereby the City would host the development community. The event would include a tour to showcase new assets and feature guest speakers that could sell Cibolo.
- On a personal level, Cibolo can also offer programs that seek to incorporate relocated staff into the region. A welcoming committee can be formed to assist new residents in becoming acquainted with the community, particularly regarding the integration of children into the school district and extra-curricular activities.

FIGURE 7.1
HELPING NEW BUSINESS
EXPANSION

The Cibolo Economic Development Corporation (CEDC) already does a good job of helping new businesses get started. Pictured at right is an excerpt from a one-page flier walking new business owners, or entrepreneurs, through the steps of starting a new business in Cibolo. Although these resources seem minimal, they go far in helping prospective business owners break down the barriers of getting a business up and running.

Cibolo Economic Development Corporation (210) 658-9900 economicdevelopment@cibolotx.gov 200 S. Main St. Cibolo, TX 78108



Starting a Business in Cibolo



1. Business Assessment

- What kind of business will I create?
- What makes my business different?
- Is the right supply chain in place?
- Who is the ideal customer?
- How many customers do I expect to service?
- Is my business model scalable?

Pro Tip: Find a mentor

- lawyer
- accountant
- banker
- insurance (risk assessor)
- SCORE
- The Alternative Board



Action ED-1.2. Evaluate opportunities for increasing business retention.

Business retention is a matter of understanding the needs of business owners and having the ability to respond to those needs. It is about continual points of contact and the resources necessary to assist an existing business with expansion, relocation, or other need. Cibolo's economic developers consider the following strategies when working to retain local businesses:

- Annual follow ups with all major local businesses;
- Annual online survey to all local business owners;
- Creating an Ambassador Program to meet with businesses (the team should include planners, the ISD, the EDC, and Workforce Solutions¹);
- Private sector business event for supply chain facilitation; and
- Hire a business retention specialist.

Action ED-1.3. Evaluate opportunities for increasing business expansion.

Promoting business expansion, like business retention efforts, is done through responding to the needs of a business. In order to expand, businesses generally need access to additional employees, building space, capital to purchase new equipment, or new suppliers/customers. The role for economic developers should be to ensure the availability of these resources for businesses. Workforce training programs can help to create a larger pipeline of local talent. Business attraction efforts can be targeted to potential suppliers and customers for local businesses. Business improvement grants can be made to qualified businesses to encourage capital investments in new facilities and equipment. These targeted incentives can meet the growth objectives of the community.

Action ED-1.4. Evaluate opportunities for increasing entrepreneurship.

Entrepreneurs can be found everywhere, not just in large cities, but it takes talent, knowledge, risk, and support to bring an idea for a new product or service to market. Small cities may think that they have little to do with nurturing entrepreneurs, but support can start with high-school pitch events and competitions. Connecting them to local community colleges and universities can help them get access to knowledge and talent. Finally, building relationships with regional organizations that already have a focus on entrepreneurship can help to get ideas off the ground. Look to the San Antonio Economic Development Foundation (SAEDF) as a resource.

- Leverage community strengths (e.g., veterans and cyber security). Cibolo has a large veteran population. Veterans are highly motivated individuals, which is also one of the defining traits of entrepreneurs. In Cibolo, the existing skill sets of veterans can be leveraged (e.g., cyber security is a focus within UTSA and Joint Base San Antonio) to start new skill-related businesses.
- Support home-based businesses. Like entrepreneurs, home-based businesses require initial support and access to resources that can help them succeed. Information on small business loans through the U.S. Small Business Administration can be particularly helpful.
- Consider small business incubator space in downtown. Many small businesses start as home-based businesses. As these businesses grow beyond the capacity of the home, many entrepreneurs need the "next step" space to be able to further grow their business. In this regard, small business incubator space can provide the necessary next step in the growth process. In this regard, fully equipped small office space is provided at low cost with initial and follow up counseling, typically by a small business association or area mentors. In this case, the City could consider partnering with WSA to provide career and business counseling for small and emerging businesses. Priority should be given to establishing this incubator in the downtown area.

WORKFORCE SOLUTIONS

Workforce Solutions Alamo (WSA), through its Businesses Services Group, brings businesses and job seekers together, and offers an array of services to save businesses money, improve productivity, and to improve their competitive edge.

BUSINESS INCUBATOR

A business incubator nurtures development of entrepreneurs by helping them survive and grow during the early start up period, when they are most vulnerable. These programs typically combine low cost office space (fully equipped for a small business) with business services and education tailored to young firms and entrepreneurial individuals.

¹ Workforce Solutions Alamo (WSA) is described in more detail on the CEDC Website at <http://www.cibolotx.gov/index.aspx?NID=438> and the sidebar at right.

Policy ED-2. Promote an economic development strategy that enables economic diversity by further defining targeted marketing strategies.

Beyond business attraction, Cibolo can enable economic diversity through focused marketing strategies centered around activities that provide a high return on investment. The business community can benefit from increased exposure and should become a promotional partner in marketing and outreach campaigns. Economic development is, at its core, a marketing exercise. The regions that are best at marketing are usually the regions that secure the most capital investment.

The target industries selected can give Cibolo a good start at economic diversification, but additional efforts need to be made to ensure true diversification can be maintained. This can be done through workforce development and educational efforts to strengthen Cibolo's talent pipeline, along with developing additional lines of communication with the business community to improve the business climate.

Housing also plays a key role in this plan as well (see Chapter 4, *Housing & Neighborhoods*). With median home value over \$200,000 and limited multi-family options, many residents are left with few options. It is not just a select few who are being affected. Many are forced to live outside the City and commute, and these people include civil employees, such as police officers, firefighters, and teachers. Diversity of housing options is a vital component of sustainable growth.

The following actions are recommendations to achieve this policy.

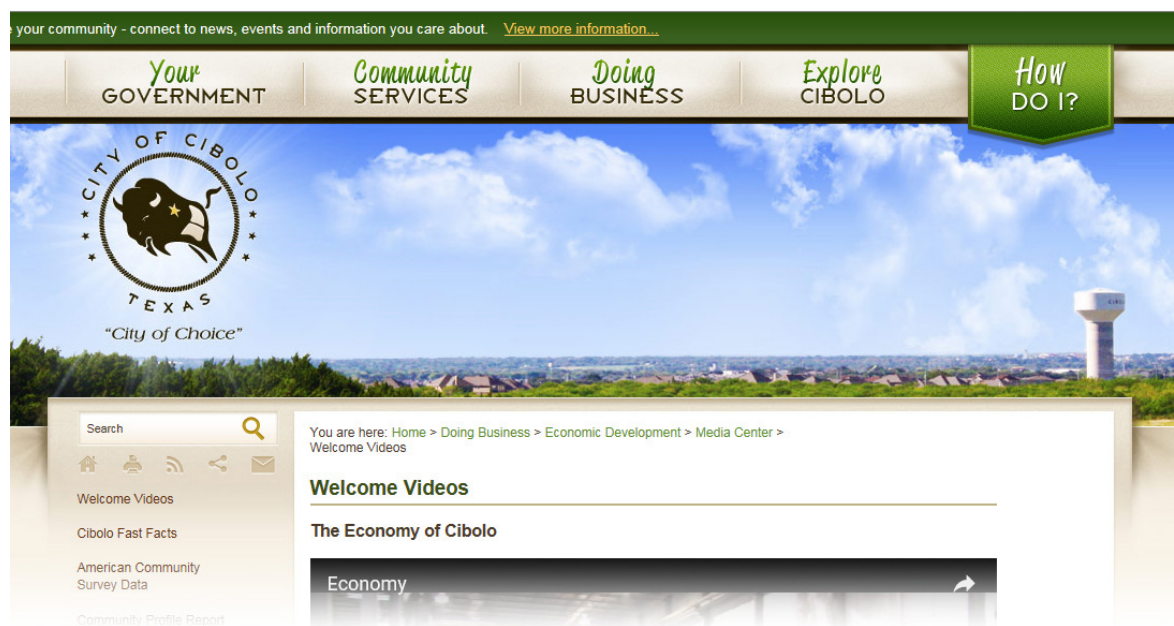
Action ED-2.1. Expand the CEDC's toolbox of overall marketing outreach strategies.

Marketing Cibolo's economic development potential should focus on the City's strengths and assets (see Figure 7.2, *Marketing Outreach*). Initial actions include:

- Subscribe and market to ED publications. Publications include Expansion Solutions, Trade & Industry, Site Selection Magazine, Business Solutions, as well as regional business journals.
- Create a database of media outlets, reporters, and freelancers in Texas. Partnerships with the media can extend Cibolo's brand throughout the state. Announcements and press releases can be completed by a professional who is already familiar with Cibolo and who is tuned into the local dynamics, but who also has a wider geographic reach.
- Create a database of site selectors and market to them annually with a 1-2 page newsletter.

FIGURE 7.2
MARKETING OUTREACH

Even though it takes a lot of effort, the CEDC's existing efforts in marketing Cibolo to prospective businesses and residents is essential to growing the community. More traditional outreach methods (e.g., fliers, web sites, phone calls, etc.) should be further supported by more advanced techniques (e.g., welcome videos, pictured at right; site selectors; etc.) These proactive targeted and non-targeted outreach points of contact identify that Cibolo is ready for business and moving in the right direction.



- Market on social media sites, such as Facebook, Twitter, and LinkedIn.
- Consider contracting out certain aspects of marketing and public relations.
- Improve the CEDC website. The inclusion of testimonials can help tell Cibolo's story. In addition, more details about incentive programs would elicit more interest from site selectors. Longer-term, as Cibolo grows and the capacity of the CEDC expands, consider moving the CEDC's website to a standalone site.
- Develop Familiarization (FAM)/marketing tours. Familiarization (FAM) and business marketing tours of the City can give site selectors a better understanding of what Cibolo has to offer. Marketing trips should be attended by key leadership from both the public and private sector. This also involves attending marketing trips put on by other regional organizations, such as the San Antonio Economic Development Foundation (SAEDF).
- Take marketing trips and tour cities comparable to Cibolo. To maximize the effort, take five to six members of the City's key leadership team to another small community that has achieved success in areas that Cibolo aims to improve.

FAM TOURS

A familiarization tour, or FAM tour for short, involves a city's economic development staff and key public and private leadership in providing a tour to prospective businesses in an effort to create awareness of the strengths of the community.

Action ED-2.2. Develop target industry marketing for those industries the City is trying to attract to Cibolo.

Along with Citywide economic development marketing, Cibolo should develop marketing materials for each of the target industries. Since each industry has a unique set of requirements and needs, a customized brochure can inform business owners and site selectors about Cibolo's capacity to attract business in each of those industries. To help accomplish this, target industry information should also be prominent on the CEDC's website.

Additionally, target industry "Hot Teams" can be a great way to sell Cibolo to potential businesses. Hot Teams consist of City and private sectors leaders that are well versed in a particular industry. The team will be assembled when prospective businesses are touring Cibolo. The Hot Team should consist of individuals with superb salesmanship.

Once target industry marketing materials have been created, attend conferences and trade shows with the goal of "rifle shot" marketing (i.e., targeted marketing to a specific audience, rather than broad marketing efforts with little refinement). Cibolo will have the most success targeting companies in the "sweet spot" of 25 to 100 employees. If marketing at trade shows is cost prohibitive, share the cost with regional partners and share booth space.

Action ED-2.3. Better leverage assets as promotional and recruitment partners.

Marketing any community is best accomplished when a team of stakeholders is formed to ensure that marketing efforts can be further promoted through every stakeholder's network of business and personal connections. The broader region offers additional opportunities for partners, such as the SAEDF, Guadalupe County, and the Chamber of Commerce. One way to begin building these promotional partners is through a quarterly newsletter to promote local businesses and EDC initiatives.

Action ED-2.4. Define Cibolo's marketable area.

Lastly, because economies don't always form to political or jurisdictional boundaries, it becomes necessary to form partnerships with neighboring communities to sell potential businesses or residents on the larger region. Assets within the region, but outside of Cibolo's boundaries, can attract growth for Cibolo. Cibolo can lead Guadalupe County-wide marketing efforts and work to set up booths representing the region at site selector conferences and trade events.

Policy ED-3. Promote an economic development strategy that enables economic diversity by empowering workforce & education efforts.

Empowering workforce and education efforts will bolster the pipeline of skilled workers in the region. A strong workforce and a high-performing education system will serve as selling tools for attracting additional investment and retaining the businesses already located in Cibolo. The challenge for Cibolo is that many residents work outside of the City. Moving forward, focus should be given to building the skills necessary to employ Cibolo's target industries.

Additionally, Cibolo benefits from a strong presence of veterans. Veterans add significant value to a community's workforce. Utilizing veteran retraining programs can help Cibolo more fully engage this subset of its population.

Families in Cibolo instill a strong propensity for education from a young age. The importance of education is further evidenced by the success of the Schertz-Cibolo-Universal City Independent School District (SCUCISD), which performs well above state and national averages. The SCUCISD, not keen to rest on its laurels, has implemented an additional program by which the involvement of the community can become long-standing tradition. The South Texas Excellence Program (STEP) seeks to formalize the key leadership that have served as advocates for the district. The goal is to take the involvement one step further and broaden the bench of education advocates in the community. If successful, STEP will institutionalize the success of community involvement and communication with the education system.

The following actions are recommendations to achieve this policy.

Action ED-3.1. Implement and market veteran retraining programs.

Workforce Solutions Alamo employs a number of programs designed specifically for veterans, including: Translate Military Skills, Texas Veterans Leadership Program, Work in Texas, and others. Market these services locally to connect veterans to private sector opportunities.

Action ED-3.2. Use state and federal programs aimed at developing local skills.

The skills of the local workforce do not currently align with the skill needs of the target industries. Take advantage of funds that seek to bolster certain skill sets. State programs include the Skills Development Fund, the On-the-Job Training program, as well as other programs offered through Workforce Solutions Alamo. Federal programs include the Work Opportunity Tax Credit and Empowerment Zone Employment Tax Credits.

Action ED-3.3. Implement a Work Experience Program.

Work Experience Programs operate like internships. They forge alliances between academia and the private sector to promote career and skills training. The goal is to connect the students that might otherwise leave Cibolo with employment opportunities within the City.

In practice, Workforce Solutions Alamo would vet resumes and link candidates to relevant businesses. Once a good fit is established, the candidate becomes an intern of the business and is managed and supervised by the business. Candidates can build skills and businesses can benefit from qualified interns that have been vetted through Workforce Solutions Alamo.



**FIGURE 7.3
FACILITATING ACCESS TO
SCHOOL**

While construction of a new school is not traditionally the purview of a city, ensuring development of a quality community is. In this regard, the City should support development of a new high school focusing on those things that schools do not typically do well. This includes designing, connecting, and integrating schools into the fabric of existing and future neighborhoods. This allows greater choice for how students get to school and can help to reduce traffic congestion typically related to the development of suburban schools.

Action ED-3.4. Support and market STEP and CTE programs.

A School Technical Education Program (STEP) is the result of innovative and creative solutions for community involvement. It gives students access to apprenticeships or project-based learning opportunities traditionally not available to students. Career and Technical Education (CTE) programs are offered through the ISD and provide students with classes that set them on a course for stable, high paying careers. These programs should be marketed by the City, the EDC, and the various other community partners. It proves that Cibolo is at the forefront of innovate education solutions.

Action ED-3.5. Support the construction of the new high school.

While not traditionally part of the role of a city, supporting construction of a quality school system improves the City's economic competitiveness (see Figure 7.3, *Facilitating Access to School*). Not unexpectedly, the City's growing student population has necessitated an expansion of school facilities. A new high school is to be built on the Schertz/Cibolo border. While not within Cibolo, the high school will serve the needs of Cibolo students. As part of the City's role, the City should work with the SCUCISD to ensure the new school is more fully integrated and connected to surrounding neighborhoods (see also Action HN-3.10, in Chapter 4, *Housing & Neighborhoods*).

Action ED-3.6. Consider the addition of a junior college or a college annex in Cibolo.

Create a joint partnership between SCUCISD and the ACCD (Alamo Community College District). This will encourage the youth in the area to continue their education beyond high school to the college level.

Policy ED-4. Promote an economic development strategy that enables economic diversity by strengthening Cibolo's business climate.

The local business climate is a window that businesses use to peer into a community's philosophy toward business relations. Not surprisingly, businesses would rather locate in cities that have friendlier business climates. If Cibolo could attract businesses the same way it attracts residents, it would be one of the most successful cities in the San Antonio region. Business owners should talk about Cibolo with the same passion as its residents.

For business owners, that passion comes from a different place; the factors that matter most are skilled workforce, fast and easy permitting, minimal fees, relevant incentive programs, and

good relationships with City leaders. Performing well in each of these factors is important, but many times, perception is reality. Building a strong business climate is as much about combating negative perceptions as it is about crafting the right policies.

The following actions are recommendations to achieve this policy.

Action ED-4.1. Improve communication with the development community.

The planning process in Cibolo is competitive and effective; however, old perceptions remain. To bring perceptions back in line with reality, hold quarterly meetings between the Planning & Engineering Department and the development community to open a dialogue. The meetings should, above all, offer the ability for developers and contractors to ask questions and seek clarity.

Action ED-4.2. Evaluate the proper mix of public-private partnerships.

Many of the efforts that will result from the City's and the CEDC's strategic planning efforts will not – and should not – fall entirely on the shoulder of the public sector. By using public-private partnerships, Cibolo can accomplish the task of implementation while also engaging stakeholders and sharing in the costs of particular projects or programs.

Policy ED-5. Increase commercial capacity by expediting the location and development of a new Industrial Park.

Commercial capacity can be thought of as the physical infrastructure required to facilitate Cibolo's efforts in economic diversity. To increase the commercial capacity of the City, is to build the community's vision for growth. By accomplishing this, Cibolo can become a viable competitor for significant capital investment projects.

Increasing commercial capacity begins with business. Schneider Business Park is one of Cibolo's defining assets. The park houses many of the City's largest and most well-known businesses, but the park is fully occupied. This serves as a limiting factor for the City's target industries. In



particular, Light Industrial and High Tech Manufacturing and Services are adversely impacted. Additional industrial space is needed in order for Cibolo to become a stronger consideration for prospects.

The success of Schneider Business Park is an accomplishment worthy of recognition. However, it has limitations regarding commercial growth. Fortunately, land is an asset that Cibolo has in abundance. Leveraging that available space, an additional industrial park can be created to accommodate commercial growth.

The following actions are recommendations to achieve this policy.

Action ED-5.1. Identify a site and conduct a master land use plan for a new business park.

Since the City's existing business park is fully occupied, the City should pursue the development of an additional site. A critical first step is to identify the site for a new business park. It should be strategically located to allow easy access to Interstates 10 and 35. The park would realize the highest level of success if located in one of the following areas:

- Along I-10 – using the land owned by GVEC, which would bring the first fiber connection to the City;
- Along FM 1103 – near I-35, between FM 382 and Orth Avenue; or
- Along I-35 – using the land abutting I-35 and Old Wiederstein Road (this site, however, may be better suited for commercial office uses).

Once the site has been chosen, the second step would be to create a vision for the park. The vision would address growth strategies, marketing strategies, the ability of the park to accommodate non-compatible uses, and the types of incentivized zoning that will be implemented.

An important third step is to prepare a master land use plan to ensure the new park will fully utilize the land area within the park. The park should be well buffered, have attractive features and attractive signage along major thoroughfares, have access to fiber, and be within reach to amenities (e.g., commercial services and restaurants). The park should also connect to the hike and bike trail system, an amenity found to be successful in newer parks.

Action ED-5.2. Designate the park as a Foreign Trade Zone and endow it with Freeport Exemptions.

These types of incentives are particularly attractive to companies engaged in manufacturing or warehousing operations. They have the added benefit of applying to all businesses within the park, but only requiring a one-time set up, which minimizes procedural administration.^{1,2,3,4}

Action ED-5.3. Consider "shovel ready" sites within the new industrial park.

As currently evident by the City's existing industrial park, these publicly-subsidized projects play an important role in improving a city's economic competitiveness. This is because many businesses need immediate space and do not have the time or interest in becoming a builder or developer. In this regard, these "shovel-ready" sites can make the difference between relocating to Cibolo or going somewhere else. Moreover, it signals to prospective businesses

FOREIGN TRADE ZONES AND FREEPORT EXEMPTIONS

A foreign-trade zone (FTZ) is a designated location in the United States where companies can use special procedures that help encourage U.S. activity by allowing delayed or reduced duty payments on foreign merchandise, as well as other savings.²

A Freeport exemption exempts certain types of tangible personal property from taxation.³

FTZs with Freeport exemptions promote international competitiveness of U.S.-based businesses and expedite international trade.⁴

The City of San Antonio, Bexar County, and two local City ISDs utilize the Freeport Exemption for companies that deal with goods-in-transit or inventories used in the manufacturing process.⁵

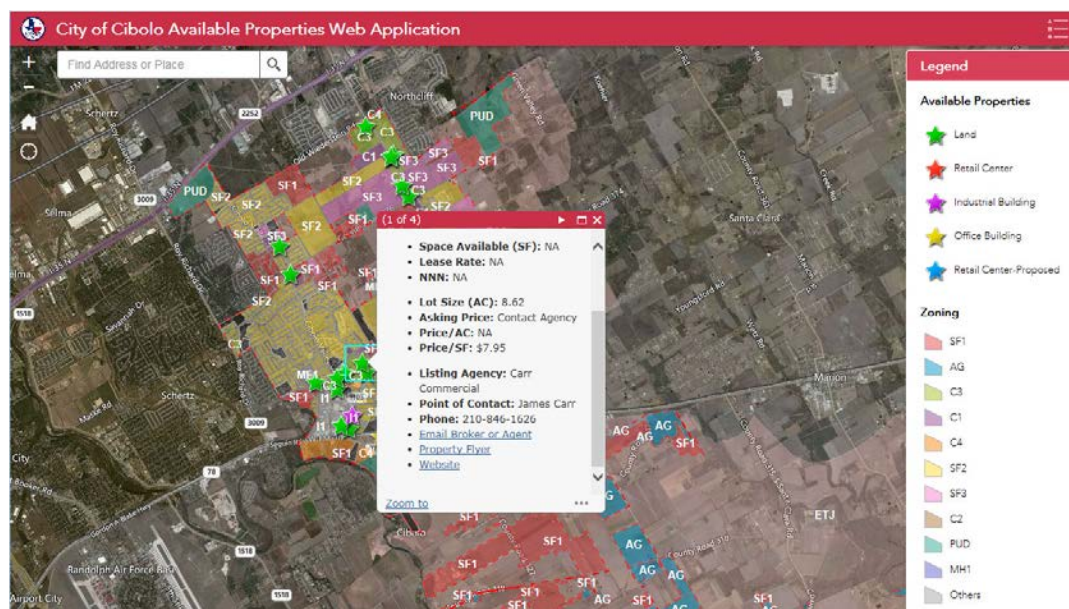
1 What is a Foreign Trade Zone? <http://enforcement.trade.gov/ftzpage/info/zone.html>.

2 Texas Foreign Trade Zones. <http://gov.texas.gov/files/ecodev/TexasFTZs.pdf>. 2015.

3 Texas Freeport Exemptions. <https://www.assessmentadvisors.com/uncategorized/texas-freeport-exemption/>.

4 Freeport Exemption. City of San Antonio. <http://www.sanantonio.gov/EDD/DevelopmentOpportunities/Incentives/FreeportExemption.aspx>

FIGURE 7.4
**INDUSTRIAL PARK &
 BUSINESS MARKETING**
 The City's Available Properties
 Web Application tool is
 an excellent example of a
 online tool that connects
 prospective businesses to
 available properties in Cibolo.
 It includes an interactive map
 and hyperlinks to property
 brochures, broker or Realtor
 contact information, and other
 important resources.



that Cibolo is open and ready to do business. As such, the City should proactively develop “shovel-ready” sites within the new industrial park and market them aggressively..

Action ED-5.4. Partner with private developers to offer build-to-suit options.

To the extent that the new industrial park may not have existing building space right from the start, partnering with a private sector developer can allow Cibolo to remain in the running for projects interested in existing space for leasing options. From the perspective of the CEDC, it has the ability to understand the finer details of a certain types of spec buildings. This is important, because it can keep the prospect interested and improve the chances of the City being short listed.

Action ED-5.5. Aggressively market the new industrial park to prospective businesses.

Marketing efforts should include the new industrial park, the incentives offered within the park, the availability of shovel ready sites, and the option for build-to-suit space through public-private partnerships. As part of this effort, the CEDC should continue to utilize, and/or improve, the *Available Properties Web Application* tool, which is a great example of maximizing the use of the Internet and online resources to market available properties to prospective businesses in Cibolo (see Figure 7.4, *Industrial Park & Business Marketing*).

Action ED-5.6. Offer façade and signage improvement grants to businesses in the business parks.

A program to offer façade and signage improvement grants can ensure that both the existing business park, as well as the new business park, are attractive locations for Cibolo’s businesses. In this regard, the City provides financial assistance to encourage the enhancement of commercial, professional, and retail buildings which may help with job creation and retention efforts. It also improves the overall quality and attractiveness of the community which is an important determinant when deciding whether to relocate to a community or somewhere else.

Policy ED-6. Increase commercial capacity by fostering housing diversity to support commercial growth.

Creating a thriving community involves a full spectrum of economic development efforts. Increasing the number of business is just the beginning. Indeed, to solely focus on business

infrastructure would be a half-measure. The next step is to provide infrastructure that empowers the City's workers and residents. As it stands now, a lack of housing options and traffic congestion are barriers for Cibolo's population.

There is no doubt that Cibolo is a great place to live and raise a family. However, the housing product mix in Cibolo is limited. Moreover, there is a fundamental disconnect between the people who live in Cibolo versus the people who work in Cibolo. This disconnect is made manifest in the fact that Cibolo is a net exporter of jobs in all 20 labor sectors.

To a large degree, many who work in Cibolo cannot afford to live in the City. By way of example, many who work as teachers or law enforcement – essential occupations for every community – must live outside the city and commute to work each day.

Housing options in a community should serve the needs of the commercial and governmental sectors; and that is currently not the case in Cibolo. Additional housing options are required to better serve the local workforce.

In coordination with Chapter 4, *Housing & Neighborhoods*, the following actions are recommendations to achieve this policy.

Action ED-6.1. Consider additional multifamily housing developments to serve the needs of a growing workforce.

Multifamily housing options will allow families to grow within the community. Many young, working families are not in a position to buy a home; families need transitional housing options that give them the room to grow within the community. Multifamily housing units can also be incorporated within live/work, mixed-use environments, and priority should be given to locating them within the FM 78 Corridor or in Downtown.

Action ED-6.2. Identify programs to better connect potential first-time home buyers to assistance and counseling sources.

The Texas State Affordable Housing Corporation (TSAHC) offers down payment assistance and tax credit programs to qualified first-time home buyers, along with educational resources. The City of Cibolo should seek to provide better connections to the TSAHC and entities that can offer counseling services to potential first-time home buyers in the San Antonio area. Ensuring local employers and community groups are knowledgeable of these programs can help qualified households purchase a home in Cibolo.

Action ED-6.3. Consider programs to assist senior citizens looking to relocate.

Senior citizens are another group that may benefit from assistance programs. Cibolo's population demographics suggest a large number of young families and a large number of older citizens. Whether seniors are looking to downsize their home or switch to a multifamily housing option, there are programs designed to help. Prevalent programs include moving assistance, home sharing, financial counseling, and transitional counseling.

Policy ED-7. Increase commercial capacity by improving access and mobility.

The mismatch in housing options has contributed to the growing traffic congestion problem in Cibolo. The residents of Cibolo are driving out of the City each day to go to work. They, in turn, are met with the influx of people who live in surrounding areas, but hold jobs within the City.

Additional housing options, however, will not alleviate all congestion issues. As Cibolo continues to grow its commercial base, it will increase its draw from surrounding areas. The already constrained road infrastructure will not be able to sustain that level of growth.

There are already a number of initiatives in motion that aim to ease or reduce traffic congestion. The two strongest initiatives include the development of FM 78 as a commercial corridor and the extension of FM 1103 all the way to I-10.

In coordination with Chapter 3, *Transportation*, the following actions are recommendations to achieve this policy.

Action ED-7.1. Utilize the FM 78 Corridor Plan to develop the FM 78 corridor as commercial corridor/hub within, and gateway to, Cibolo.

The FM 78 Corridor Plan has been commissioned by the City and has an ultimate goal of developing the thoroughfare as a commercial corridor/hub and strengthening the corridor's position as a gateway to San Antonio. Implementing the recommendations found in that plan will allow for the corridor to develop as intended. Appropriate provisions have been incorporated into this Plan through the Future Land Use Plan, Community Enhancement Plan (see also Chapter 2, *Land Use & Character*), Thoroughfare Plan (see also Chapter 3, *Transportation*), and other recommendations found in this Plan.

Action ED-7.2. Utilize the extension of FM 1103 to improve access to the City's commercial areas.

Extending FM 1103 to I-10 would open up additional commercial opportunities as the only major north/south arterial. It is important that planning for the corridor acknowledges the status of FM 1103 as an entry point to the community and that the development alternatives ensure that the roadway continue to serve local residents. Utilize the Future Land Use and Thoroughfare Plans to ensure compatible, revenue generating land uses are provided at key access points along FM 1103 extension.

VARIANCES

A variance is a deviation from the zoning requirements set out in the Cibolo Unified Development Code (UDC). Approval of a variance is by the Board of Adjustment and requires a positive finding of each of the following five criteria:

- » extraordinary or special conditions (e.g., topographical constraints) that deprive an applicant's reasonable use of the property;
- » will not cause substantial detriment to others nearby;
- » does not generally apply to other property in the area;
- » the need is not self-imposed; and
- » approval is consistent with the vision set out in this Plan and intent of the regulatory provisions in the Cibolo UDC.

Policy ED-8. Increase commercial capacity by promoting infill development in key areas of the City.

Cibolo has much open space that is prime for development. It would be easy to occupy that open space as private sector investments are recruited to the city. However, it is important that the available land be developed strategically.

Instead of focusing on open spaces, look to spaces between developments to offer more strategic development outcomes. This will ensure optimized growth opportunities over the long term. Infill developments will also create dense, destination type spaces, which promote cohesive neighborhoods. Moreover, this strategy will complement many of the Complete Streets concepts being recommended as part of the Comprehensive Plan.

Some industry sectors fit more naturally with infill types of development. In particular, retail and office uses tend to offer ideal infill solutions. For Cibolo, that means targeting Retail & Recreation, Health Care, and certain niches within High Tech Manufacturing & Services for infill development.

In coordination with Chapter 2, *Land Use & Character*, the following actions are recommendations to achieve this policy.

Action ED-8.1. Consider the use of incentives to direct development projects toward infill options.

The use of incentives may help companies choose to occupy infill space if it is a good fit from a business perspective. Incentive programs to consider include fast-track permitting, impact fee waivers, and even business improvement districts if within a downtown-type setting.

Action ED-8.2. Consider the use of variances in limited situations to support infill development.

Certain code restrictions may pose barriers for infill development. In some cases, there may be true conditions of hardship where allowing for the approval of a variance may be more prudent than rewriting a particular code section. With that being said, if there are a lot of variances being approved, it is a clear indication that the existing development regulations are not calibrated for infill development (e.g., in the Downtown area) and may be inhibiting quality infill development.

Policy ED-9. Increase commercial capacity through the strategic use of utility extensions to under-served areas.

Utility capacity is another focal point of physical infrastructure needed to accommodate growth. To the extent that the vision of the city is to ensure quality growth, that includes having some level of control over utility infrastructure. The utility providers can be thought of as partners that will help accomplish the City's vision. That said, it is important for the local utility providers to understand the need for – and ultimately buy into – the new vision.

The Guadalupe Valley Electric Cooperative (GVEC) provides electricity to Cibolo and has been an on-going and productive partner to Cibolo's development efforts. The GVEC already has an incentive policy whereby they work with prospective companies on a case-by-case basis to offer utility infrastructure. Similarly, GVTC provides telecommunication services to Cibolo.

Presently, there are two water providers in Cibolo; City of Cibolo Water and the Green Valley Special Utility District (GVSUD). Planning for the development of water infrastructure, particularly in the southern part of the City, will be necessary moving forward. Creating a sustainable water system that serves the areas intended for development will ease the process creating a new industrial park and ultimately attract business investment to Cibolo.

To reiterate, City water infrastructure must meet the vision for commercial and residential growth. The entity that controls the water in areas marked for development, whether the City or GVSUD, should be aggressive in offering water utility infrastructure to businesses.

Currently, CenterPoint Energy provides natural gas services to Cibolo and is expanding the extent of its infrastructure. However, the provision of natural gas infrastructure is the most limited of all the utilities. This could pose a significant barrier to the City's goal of increasing the amount of commercial development within Cibolo. Consequently, as the commercial base grows, the need for a natural gas solution will grow in tandem.

In coordination with Chapter 6, *Community Facilities & Public Services*, the following actions are recommendations to achieve this policy.

Action ED-9.1. Extend utility infrastructure to areas intended for development.

Typically, the private sector extends utility infrastructure as part of their development. However, there may be areas within the City which may benefit from the proactive extension of infrastructure prior to private development. In other words, the City may consider proactively extending infrastructure to spur new private development. For Cibolo, this may include such areas as the new industrial park and the areas identified for infill development. It could also include areas along the collector roadway proposed as the future commercial hub within the FM 78 Corridor Planning Area. In this regard, utility infrastructure should be taken to the boundaries of the development. The hook ups can then be completed with expediency once capital investment has been secured.

Policy ED-10. Enhance quality of place by providing additional amenities to residents.

A sense of place is derived from citizens' engagement with that place. Residents engage with Cibolo by moving through the City to get to work, school, or recreational options. Similarly, engagement is achieved by taking part in events and retail opportunities with fellow residents. Each of these means of engagement can be enhanced through planning and by undertaking the strategies and actions that follow.

Additional amenities are needed for residents for recreational opportunities in Cibolo. Fortunately, a number of initiatives to increase the supply of amenities are currently underway, including development of the following:

- Sports complex;
- YMCA community center; and a
- Linear Trail Park System

Renewed progress on Downtown development can also enhance the quality of life of residents and help to nurture a sense of place in Cibolo's core that can help to attract entrepreneurs and small businesses. Additionally, increasing civic engagement can strengthen the ties that residents have to Cibolo and help to develop strong advocates for the success of the City and its initiative for diversity and growth.

Residents are increasingly demanding greater public amenities to complement the City's high standard of living. This is no different than the current demand in Cibolo. Indeed, amenities offered to residents can do a lot to keep them connected to Cibolo and maintain its status as an attractive place to live.

In coordination with Chapter 3, *Transportation* and Chapter 5, *Parks, Recreation & Open Space*, the following actions are recommendations to achieve this policy.

Action ED-10.1. Link the infrastructure of on-street bike lanes and pedestrian trails and sidepaths throughout the City.

The current system of bicycle and pedestrian trails through the City needs to be connected and extended to provide a great recreational outlet for residents. Bicycle and pedestrian trails can benefit the health of residents. The City needs to continue to collaborate with developers to ensure that new residential developments connect to the trail system when feasible and that the trails are maintained so as not to discourage use. Along the same lines, public-private partnerships between developers, businesses, private donors, and the City should be explored to ensure that Cibolo continues to add green space and opportunities for recreation (see Figure 7.5, *Supporting Cibolo's Bicycle Community*).

Action ED-10.2. Incentivize a bike shop to locate in Downtown Cibolo.

A shop that promotes hiking or cycling and sells related products can help to further develop a user base for the trail system. A bike shop in Downtown Cibolo can become a hub for the cycling community and attract cyclists from neighboring communities (see Figure 7.5, *Supporting Cibolo's Bicycle Community*).

Action ED-10.3. Continue support for a senior living center.

A senior living center, such the facility being proposed along Borgfeld Road and Cibolo Valley Drive, can also provide additional amenities for residents and allow seniors to "age in place." These can include such things as golf courses; clubhouses; restaurants; tennis courts; walking trails; arts and crafts; transportation to shopping, medical appointments, and local or regional events (see Figure 4.15, *Types of Senior Communities*).

FIGURE 7.5
SUPPORTING CIBOLO'S
BICYCLE COMMUNITY

While some may not universally agree with the number and frequency of bicyclists on the City's roadways, the bicyclist community has a large presence in the Cibolo.

Having a strong and active bicyclist community is also an economic benefit to the City. They promote a healthy community, increases safety, visiting bicyclists spend sales tax dollars supporting Cibolo's economy, and attract a more active (and oftentimes younger) resident to the City.

In this regard, the City should proactively support the bicycling community through such things as promoting a bike shop in Downtown, provide safe on-street and off-street facilities, etc.



Action ED-10.4. Continue support for proposed sports complex.

A complex of sports fields and gathering areas can be a benefit to youth sports in Cibolo and the broader region. There is also the potential that high-quality facilities can attract regional tournaments or become practice fields for competitive or traveling teams. This kind of facility can not only benefit residents, but hopefully contribute to a positive image of the City for visitors.

Action ED-10.5. Create and own a sports-related event.

Events, no matter the size, create vibrancy in a community. The proposed complex could be home to a signature event for Cibolo, such as regional youth sports competitions, a 5K, or a bicycle race.

Action ED-10.6. Continue support for proposed YMCA community center.

A YMCA community center, or similar establishment, can also bring additional recreational outlets for residents. These kinds of establishments can also become good community builders that can help strengthen ties between residents and enhance the quality of place.

Action ED-10.7. Hire or contract for additional City staff.

Cities that plan for growth should also plan to expand the capacity to manage the needs of residents. As the City continues to grow, so should the City's capacity to offer services to residents. Hiring additional staff can allow the City to maintain its business-friendly culture. Alternatively, looking to contract some City services can also help to keep up with growth.

Action ED-10.8. Create an annual quality of place review event.

The City of Cibolo and community partners should create an annual event to review the progress made to Cibolo's quality of place, to public amenities (such as greenspace), and to also receive feedback from residents on additional improvements. Prior to the event, the City should conduct an internal review to ensure that all improvements made have been identified. This event could feature a keynote address linking quality of place improvements to the overall business climate.

Action ED-10.9. Consider support to bring hotel venues to the City.

Adding hotels near the proposed sports complex will provide a place for visitors from outside of Cibolo to stay during sporting events.

THE YMCA AND CIBOLO

The YMCA of Greater San Antonio currently offers 10 full facility locations serving the region. The closest is in the City of Schertz, which also supports Cibolo residents.

Although Cibolo does not currently need a full service facility, the City's residents would benefit from a joint City/ YMCA community center that offers workout, after-school care, and other amenities and activities that build a healthy spirit, mind and body.

Providing these types of community amenities improves the City's attractiveness for existing and prospective residents.

Policy ED-11. Enhance quality of place by furthering development and redevelopment of Downtown Cibolo.

Cibolo's Downtown district along Main Street has the opportunity to expand in size by attracting businesses and residents. The City already has a plan in place to redevelop Downtown that can help it meet this goal. Yet, with the growth that will occur along FM 78, it is important to ensure that new development in Downtown feels connected to the rest of Cibolo, but stands out as a unique and interesting place to attract consumers.

In coordination with Chapter 2, *Land Use & Character*, the following actions are recommendations to achieve this policy.

Action ED-11.1. Continue and expand support for Downtown development/redevelopment.

Cibolo's Downtown revitalization plan gives the City a great start at building the attractive commercial node that the community needs. Work toward realizing this goal should follow the guidance found in this Comprehensive Master Plan, the FM 78 Corridor Plan, and Downtown Cibolo Revitalization Plan. The combination of all three of these plans identify a vision which will create a thriving, pedestrian-friendly, historical, cultural, commercial, and governmental hub for Cibolo. Additionally, to provide for Downtown's reinvestment the City should continue to

FIGURE 7.6 DOWNTOWN IMPROVEMENT

As set out in the Cibolo Downtown Revitalization Plan, the FM 78 Corridor Plan, and this Plan, improving Downtown Cibolo is one of the key economic development initiatives which will set apart Cibolo as a “City of Choice” in the greater San Antonio region.

This area has the potential to be the historical, cultural, and governmental hub of Cibolo and, over time, could be one of the City’s greatest and most sustainable economic development assets.



Image Courtesy: Cibolo FM 78 Corridor Plan

incentivize building improvements through façade or new signage grants and link businesses to building improvement grants offered at state and federal levels (see Figure 7.6, *Downtown Improvement*).

Action ED-11.2. Facilitate a “Main Street” vibe that plays to City strengths.

Downtown and the commercial nodes along Main Street should garner a sense of place that allows the passer-by to feel that the area is not only the core of the City, but that it is exciting, unique, and safe. Signage for the Downtown and City Hall is a good start, but the Main Street corridor from FM 78 to FM 1103 (both gateways into the community) should feature additional sidewalks, benches, and landscaping that promote Main Street’s foot traffic and commercial attractiveness. Street design, such as use of medians or roundabouts at the two intersections, can encourage traffic to slow down and invite use by pedestrians and cyclists (see Figure 7.6, *Downtown Improvement*).

Action ED-11.3. Support downtown businesses to increase events in Downtown Cibolo.

One example of an event that could take place in Downtown Cibolo would be “Cibolo Main Street Event” to promote local merchants.

Policy ED-12. Create additional opportunities for civic engagement.

Civic engagement is an important part of any economic development strategy because it gets citizens to take ownership of the economic development outcomes of their community. The goal is to turn passive residents into engaged citizens.

The following actions are recommendations to achieve this policy.

Action ED-12.1. Develop a “buy local” campaign.

As the local retail sector develops and small businesses begin to open up, a “Buy Local” campaign can be instituted through a partnership with the Chamber of Commerce to support local small businesses. Coupon booklets and “Buy Local” cards can be offered at local retailers and to new residents and business owners. This initiative can help to establish a devout customer base for local businesses.

Action ED-12.2. Consider diversifying funding sources through private EDC memberships or a foundation.

The best economic development organizations are ones that enjoy public-private partnerships to meet development goals. One means of engaging the private sector further in this regard is to initiate private membership for Cibolo’s EDC. Doing so can build an even larger team of engaged private partners. Alternately, a foundation can be created to accept private donations for economic development.

"Take action. Success is not guaranteed, but inaction will guarantee failure."

– Ken Poirot, Writer



Chapter 8 Implementation

INTRODUCTION

The Comprehensive Master Plan sets forth a vision to guide how Cibolo should develop over the next 20 years, and beyond. With this vision now in place, the community must mobilize its resources towards plan implementation. Indeed, only through implementation will this Plan become a reality.

While the preceding chapters of this Plan discuss how to achieve the desired vision, policies, and actions, this chapter identifies what the highest priorities are and who is responsible for them. It is through the process of implementation that actions get translated into specific policies, operational changes, financial investments (e.g., capital improvements), further studies, and new regulation.

Partnering for Success

Implementation, even more so than the planning process, will take coordinated effort from a host of community leaders, from individual citizens to appointed and elected officials to outside agencies and entities. Increasingly, jurisdictions are acknowledging that ultimate success involves a combination of City and non-City partners, including elected and appointed officials, staff, residents, and land and business owners, among others.

This also involves the recognition that the City has a responsibility to partner with all local, state, and federal public and private partners that can be of assistance in bettering Cibolo now and in the future. At a minimum, this includes:

- Cibolo elected and appointed officials;
- City Administration and staff;
- Cibolo Economic Development Corporation (CEDC);
- Guadalupe County;
- Texas Department of Transportation;
- Schertz-Cibolo-Universal City Independent School District (SCUCISD);
- Abutting local municipalities (on projects that benefit both jurisdictions);
- Other affected agencies and entities; and
- Area land and business owners and the development community.

Implementation Action Plan

Set out in chapters two through seven are policies and specific implementation actions that can be accomplished at any point through the 20-year horizon of this Plan. These chapters also include background information, analysis, and guidance as to how these actions could be implemented over time.

This section of the Plan is intended to take those actions which could occur over a 20-year plan horizon, and prioritize them as to what comes first and next. In other words, this section identifies what the most important actions are and the order that the City intends to implement them. Set out in Table 8.1, *Implementation Action Plan*, on the next page, are the prioritized actions of this Plan into short-term (next 1-2 years), mid-term (3-10 years), and longer-term (10+ years) time frames, with those that will be ongoing once started marked as such. Short and mid-term actions are ranked while longer-term actions do not have an associated ranking. It also includes guidance as to the entities that should be involved (with the first name listed as lead) and what type of action it involves, including policies, operational changes, financial investments, studies, or regulations (see *Implementation Tools*, below, for additional explanation of the types of actions involved).

IMPLEMENTATION TOOLS

While implementation of a Comprehensive Master Plan can be quite complex, there are a few overarching types of implementation tools in which can help further delineate post-adoption actions taken by the City. These groupings include:

- **Operational Change.** New or changed programs, staffing, or operational procedures.
- **Policy.** Official procedures or policies used to guide City decisions. In some cases, it includes a movement towards a general direction which may involve a combination of other implementation tools.
- **Regulation.** Council adopted regulations used to guide development or other actions within the City.
- **Study.** An official further study or investigation needed to determine the most appropriate solution
- **Financial Investment.** Capital improvements or general fund expenditures as part of a publicly financed action.

FIGURE 8.1, IMPLEMENTATION ACTION PLAN (CONT. ON FOLLOWING PAGES)

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
POLICY ACTION RECOMMENDATIONS							
1	T-2.1	Utilize strict adherence to the Thoroughfare Plan in the review and consideration of development approvals.	■			City	Policy
2	LUC-2.4	Utilize the Future Land Use Plan in conjunction with improved zoning regulations to enhance sales tax generating use opportunities within Cibolo.	■			City / CEDC	Policy / Regulation
3	P-2.6	Ensure existing parks and recreation facilities are safe and well-maintained.	■			City	Policy
4	T-4.8	Continue to coordinate with the Schertz-Cibolo-Universal City Independent School District (SCUCISD) to develop safe bicycle and pedestrian connections between schools and neighborhoods.	■			City / SCUCISD	Policy / Financial Investment
5	LUC-1.3	Promote or incentivize infill development in areas in which are already served by public infrastructure.	■			CEDC / City	Policy / Regulation
6	T-1.5	Proactively work with interested developers to implement the thoroughfare network concurrent with new development.	■			City / Development Community	Policy / Operational Change
7	ED-4.2	Evaluate the proper mix of public-private partnerships.	■			CEDC / City / Development Community	Policy
8	HN-2.4	Utilize the Future Land Use Plan to identify appropriate areas for and development of multifamily housing.	■			CEDC / City	Policy / Regulation
9	LUC-3.4	Establish a business improvement district in downtown Cibolo.	■			CEDC / City	Policy / Study / Operational Change
10	ED-7.1	Utilize the FM 78 Corridor Plan to develop the FM 78 corridor as commercial corridor/hub within, and gateway to, Cibolo.	■			CEDC / City / Development Community	Policy
11	LUC-2.1	Utilize the Future Land Use Plan to diversify uses and character within Cibolo.	■			City / CEDC	Policy
12	P-3.2	Ensure that public sector projects maximize protection of the City's remaining natural resources.	■			City	Policy / Operational Change
13	T-2.4	Utilize the Thoroughfare Plan and community feedback to reevaluate the proposed transportation projects identified on the current Capital Improvement Plan (CIP).	■			City	Policy / Financial Investment
14	CFPS-3.3	Promote and use water conservation practices.	■			City	Policy / Operational Change
15	T-3.2	Establish a more formalized street maintenance program and funding source.	■			City	Policy / Operational Change
16	ED-10.9	Consider support to bring hotel venues to the City.	■			CEDC / City	Policy

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
POLICY ACTION RECOMMENDATIONS (CONT.)							
17	LUC-2.3	Utilize the Future Land Use Plan in conjunction with improved zoning regulations to protect critical floodplain areas.	■			City	Policy / Regulation
18	ED-7.2	Utilize the extension of FM 1103 to improve access to the City's commercial areas.	■			CEDC / City	Policy
19	LUC-3.5	Consider pursuing a Texas Main Street Program designation for downtown Cibolo.		■		CEDC / City	Policy / Operational Change
20	T-1.3	Proactively participate in state and regional transportation planning activities affecting Cibolo.		■		City / Area Partners	Policy / Operational Change
21	HN-2.5	Utilize the Future Land Use Plan to identify appropriate areas for and development of transitional residential.		■		City	Policy / Regulation
22	LUC-1.1	Continue to coordinate with the City of San Antonio regarding the potential transfer of ETJ to Cibolo.		■		City / Area Partners	Policy
23	T-1.1	Adopt a Complete Streets Policy.		■		City	Policy
24	T-3.4	Coordinate with TxDOT to determine long-term plans for the improvement of FM 78 and its key intersections.		■		City / TxDOT	Policy
25	LUC-1.2	Manage the City's annexation policy concurrent with the provision of adequate public infrastructure and services.		■		City	Policy
26	LUC-2.2	Utilize the Future Land Use Plan to improve compatibility between differing types, intensities, or character of land uses.		■		City	Policy / Regulation
27	HN-4.2	Ensure there is adequate supply and type of workforce housing.		■		City / CEDC	Policy
28	HN-4.1	Pass a Fair Housing Resolution stating the City's policy of support for fair housing and fostering compliance with the nondiscrimination provisions of the Fair Housing Act.		■		City	Policy
29	CFPS-4.4	Encourage low-impact design of drainage system development in order to maintain water quality of creeks and waterways.		■		City / Development Community	Policy / Regulation
30	ED-8.1	Consider the use of incentives to direct development projects toward infill options.		■		CEDC / City	Policy
31	ED-10.3	Continue support for a senior living center.		■		CEDC	Policy
32	HN-4.4	Identify and pursue funds available from the federal Department of Housing and Urban Development and Rural Texas CDBG Program to help finance affordable housing efforts.		■		CEDC	Policy

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
POLICY ACTION RECOMMENDATIONS (CONT.)							
33	HN-4.5	Implement strategies that enable the City's workforce population to live within two miles of work; yet avoid concentrating workforce housing.		■		City / CEDC	Policy
34	HN-4.7	Establish creative partnerships to increase workforce housing and associated services in Cibolo and accomplish the goals and actions of this Plan.		■		CEDC / City	Policy
35	HN-2.3	Identify appropriate areas for and attract higher-end housing for affluent residents.		■		CEDC / City	Policy / Regulation
36	P-2.4	Create partnerships with public and private organizations to allow investments to occur in the park and recreation system.		■		City / Area Partners	Policy
37	LUC-4.7	Evaluate opportunities to preserve and capitalize on the City's cultural and historic resources.		■		City	Policy / Operational Change
38	T-4.5	Utilize the Off-Street Trails and Sidepaths Plan and the On-Street Bike Lanes Plan to identify projects for inclusion in the 2018-2022 CIP.		■		City	Policy / Financial Investment
39	P-1.4	Create unique parks that will attract residents from the surrounding area.		■		City	Policy / Financial Investment
	HN-4.6	Develop a toolbox of diverse strategies, policies and planning tools to broaden housing options for the community's workforce population.			■	City	Policy / Regulation
	ED-6.1	Consider additional multifamily housing developments to serve the needs of a growing workforce.			■	CEDC / City	Policy
	T-2.5	Utilize the Thoroughfare Plan and community feedback to reevaluate the proposed transportation projects identified as part of the Impact Fee Study.			■	City	Policy / Financial Investment
	HN-3.12	Monitor code enforcement violations in older, existing neighborhoods to determine need for potential reinvestment actions.			■	City	Policy / Operational Change
	ED-3.6	Consider the addition of a junior college or a college annex in Cibolo.			■	CEDC / City	Policy / Study
	HN-4.3	Ensure quality of workforce housing maintains high quality standards comparable to other developments.			■	City / CEDC	Policy / Regulation
	ED-5.4	Partner with private developers to offer build-to-suit options.			■	CEDC / Development Community	Policy
	ED-10.2	Incentivize a bike shop to locate in Downtown Cibolo.			■	City / CEDC / Private Partner	Policy
	ED-8.2	Consider the use of variances in limited situations to support infill development.			■	CEDC / City	Policy

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
POLICY ACTION RECOMMENDATIONS (CONT.)							
	T-4.4	Utilize the Off-Street Trails and Sidepaths Plan and the On-Street Bike Lanes Plan as part of the review and consideration of development approvals.			■	City	Policy / Regulation
	T-4.7	Consider coordinating with the City's active bicycle and pedestrian user groups to build support for additional sidewalk, trail, or on-street bike lane facilities.			■	City / Area Partners	Policy
	T-1.4	Proactively pursue mutually beneficial partnerships with local partners to improve Cibolo's city-to-city connectivity.			■	City / Area Partners	Policy / Operational Change
	ED-3.5	Support the construction of the new high school.			■	CEDC / City	Policy
	T-3.6	Pursue establishing improved signalization and quiet zones for all at-grade intersections along the UPRR.			■	City / UPRR / TxDOT	Policy / Study/ Financial Investment
	T-4.11	Continue to allow ride-sharing opportunities providing a non-vehicular mode of transportation within Cibolo.			■	City	Policy / Regulation
	T-4.12	Evaluate opportunities to establish a commuter park & ride in Cibolo.			■	City / Area Partners	Policy / Financial Investment
	LUC-3.9	Consider longer-term opportunities for additional residential home conversions throughout the downtown area.			■	City	Policy / Regulation

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
REGULATION ACTION RECOMMENDATIONS							
1	HN-2.1	Review and amend the Cibolo Unified Development Code (UDC) to allow for and encourage a greater variety of housing types.	■			City	Regulation
2	LUC-3.1	Establish a new downtown zoning district that is calibrated to create an urban, pedestrian-focused downtown for Cibolo.	■			City	Regulation
3	HN-3.5	Review and amend the subdivision regulations as necessary to improve traffic conditions in neighborhoods.	■			City	Regulation
4	P-3.1	Evaluate zoning, subdivision, and development regulations to ensure maximum protection and use of the City's remaining natural resources.	■			City	Regulation
5	HN-3.10	Review and amend the subdivision regulations as necessary to allow or require more mix of housing types in each neighborhood.	■			City	Regulation
6	T-2.2	Adopt standardized urban and rural street cross-sections in conformance with the recommendations identified in this Comprehensive Master Plan.	■			City	Regulation
7	T-3.3	Periodically reevaluate the Design Construction Manual (DCM) to ensure development outcomes are achieving intended results.	■			City	Regulation
8	HN-3.6	Review and amend the subdivision regulations as necessary to provide access to parks and other public open spaces in neighborhoods.	■			City	Regulation
9	T-3.5	Preserve traffic capacity by implementing access management and other Transportation Systems Management (TSM) provisions within Cibolo.	■			City / TxDOT / County	Regulation / Study
10	HN-3.7	Review and amend the zoning and subdivision regulations as necessary to improve access between neighborhoods and neighborhood-serving commercial areas.	■			City	Regulation
11	HN-3.4	Review and amend the subdivision regulations as necessary to improve connectivity in and through new subdivisions.	■			City	Regulation
12	HN-3.11	Amend the subdivision regulations and consider coordinating with the Schertz-Cibolo-Universal City Independent School District (SCUCISD) to locate schools which are well-connected and integrated within neighborhoods.	■			City	Regulation
13	T-4.9	Establish criteria in the Design Construction Manual (DCM) where all bridge and overpass projects must accommodate adequate bicycle and pedestrian underpass connections.	■			City	Regulation
14	T-3.8	Evaluate the need for establishing specific truck routes / weight limits for roads within the City.		■		City	Regulation
15	HN-2.2	Increase housing options targeting senior populations.		■		City	Regulation
16	HN-3.9	Review and amend the subdivision regulations to require mandatory property owner associations for new developments that have common areas.		■		City	Regulation
17	HN-3.8	Review and amend the subdivision regulations to encourage the development of environmentally-friendly neighborhoods.		■		City	Regulation

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
STUDY ACTION RECOMMENDATIONS							
1	CFPS-5.3	Regularly evaluate demand on police and fire protection services and ensure adequate staffing levels and facility capacity in Police Department and Fire Department.	■			City	Study
2	ED-2.4	Define Cibolo’s marketable area.	■			CEDC	Study
3	T-3.1	Conduct a comprehensive pavement assessment study to identify Citywide street maintenance needs.	■			City	Study
4	CFPS-1.1	Complete an office and staffing professional needs assessment.	■			City	Study
5	CFPS-3.4	Develop a Water/Wastewater Master Plan to determine long-term water / wastewater system needs.	■			City	Study
6	CFPS-5.5	Develop a continuity of operations plan to effectively respond to catastrophic incidents.	■			City / Area Partners	Study
7	T-3.4	Coordinate with TxDOT to determine long-term plans for the improvement of FM 78 and its key intersections.	■			City / TxDOT	Policy
8	LUC-3.2	Evaluate long-term parking needs and opportunities in downtown.	■			City / CEDC	Study / Financial Investment
9	P-1.1	Prepare a Parks, Recreation, and Open Space Master Plan (PROSMP).	■			City	Study
10	T-4.2	Develop a Trails Plan to ensure effective implementation of a Citywide off-street trail and sidepath network.		■		City	Study
11	T-4.3	Develop an Active Transportation Plan to ensure effective implementation of a Citywide on-street bike lane network.		■		City	Study
12	T-1.2	Develop a Transportation Master Plan.		■		City	Study / Financial Investment
13	CFPS-4.3	Consider need for regional stormwater management plan.		■		City / Area Partners	Study / Financial Investment
14	CFPS-1.2	Evaluate options to physically and financially expand the City Municipal Building.		■		City	Study / Financial Investment
15	P-2.11	Consider a revitalization plan and funding for the redevelopment of Niemietz Park.		■		City	Study
16	HN-1.1	Conduct a housing study to determine all housing needs in Cibolo.		■		City / CEDC	Study
17	CFPS-4.2	Conduct a comprehensive drainage master plan.		■		City	Study
18	CFPS-4.1	Update and complete hydrological and hydraulic engineering studies with Future Land Use Plan for all natural creeks, tributaries, and branches in Cibolo.		■		City	Study

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
STUDY ACTION RECOMMENDATIONS (CONT.)							
	ED-5.2	Designate the park as a Foreign Trade Zone and endow it with Freeport Exemptions.			■	CEDC	Study
	CFPS-7.1	Evaluate cost-benefit of administering a Green Waste Program in Cibolo.			■	City	Study / Policy
	T-4.10	Evaluate the feasibility of establishing a limited bike-sharing program within Downtown Cibolo.			■	CEDC / City	Study / Financial Investment / Operational Change

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
FINANCIAL INVESTMENT ACTION RECOMMENDATIONS							
1	T-1.6	Continue to pursue the extension of FM 1103 as an extension connecting I-35 and I-10.	■			City / Private Partner / TxDOT	Financial Investment
2	ED-11.3	Support downtown businesses to increase events in Downtown Cibolo.	■			CEDC / City	Financial Investment
3	LUC-4.1	Utilize entry monument signs and landscaping to identify points of entry into Cibolo.	■			CEDC / City	Financial Investment
4	ED-11.2	Facilitate a “Main Street” vibe that plays to City strengths.	■			CEDC / City	Financial Investment / Regulation
5	P-1.5	Develop a Cibolo sports complex capable of attracting local and regional tournament style events.	■			City / CEDC / Chamber / Area Partners	Financial Investment
6	ED-10.4	Continue support for proposed sports complex.	■			City / CEDC	Financial Investment
7	LUC-3.7	Continue or expand incentives and other assistance for downtown residential and nonresidential owners to reinvest in their properties.	■			CEDC / City	Financial Investment / Regulation
8	LUC-4.3	Add wayfinding signage at key locations throughout the City.	■			CEDC / City	Financial Investment
9	T-5.1	Identify opportunities to implement the public sector improvements identified in the FM 78 Corridor Plan.	■			CEDC / City	Financial Investment
10	ED-11.1	Continue and expand support for Downtown development/redevelopment.	■			CEDC / City	Financial Investment
11	ED-5.1	Identify a site and conduct a master land use plan for a new business park.	■			CEDC / City	Financial Investment / Study
12	CFPS-3.2	Continue to support additional sustainable sources of water that is both fiscally and environmentally responsible.	■			City / Area Partners	Financial Investment
13	ED-5.3	Consider “shovel ready” sites within the new industrial park.	■			CEDC	Financial Investment
14	ED-10.6	Continue support for proposed YMCA community center.	■			City / CEDC	Financial Investment
15	ED-10.1	Link the infrastructure of on-street bike lanes and pedestrian trails and sidepaths throughout the City.		■		City / CEDC	Financial Investment / Operational Change
16	CFPS-6.1	Expand the Animal Service facility to accommodate growth in staff and programs.		■		City	Financial Investment
17	LUC-3.3	Consider public streetscape investments as a catalyst project in downtown.		■		CEDC / City	Financial Investment / Study
18	LUC-4.4	Consider enhanced streetscape medians in key areas within the City.		■		CEDC / City	Financial Investment
19	LUC-4.2	Consider replacing and enhancing street signage throughout Cibolo to improve community identification.		■		City	Financial Investment / Operational Change

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
FINANCIAL INVESTMENT ACTION RECOMMENDATIONS (CONT.)							
20	CFPS-5.2	Expand the Cibolo Police Station to accommodate necessary staffing increases and address the need for Emergency Operations Center.		■		City	Financial Investment
21	CFPS-8.2	Promote the expansion of the digital library system.		■		City / Schertz	Financial Investment
22	P-2.10	Consider adding park and recreation amenities to increase citizen access to water-based amenities.		■		City	Financial Investment
23	CFPS-1.3	Determine funding source to construct a new City Municipal Building.		■		City	Financial Investment
24	P-1.2	Develop new parks in existing areas of need.		■		City	Financial Investment
25	P-2.5	Create screening between residential areas and parks to produce a visual barrier and reduce noise disturbances between different land uses.		■		City	Financial Investment
26	CFPS-3.1	Expand water storage capacity as necessary to maintain adequate water supply for growing population.		■		City	Financial Investment
27	T-2.3	Evaluate opportunities to implement the segments of the Thoroughfare Plan as part of catalyst projects.		■		City / CEDC	Financial Investment
28	ED-9.1	Extend utility infrastructure to areas intended for development.		■		CEDC / City	Financial Investment
29	CFPS-2.5	Consider support for improving access and options for community connections to the Internet.		■		City / Area Partners	Financial Investment
30	P-1.3	Develop new parks in future areas of need concurrent with new development.		■		City	Financial Investment
31	P-1.6	Provide opportunities for indoor recreation within the City of Cibolo.		■		City	Financial Investment / Operational Change
	LUC-3.8	Identify opportunities to implement the public sector improvements identified in the Cibolo Downtown Revitalization Plan.			■	CEDC / City	Financial Investment
	LUC-4.6	Consider coordinating with TxDOT and others to create signature entrances along key bridges and interchanges in Cibolo.			■	City / CEDC / TxDOT	Financial Investment
	P-2.3	Add more shade opportunities within existing and future parks.			■	City	Financial Investment
	ED-5.6	Offer façade and signage improvement grants to businesses in the business parks.			■	CEDC	Financial Investment
	P-2.1	Enhance current amenities in Cibolo’s existing parks.			■	City	Financial Investment
	P-2.9	Consider adding park and recreation amenities as part of overall community building efforts (e.g., developing a dog park).			■	City	Financial Investment
	LUC-4.5	Consider the installation of landscaped roundabouts in key areas of Cibolo.			■	City / Development Community	Financial Investment

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
OPERATION CHANGE ACTION RECOMMENDATIONS							
1	ED-2.2	Develop target industry marketing for those industries the City is trying to attract to Cibolo.	■			CEDC / City	Operational Change
2	ED-1.1	Evaluate opportunities for increasing business attraction.	■			CEDC	Operational Change
3	ED-1.4	Evaluate opportunities for increasing entrepreneurship.	■			CEDC	Operational Change
4	ED-2.1	Expand the CEDC's toolbox of overall marketing outreach strategies.	■			CEDC / City	Operational Change
5	ED-1.3	Evaluate opportunities for increasing business expansion.	■			CEDC	Operational Change
6	CFPS-2.1	Enhance the City's internal information strategies and IT infrastructure to improve the efficiency and effectiveness of communication within the City.	■			City	Operational Change
7	HN-3.1	Increase communication with homeowner association and neighborhood associations.	■			City	Operational Change
8	ED-5.5	Aggressively market the new industrial park to prospective businesses.	■			CEDC / City	Operational Change
9	ED-1.2	Evaluate opportunities for increasing business retention.	■			CEDC	Operational Change
10	LUC-3.6	Evaluate opportunities to increase marketing, special events, and other programming in downtown Cibolo.	■			CEDC / City	Operational Change
11	ED-2.3	Better leverage assets as promotional and recruitment partners.	■			CEDC / City	Operational Change
12	P-2.12	Regularly schedule events in the parks to increase park usage.	■			City	Operational Change / Financial Investment
13	CFPS-2.2	Develop a community engagement strategy that fosters dialogue, builds community pride, and encourages informed civic participation.	■			City	Operational Change
14	P-2.13	Maximize the use of partnerships to increase parks and recreation services within Cibolo.	■			City / Area Partners	Operational Change
15	CFPS-2.4	Establish a strategy for Emergency Communications to provide information before, during, and after a disaster or major event affecting the community.	■			City / Area Partners	Operational Change
16	CFPS-2.3	Explore and utilize diverse methods of communications to broaden and enhance community outreach and engagement efforts.	■			City	Operational Change
17	CFPS-5.6	Reevaluate joint agreement for combined dispatch operations with the City of Schertz.	■			City / Schertz	Operational Change
18	CFPS-5.7	Evaluate the potential of establishing a joint Emergency Management coordinator with the City of Schertz.	■			City	Operational Change

Rank	Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
			1-2	3-10	10+		
OPERATION CHANGE ACTION RECOMMENDATIONS (CONT.)							
19	T-4.6	Consider dedicated funding for maintaining the sidewalk, trail, and on-street bike lane system within Cibolo.		■		City	Operational Change / Financial Investment
20	ED-6.2	Identify programs to better connect potential first-time home buyers to assistance and counseling sources.		■		CEDC / City	Operational Change
21	P-2.7	Create a partnership with neighborhood and other volunteer groups to improve the maintenance of the existing trails and parks.		■		City / Area Partners	Operational Change / Policy
22	CFPS-6.3	Evaluate and expand Animal Service Programs.		■		City	Operational Change
23	ED-6.3	Consider programs to assist senior citizens looking to relocate.		■		CEDC / City	Operational Change
24	CFPS-8.1	Evaluate opportunities to expand the library system as the City grows to the east and south.		■		City / Schertz	Operational Change
25	CFPS-5.1	Increase the police department to ensure appropriate levels to handle existing and projected emergency and non-emergency services.		■		City	Operational Change / Financial Investment
26	T-4.1	Develop a comprehensive GIS database of sidewalk, trail, and on-street bike lane locations and attributes.		■		City	Operational Change
27	ED-3.2	Use state and federal programs aimed at developing local skills.		■		CEDC	Operational Change
28	T-3.7	Evaluate the street sweeping and mowing operational programs to identify a sustainable plan of action for moving forward.		■		City	Operational Change
29	ED-12.1	Develop a “buy local” campaign.		■		CEDC / City	Operational Change
30	CFPS-5.8	Support the establishment of an all hazards team.		■		City / Area Partners	Operational Change
31	ED-3.4	Support and market STEP and CTE programs.		■		CEDC	Operational Change
32	ED-3.3	Implement a Work Experience Program.		■		CEDC	Operational Change
	HN-3.2	Establish a rental registration program.			■	City	Operational Change / Policy
	CFPS-7.2	Work with Bexar Waste to establish a plastic bag collection program that would be available to its residents and retailers.			■	City	Operational Change
	ED-10.5	Create and own a sports-related event.			■	City	Operational Change
	HN-3.3	Establish a traffic calming program to maintain appropriate traffic conditions on residential streets to ensure safety.			■	City	Operational Change / Policy

Rank		Action Number	Potential Projects & Actions	Years			Involved Entities	Action Type
				1-2	3-10	10+		
OPERATION CHANGE ACTION RECOMMENDATIONS (CONT.)								
	P-2.8	Create minimum design standards for existing and/or new parks.			■	City	Operational Change	
	CFPS-6.2	Increase staffing of Animal Services and hire dedicated division management.			■	City	Operational Change / Financial Investment	
	ED-3.1	Implement and market veteran retraining programs.			■	CEDC	Operational Change	
	ED-10.8	Create an annual quality of place review event.			■	CEDC / City	Operational Change	
	ED-12.2	Consider diversifying funding sources through private CEDC memberships or a foundation.			■	CEDC	Operational Change	
	ED-10.7	Hire or contract for additional City staff.			■	CEDC	Operational Change / Financial Investment	
	P-2.2	Look at the existing staffing levels in the Parks and Recreation Division and make sure that the staffing needs are adequate.			■	City	Operational Change	

Plan Administration

IMPLEMENTATION ROLES & RESPONSIBILITIES

While implementation of this Plan will require the efforts of the entire community of Cibolo, the City and its elected and appointed officials and staff will play a strategic role by initiating and coordinating the work of others. Accordingly, the following City entities will play a key role in these implementation efforts:

- **City Council.** Through strategic direction meetings, annual budgeting, and other related decision making, the City Council establishes overall action priorities and time frames by which each action will be initiated and completed.
- **Planning and Zoning Commission.** The Planning and Zoning Commission is designated as an advisory board to the City Council and tasked with making recommendations related to the development and redevelopment of the City and its environs. It primarily accomplishes this through its interaction with the rezoning and development process, whereby they need to ensure that each of their decisions are in-line with the vision, policies, and action of this Plan.
- **Cibolo Economic Development Corporation (CEDC).** The CEDC is a non-profit corporation created under Chapters 501-505 of the Texas Local Government Code. Their mission is to create primary jobs by attracting targeted industries and commercial developments to the City. They also work to improve overall quality of life for the City. They have spearheaded planning initiatives and revitalization efforts in both Downtown

Cibolo and along FM 78 corridor. In this regard, the CEDC is an essential strategic partner in implementing the vision, policies, and actions of this Plan.

- **Administration and City Staff.** As the executive branch of City government, the Administration and its staff are the technical experts and primary entity responsible for administering this Plan. To varying degrees, several City departments (e.g., Planning & Engineering, Public Works, etc.) have work programs which are integral to the success of this Plan and should ensure that their annual work programs and budgets are reflective of the vision set by the community.

CONTINUING EDUCATION

The Comprehensive Master Plan covers a wide variety of technical topics which affect various operations of City government. As such, it is important to educate appropriate elected and appointed officials on the strategic directions of the Plan. For City Council, this could include technical briefings by City staff during workshops prior to important decisions. For other boards and commissions, it could include a complete overview of the Plan itself followed by a question and answer session.

It is also important to provide education to those who are not part of the City government, including land and business owners, the development community, and the general public. Education should, at minimum, include a City webpage dedicated specifically to implementation of the Comprehensive Master Plan. The intent of this page is to create a strong foundation / connection between proactive planning and the City's wherewithal to follow through with implementation. As such, the page should be updated at least annually to reflect the work completed to date, as well as to provide a summary of the next highest priorities identified for near-term action on the implementation action plan.

IMPLEMENTATION FUNDING

Between the City government and the CEDC, there are a variety of actions that can be taken to implement this Plan. These include, but are not limited to, offering economic incentives (for relocation, expansion of workforce, site and building improvement, etc.), a fair and effective regulatory environment, well-timed capital improvements, and public/private partnerships. Funding, therefore, becomes a critical component of many of these actions. Funding for implementing the Comprehensive Master 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

Even though this Plan was based on a thorough analysis of existing conditions and an intense public engagement program, it still just reflects a snapshot in time. It is intended to be a flexible document that allows adjustment to accommodate shifts in local and national social, economic, physical, and political changes over time. Consequently, it is recommended that the Plan be revisited on a regular and routine basis followed by warranted updates.

- **Annual Progress Report.** As a part of their work program, the Planning and Zoning Commission should prepare an annual report for submittal and discussion with the

City Council. Status of implementation for the Comprehensive Master Plan should be included in these annual reports. Significant actions and accomplishments during the past year should be recognized, in addition to identification and recommendations for needed actions and programs to be developed and implemented in the coming year. This should be coordinated with the City's annual budget development process so that the recommendations will be available early in the budgeting process.

- **Annual Updates.** After the annual progress report is prepared, the Implementation Action Plan should be updated as part of an annual Plan amendment. The Implementation Action Plan update, or near-term work program, identifies near- and mid-term actions to be undertaken during the following year or soon thereafter. Annual Plan amendments also provide opportunities for relatively minor Plan updates and revisions, including changes to the Future Land Use, Thoroughfare Plan, and other associated maps.
- **Five-Year Update.** A broader evaluation and update should be prepared every five years. This is typically more staff driven through input from various departments and elected and appointed officials. Spearheaded by the Planning and Engineering Department, this update involves a review of the existing plan to assess its successes and shortcomings with regard to implementation of the vision, policies, and actions. The purpose is to determine if the remaining proposed actions are still relevant. The update should include 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 predicted growth rate and the physical boundaries of the City; demographic composition; community attitudes; or other social, environmental, or political issues which may affect the feasibility of implementation);
 - » Conflicts between decisions made and implementation actions yet to be undertaken;
 - » Changes in law, procedures, or programs which will affect identified implementation actions; and
 - » A comprehensive re-evaluation of the Implementation Action Plan.
- **10-Year Update.** The Comprehensive Master Plan sets the stage for all subsequent implementation actions during the 20-year planning horizon. That being said, conditions, population composition, and City trends and concerns change over time. In order to ensure that the Comprehensive Master Plan continues to provide the best and most appropriate guidance possible, the Plan should be taken through a full update process every 10 years.

*Design creates culture.
Culture shapes values.
Values determine the future.*

ROBERT L. PETERS

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