

APPENDIX A

Implementation Plan



Implementation Action Plan

Successful implementation of the community's vision is the shared responsibility of the residents, property owners, business owners, governmental agencies, civic organizations, service providers, trade groups, social advocates, and others. With a 10-year implementation period for this Plan, however, it will take the leadership of the City to remind its residents, stakeholders, and partners of their role in pursuing the desired outcomes of their comprehensive plan. This section of the Plan contains the Implementation Action Table. This table contains the Plan's recommendations prioritized and assigned to the responsible entity and potential funding resources for each recommendation; it is important to note that the responsible entities and potential funding resources are subject to change and may include others not listed.

The actions listed in the table are allocated among four levels of prioritization and reflect the action's priority as determined during the comprehensive planning process.

The four time frames identify when Comprehensive Plan actions should be initiated:

- **Short-term (S).** Actions should be initiated within the next one to three years although completion may extend across a longer time frame.
- **Mid-term (M).** Actions should be initiated within the next three to five years although completion may extend across a longer time frame.
- **Long-term (L).** Actions are projected to be implemented in the long term and may be further prioritized in following plan updates.
- **Ongoing (O).** Actions are ongoing because they represent a policy or practice that should occur throughout the planning period.



Figure A.1, Implementation Action Plan

Actions	Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources	
Neighborhood Quality				
Guiding Principle 1: Fredericksburg will strengthen and enhance the livability of neighborhoods where families can live.				
Objective A: Protect and enhance existing and future neighborhoods and housing stock.				
N.1.A.1.	Amend zoning and subdivision regulations to ensure new infill development is visually compatible with existing neighborhood patterns.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, GLO Resilient Communities
N.1.A.2.	Collaborate with Fredericksburg ISD to establish joint goals for future school siting to ensure they are well integrated into neighborhoods.	S	City Council, P&Z, Development Services, City Manager, FISD	N/A
N.1.A.3.	Register vacant, dilapidated structures and non-conforming uses and structures. Maintain a log with up-to-date information and continue to support code enforcement activities.	S	City Council, P&Z, Development Services, City Manager	General Fund
N.1.A.4.	Consider creating an STR zone and limiting future Short Term Rentals to areas in Fredericksburg where visitors could walk to attractions and destinations.	S	City Council, P&Z, Development Services, City Manager	N/A
N.1.A.5.	Evaluate neighborhood development tools to assess and invest in aging neighborhoods such as Neighborhood Improvement Districts, Tax Increment Reinvestment Zones, and Neighborhood Empowerment Zones	S	City Council, P&Z, Development Services, City Manager	General Fund
N.1.A.6.	Encourage neighborhood placemaking elements that add community character and support pride of ownership.	O	City Council, P&Z, Development Services, City Manager, PARD	General Fund
N.1.A.7.	Continue to build working relationships with neighborhood groups to ensure effective communication regarding safety, upkeep, service delivery, and community amenities.	O	City Council, P&Z, Development Services, City Manager, PARD, Neighborhood Groups, Citizens	N/A
N.1.A.8.	Communicate and work with property owners of underutilized land to create more infill opportunities for housing.	O	City Council, P&Z, Development Services, City Manager	N/A
N.1.A.9.	Work with Fredericksburg ISD on the redevelopment of the old Middle School Campus.	S	City Council, P&Z, Development Services, City Manager, FISD	N/A
N.1.A.10.	Work with Fredericksburg ISD to plan for and develop housing on excess land near new Middle School campus, using best practices for affordability and connectivity.	M	City Council, P&Z, Development Services, City Manager, FISD	N/A
N.1.A.11.	Adopt a tree preservation ordinance to preserve mature trees and promote neighborhood integrity.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, GLO Resilient Communities

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Guiding Principle 2: Fredericksburg will encourage the creation and maintenance of quality, affordable housing for residents of all backgrounds and income levels.				
Objective A: Support programs that can assist Fredericksburg residents in attaining housing.				
N.2.A.1.	Partner with established regional housing advocates to identify ways to expand or diversify opportunities for affordable housing or community land trusts.	M	City Council, Development Services, City Manager, Chamber of Commerce	N/A
N.2.A.2.	Explore innovative financing, public-private partnerships, and development programs that leverage private development to increase the availability of affordable housing units, funding, and resources.	M	City Council, Development Services, City Manager	N/A
N.2.A.3.	Partner with the Chamber of Commerce, Fredericksburg ISD, local real estate organizations, and other entities to provide consumer education for first-time homebuyers, financial wellness, and other programs.	M	Development Services, FISD, Local Real Estate Organizations	General Fund
Objective B: Encourage affordability and diversity of housing products.				
N.2.B.1.	Identify zoning and regulatory barriers to developing missing housing types (patio/garden homes, townhomes, etc.).	S	City Council, P&Z, Development Services, City Manager, Chamber of Commerce	General Fund, GLO Resilient Communities
N.2.B.2.	Review and amend the zoning and subdivision regulations to allow a greater mix of housing types in each neighborhood.	S	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
N.2.B.3.	Consider establishing a special development review track that expedites review of development projects that integrate income restricted housing units.	M	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
N.2.B.4.	Promote affordable housing via development incentives such as density bonuses and parking requirement reductions.	S	City Council, P&Z, Development Services, City Manager	N/A
N.2.B.5.	Prioritize inclusion of affordable housing in future development agreements between the City and developers.	O	City Council, P&Z, Development Services, City Manager	N/A



Actions	Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources	
Workforce				
Guiding Principle 1: Fredericksburg will foster an environment for developing and retaining quality talent in targeted industries.				
Objective A: Expand education and training opportunities for local workers.				
W.1.A.1.	Partner with local higher education centers, private and public schools, businesses, and other entities for workforce training program (i.e., creation of a youth entrepreneurship program, classes/certifications through the University Center or the Create Healthy Foundation, Child Development Associate (CDA) degree, and the Certified Nursing Assistant (CNA) program.).	S	City Council, P&Z, Development Services, City Manager, Private Entities	General Fund, Private Funds, Chamber, EDC
W.1.A.2.	Create an internship program with the Chamber of Commerce to provide high school students the opportunity to learn about local jobs.	S	City Council, Chamber of Commerce, FISD, Private Entities	General Fund, Chamber of Commerce
W.1.A.3.	Encourage area colleges, community groups, and training agencies to establish programs that would benefit the Fredericksburg workforce.	O	City Council, P&Z, Development Services, City Manager, Private Entities, Gillespie County EDC	N/A
Objective B: Explore alternative sales tax use strategies or shifts in tax structures to provide greater options beyond tax abatements and fee waivers for recruiting new businesses and economic activity.				
W.1.B.1.	Explore or put a committee together to explore shifting the property tax buy down to other options to alleviate funding stressors and provide quality of life improvements.	S	City Council, Gillespie County, P&Z, Development Services, City Manager, Gillespie County EDC	General Fund
W.1.B.2.	Develop educational materials about strategies available to the City of Fredericksburg for funding enhancements that contribute to the overall quality of life.	S	Development Services, Finance Department, Gillespie County EDC	General Fund
W.1.B.3.	Determine what long-term level of general fund revenue can be allocated without creating unforeseen budget implications.	S	City Council, P&Z, Development Services, City Manager, Finance Department	General Fund

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Guiding Principle 2: Fredericksburg will maintain a resilient, diverse, and sustainable economy that supports both existing and new locally-owned businesses.				
Objective A: Pursue a vibrant mix of businesses that supports a diverse economy while also providing essential services for residents and living wage job opportunities.				
W.2.A.1.	Cultivate partnerships between the City, Gillespie County and the EDC to update the targeted industries study to determine strategies for attracting the most appropriate sectors of emerging industries to Fredericksburg.	S	City Council, P&Z, Development Services, City Manager, Gillespie County EDC, Convention & Visitors Bureau, Gillespie County	Gillespie County EDC
W.2.A.2.	Submit application for Cultural District Designation through the Texas Commission of the Arts.	M	City Council, P&Z, Development Services, City Manager, Convention & Visitors Bureau	General Fund, CVB
W.2.A.3.	Leverage the robust City of Fredericksburg fiber infrastructure to support business retention and recruitment, diversify the economy, and attract high wage jobs.	O	City Council, P&Z, Development Services, City Manager, CVB, Gillespie County EDC, Public Works & Utilities	N/A
W.2.A.4.	Ensure City permitting processes are conducive to business start-ups and expansions.	O	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
W.2.A.5.	Support efforts to establish future-oriented infrastructure systems and human capital resources that can benefit Fredericksburg, such as sustainable energy, improved broadband for enhanced telework opportunities, expanded transportation options, workforce housing and workforce training.	O	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	Federal and State Grants
W.2.A.6.	Consider removing conditional use permits for childcare services; instead codify specific site requirements within the code to reduce regulatory barriers to developing childcare facilities.	S	City Council, P&Z, Development Services, City Manager	N/A



Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Tourism				
Guiding Principle 1: Fredericksburg will prioritize a unique, small-town character which promotes its heritage.				
Objective A: Create programs and policies to enhance the experience for both visitors and locals.				
T.1.A.1.	Promote a “Buy Local” campaign and start a “locals night” during the week to encourage support of local businesses outside of the weekends.	O	City Council, Development Services, City Manager, CVB, Chamber of Commerce	General Fund, CVB
T.1.A.2.	Establish a designated wine tour pick up and drop off zone or park and ride location, co-located with parking.	M	City Council, Development Services, City Manager, CVB	General Fund, CVB
T.1.A.3.	Establish a maintenance and replacement plan for wayfinding signage located in the Central Business District.	S	Development Services, City Manager, CVB	General Fund, CVB
T.1.A.4.	Develop and promote visitor education campaigns to increase knowledge and understanding of local laws and conduct expectations with the LOVE FBGTX campaign hosted through the Convention and Visitors Bureau.	O	City Council, P&Z, Development Services, City Manager, CVB, FPD	General Fund, CVB
T.1.A.5.	Develop programs that allow locals to showcase their culture, traditions, and artisanal products, fostering a more authentic experience for tourists.	M	Development Services, City Manager, PARD, CVB, Chamber of Commerce	General Fund, CVB
Objective B: Support placemaking opportunities to maintain a uniquely Fredericksburg experience.				
T.1.B.1.	Refine and enhance districts within Fredericksburg to provide a wide array of entertainment options for locals (i.e., an Arts District with art workshops, public art displays, a warehousing district with unique feel and activities, etc.).	M	City Council, Development Services, P&Z, City Manager, CVB, Gillespie County EDC	TIRZ, Grants
T.1.B.2.	Pursue, promote, and encourage public art in public spaces.	O	City Council, Development Services, City Manager, PARD, FIRD, Private Entities	General Fund, CVB, TIRZ, Grants
T.1.B.3.	Invest in gateway enhancements at key entries to Fredericksburg to establish a visual sense of arrival. Incorporate community branding, lighting treatments, and streetscape elements along key corridors into the city.	M	City Council, Development Services, City Manager, CVB, Public Works & Utilities	General Fund, CVB

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Guiding Principle 2: Fredericksburg will attract visitors with its diverse retail, service, entertainment, and recreation options.				
Objective A: Diversify and manage the expansion of Fredericksburg’s tourism offerings.				
T.2.A.1.	Support the development of facilities that would attract business travel and other mid-week trade, such as a conference center or other meeting facilities.	O	City Council, P&Z, Development Services, City Manager, CVB, Gillespie County EDC, Chamber of Commerce	N/A
T.2.A.2.	Implement a local landmark designation program which could be incorporated into a self-guided tour to promote the city’s history.	M	Development Services, City Manager, PARD, CVB, Pioneer Museum	General Fund, CVB
T.2.A.3.	Identify how local Hotel Occupancy Tax (HOT) funds could be allocated to other eligible uses under state law to expand and diversify tourism offerings	O	City Council, P&Z, Development Services, City Manager, CVB, Finance Department	General Fund
T.2.A.4.	Consider how Fredericksburg’s short-term rental (STR) policies impact long-term HOT collections and the implications on funding eligible tourism projects and marketing efforts.	O	City Council, Development Services, City Manager, CVB, Finance Department	N/A
T.2.A.5.	Consider limiting the number of alcohol-based businesses allowed on Main Street so that there is a balance between these types of businesses and other establishments such as restaurants and retailers.	S	City Council, P&Z, Development Services, City Manager	N/A
T.2.A.6.	Work with the Convention and Visitors Bureau and the Tourism Master Plan to promote tourism centered around family friendly activities, culinary experiences, arts and culture, and boutique shopping. <ul style="list-style-type: none"> • Offer self-guided walking tours of historic landmarks or legacy businesses. • Promote local theater productions and art galleries. • Pursue family-friendly entertainment options. 	O	City Council, Development Services, City Manager, CVB	General Fund, CVB
T.2.A.7.	Continue to offer annual and regular event opportunities in Marktplatz and in the City parks system as signature regional and local attractions.	O	City Council, Development Services, PARD	N/A



Actions	Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources	
City Center				
Guiding Principle 1: Fredericksburg will preserve the historic charm of Main Street while cultivating a sense of place and expanding the City Center to better serve the residents.				
Objective A: Establish clear direction, vision, and stewardship of the city center.				
C.1.A.1.	<p>Create a City Center Master Plan to establish a clear vision specific to Main Street, including any unique sub-areas adjacent to Main Street. This may include but not be limited to the following:</p> <ul style="list-style-type: none"> Identify a clear framework for land use, urban design and mobility at the block level; Clarify objectives and establish guidance for design and character of infill development within different subareas of Central Business District. This could include recommendations related to building site design, form/scale, transitions to residential areas, street level design, surface parking location and other similar variables; Clarify objectives and establish guidance for the design of the public realm, including new or enhanced public space, pedestrian enhancements, bicycle facilities, transit amenities, streetscape design opportunities and other physical improvements; Establish a specific plan for multi-modal mobility, including pedestrian, bicycle, micromobility, transit/shuttle, and parking; Identify formal organizational opportunities for businesses to increase coordination around marketing, activation/events, physical improvements, management and advocacy. Opportunities could include a Main Street Community with a board of directors or a Chamber of Commerce Committee dedicated to the City Center, and; Establish clear actionable steps, including public improvements, private development opportunities and public-private partnership opportunities. 	S	<p>City Council, P&Z, Development Services, City Manager, Public Works & Utilities, PARD, Gillespie County EDC, CVB, Chamber of Commerce, TxDOT, AACOG, Citizens</p>	<p>General Fund, CVB, EDC</p>
C.1.A.2.	<p>In conjunction with a City Center Master Plan, designate a Downtown Tax Increment Reinvestment Zone (TIRZ) to capture incremental property tax growth. As conditions of the TIRZ, request Gillespie County to join the Downtown TIRZ and include affordable housing as an eligible TIRZ funding category.</p>	S	<p>City Council, P&Z, Development Services, City Manager, Gillespie County</p>	<p>General Fund, CVB, EDC</p>

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
C.1.A.3.	Create a new city staff position or department which works in conjunction with the Convention and Visitors Bureau, the Economic Development Commission, and the Chamber of Commerce to promote downtown, special events, tourism, and attracting local residents to the City Center. This position would oversee, coordinate, and promote economic development on and around Main Street through programming, historical preservation, infrastructure improvements, cultural arts, destination marketing, grant funding initiatives, and maintaining strong working relationships with the business community and other agencies.	M	City Council, P&Z, Development Services, City Manager, Gillespie County EDC, CVB, Chamber of Commerce	General Fund, CVB, EDC
C.1.A.4.	Evaluate current zoning downtown to ensure current allowed uses are still desirable.	S	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
C.1.A.5	Evaluate current zoning downtown to attract new uses that complement the character of the area.	O	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
C.1.A.6	Consider requiring a Conditional Use Permit for new alcohol-related businesses.	S	City Council, P&Z, Development Services, City Manager	N/A
Objective B: Maintain monitoring the supply, demand, and impacts of parking in Fredericksburg's City Center.				
C.1.B.1.	Develop a Downtown Parking Management Strategy, as part of the City Center Master Plan or as a separate process. This may include revising existing standards, programs, or fees, the implementation of paid parking, the implementation of timed parking, or other programs to limit long-term parking, increase parking capacity, and encourage economic activity.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities, CVB	General Fund, CVB, TIRZ
C.1.B.2.	Increase public awareness of parking options off Main Street through signage and advertisements.	S	City Council, Development Services, City Manager, CVB	General Fund, CVB
C.1.B.3.	Require new or expanded development in the Central Business District to pay into a parking fund so that the City can create more public parking options.	M	City Council, Development Services, City Manager, CVB	General Fund, GLO Resilient Communities
C.1.B.4.	Work cooperatively with developers and the business community to identify opportunities to maximize the use of currently underutilized private parking facilities.	O	City Council, Development Services, City Manager, CVB	N/A



Actions	Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources	
Mobility				
Guiding Principle 1: Fredericksburg will have a well-planned thoroughfare network that reduces vehicular congestion within the city.				
Objective A: Support well-designed and maintained streets to ensure safety and durability.				
M.1.A.1.	Continue to work in partnership with TxDOT to find solutions regarding transportation issues on US Highway 290, such as enhanced crosswalk safety, improved parking egress and visibility, intersection timing, and safe turning movements.	O	City Council, P&Z, Development Services, Public Works & Utilities, City Manager, Gillespie County, TxDOT	Federal Grants, TxDOT
M.1.A.2.	Continue pursuit of traffic alleviation and truck rerouting from Main Street. Seek partnership with TxDOT on bypass/relief route for US Highway 290 and other state roads while also considering alternative projects or phased relief routes to alleviate traffic on Main Street.	L	City Council, P&Z, Development Services, Public Works & Utilities, City Manager, Gillespie County, TxDOT	N/A
M.1.A.3.	Create policies for electric vehicle (EV) charging station locations and designs. Work with TxDOT and other funding sources to install EV charging stations.	S	City Council, P&Z, Development Services, Public Works & Utilities, City Manager, TxDOT	General Fund, GLO Resilient Communities
M.1.A.4.	Coordinate with Gillespie County to ensure connectivity and capacity of the street network for effective police and emergency response through code requirements and capital improvement projects in both Fredericksburg and Gillespie County.	O	City Council, P&Z, Development Services, Public Works & Utilities, City Manager, Gillespie County, FPD, FFD & EMS	N/A
M.1.A.5.	<p>Prioritize street safety elements in upcoming CIP projects. These include evaluating and elevating projects that:</p> <ul style="list-style-type: none"> • Reduce vehicular conflicts • Add turn lanes and deceleration lanes • Provide access management driveway definition • Add center medians and restricted turning movements • Add pedestrian sidewalks and crossings • Improve signalization • Improve visibility • Provide for other safety considerations, primarily on aging streets • Provide for bicycle safety • Traffic calming elements 	O	City Council, P&Z, Development Services, Public Works & Utilities, TxDOT	N/A

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Objective B: Expand and refine Fredericksburg's transportation system in a context-sensitive manner to respect community character while enhancing connectivity and safety.				
M.1.B.1.	Amend the zoning and subdivision ordinances to require new residential developments to include a connected network of sidewalks, paths and/or bike routes within neighborhoods and connecting to nearby collector and arterial streets. Designs should prioritize adequate buffering between bike lanes and sidewalks from vehicular traffic using National Association of City Transportation Officials (NACTO) standards.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities, PARD	General Fund, GLO Resilient Communities
M.1.B.2.	Develop context-sensitive street cross-sections that are tailored to the character of existing neighborhoods and areas as part of the next update to the City's Transportation Master Plan. Street design that is context-sensitive will adapt the designed cross-section according to the prevailing physical limitations, the characteristics of the land use in the nearby vicinity, and the preferences of the community.	M	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund
M.1.B.3.	Consider adoption of a Complete Streets policy to promote safer mobility of all users and minimize conflict points between modes.	M	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, GLO Resilient Communities
M.1.B.4.	Research best practices to develop standards for installation of EV charging infrastructure in new development. Explore grant opportunities for city-owned property.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, GLO Resilient Communities
M.1.B.5.	Prepare an update to the development codes and regulations to facilitate the growth of EV charging infrastructure. Consider adopting EV-ready building codes, creating incentives, rebates, or expedited permitting processes.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, GLO Resilient Communities
M.1.B.6.	Evaluate opportunities to invest in transportation demand management and smart city technologies to improve transportation efficiency.	O	City Council, P&Z, Development Services, Public Works & Utilities, City Manager	N/A
Guiding Principle 2: Fredericksburg will support safe, comfortable, and convenient transportation options.				
Objective A: When updating or creating plans related to mobility, ensure a focus on bike routes, sidewalks, and non-vehicular options for transportation.				
M.2.A.1.	During the next update to the Transportation Master Plan or as part of a Trails Master Plan, identify bicycle routes to create a network that will increase bicycle trips and improve walkability.	M	City Council, Development Services, Public Works & Utilities, City Manager, PARD, Gillespie County, Citizens	General Fund, Grants
M.2.A.2.	Continue to annually update the sidewalk inventory and report on miles or linear feet of new sidewalk added to each year.	O	Development Services, Public Works & Utilities	General Fund
M.2.A.3.	Prepare a new Sidewalk Action Plan every five years.	S	Development Services, Public Works & Utilities	General Fund



Actions	Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources	
Objective B: Apply transportation improvements which prioritize safety, comfort, and connectivity of pedestrians and cyclists and ensure ADA accessibility for the whole community.				
M.2.B.1.	Obtain funding to implement new, high-priority bicycle lanes and sidewalk projects.	S	Development Services, Public Works & Utilities, Engineering Department, Finance Department	General Fund, Grants
M.2.B.2.	Enhance pedestrian safety on North Crockett Street between West Austin Street and West Travis Street to create a safe connection between Marktplatz, Town Pool, and the old Middle School campus.	M	City Council, P&Z, Development Services, Public Works & Utilities	General Fund, Grants
M.2.B.3.	During the upcoming projects on Post Oak Road and Mulberry Street ensure that sidewalks are constructed and evaluate the potential for bike lanes.	S	City Council, P&Z, Development Services, Public Works & Utilities	N/A
M.2.B.4.	Ensure that in conjunction with all street rehabilitation or other public improvement projects, sidewalks are constructed or reconstructed where they do not exist, are in poor condition, or are of a substandard dimension (particularly adjacent to schools, parks, public buildings, etc.).	O	City Council, P&Z, Development Services, Public Works & Utilities	N/A
M.2.B.5.	Coordinate with Fredericksburg ISD to identify optimal projects and pursue funding through Safe Routes to Schools programs.	S	City Council, P&Z, Development Services, Public Works & Utilities, FISD	General Fund, FISD, Grants, Safe Routes to School
M.2.B.6.	Invest in bike parking, street furniture and other elements that encourage walking and biking. Begin investments at key points of interest and community facilities (i.e., libraries, schools, parks, museums, shopping districts, etc.).	O	City Council, P&Z, Development Services, Public Works & Utilities, FISD	General Fund, Grants Private Funds
Objective C: Partner with federal, state, county, and other local entities to enhance alternative transportation choices in the Fredericksburg area.				
M.2.C.1.	Evaluate potential of ride-sharing programs both locally and regionally.	S	City Council, P&Z, Development Services, Public Works & Utilities, City Manager, Gillespie County, AACOG	General Fund
M.2.C.2.	Pilot a bikeshare program in a targeted-area to determine feasibility and as applicable, take steps to initiate a formal program.	L	City Council, Development Services, City Manager Public Works & Utilities	General Fund
M.2.C.3.	Actively support and coordinate local and regional transit operations (to/from Kerrville, Stonewall, and Johnson City).	O	City Council, Development Services, City Manager, Gillespie County, TxDOT, AACOG, Surrounding Cities	N/A
M.2.C.4.	Collaborate with community partners to promote bicycle education and awareness to promote a bicycle-supportive culture.	O	City Council, Development Services, City Manager, PARD, Local bike shops	N/A

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
M.2.C.5.	Continue to work with other agencies in the spirit of intergovernmental cooperation. Projects involving the City and other governmental entities should be evaluated as a means for achieving transportation projects that are regional in scale.	O	City Council, Development Services, City Manager, Gillespie County, TxDOT, AACOG, Surrounding Cities	N/A
Small-Town Sensitive Growth				
Guiding Principle 1: Fredericksburg will implement land use patterns and related policies to support its unique community character and natural resources, improve residents' quality of life, and deliver incremental growth that optimizes its infrastructure and service capacity.				
Objective A: Starting with the Future Place Types Map, modify and/or replace current development policies to ensure community character and natural resource conservation, improve quality of life, and optimize city infrastructure and service return on investment.				
G.1.A.1.	Amend Fredericksburg's development codes, strategies, and plans for the following: regional stormwater retention and drainage, park and open space, pedestrian and bicycle mobility, appropriately scaled street design, nuisance management, and neighborhood connectivity. Use codes to broaden housing choices and improve residential neighborhood safety and character.	S	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
G.1.A.2.	Create an integrated official map of streets, greenways, bicycle paths, pedestrian paths, drainage easements, open spaces, utility easements. Include ETJ in official maps. Use this official map to create certainty for new development areas, and to guide redevelopment efforts and retrofits in existing developed areas.	S	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
G.1.A.3.	As a part of the development code update, strengthen requirements for parkland and trail dedication from new development.	S	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
G.1.A.4.	As part of the development code update, explore regulatory mechanisms (design guidelines, design review, form-based code) necessary to ensure design excellence and pedestrian-oriented development to key areas like the City Center.	S	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
G.1.A.5.	Establish context-sensitive design regulations and guidelines that ensure the physical form of new and infill development is visually compatible with and contributes to the community's existing character and identity. Implement density-based maximum size limitations on developments.	O	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
G.1.A.6.	Encourage and promote quality development through predictive and flexible development codes consistent with this and other adopted master plans.	O	City Council, P&Z, Development Services, City Manager	N/A
G.1.A.7.	Establish good neighbor nuisance regulations to address higher density and mixed-use issues, reserving separated land use for a limited number of uses.	S	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities



Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
G.1.A.8.	Designate policies and funding sources for acquisition of open space areas.	O	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities, Hill Country Alliance
G.1.A.9.	Proactively pursue the conservation and protection of existing open space to maintain the picturesque Hill Country setting and rural atmosphere of Fredericksburg.	S	City Council, P&Z, Development Services, City Manager, Hill Country Alliance	General Fund, GLO Resilient Communities
G.1.A.10.	Adopt development principles that reinforce a sense of community, opportunities for casual socializing, open space within and around the City, and compact form and incremental growth.	S	City Council, P&Z, Development Services, City Manager	N/A
Objective B: Create mechanisms to properly consider infrastructure, community character, and economic impact of all new development.				
G.1.B.1.	Create an evaluation method that considers infrastructure economics, community character, adherence to the official maps, and the economic impact of each proposed development.	O	City Council, P&Z, Development Services, City Manager	N/A
G.1.B.2.	Develop Annexation Criteria to determine whether annexation requests are fiscally sustainable and meet the City's desired principles of contextually sensitive growth.	O	City Council, P&Z, Development Services, City Manager	General Fund
G.1.B.3.	Promote infill growth and development with context-sensitive standards, bonuses, incentives, and/or allowances. Focus City staff efforts on supporting individual homeowners and small local infill developers with access to resources and simplified processes.	O	City Council, P&Z, Development Services, City Manager	General Fund, GLO Resilient Communities
G.1.B.4.	Improve ETJ strategy and related subdivision agreements. Work with the County to improve ETJ pro-forma development agreements to include best practices and principles for conservation development, and utilize incentives such as the provision of utilities to achieve ETJ development strategies. Work with the County to develop relationships with landowners in the ETJ to plan ahead for future service delivery and annexation consideration.	O	City Council, P&Z, Development Services, City Manager, Gillespie County	N/A
G.1.B.5.	Create infill missing middle housing opportunities through revision of zoning, development codes, and use of Conditional Use Permits to infill with higher density yet compatible forms of housing in existing neighborhoods. Identify vacant and underutilized tracts, 0.5 to 5.0 acres in size, within the city limits where mixed uses, duplexes, triplexes, and quadplexes could complement the existing conditions and characteristics of the surrounding area.	O	City Council, P&Z, Development Services, City Manager	General Fund
G.1.B.6.	Update the landscaping ordinance to require streetscape landscaping and tree plantings to be native and drought tolerant species.	O	Development Services	General Fund, GLO Resilient Communities

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Governance				
Guiding Principle 1: Fredericksburg will provide communication and engagement to create a healthy, safe, and informed community.				
Objective A: Sustain a forward thinking, high-performing, and accountable customer-service oriented City government and municipal services.				
Go.1.A.1.	Enhance a community outreach and engagement strategy that fosters dialogue, builds community trust, and encourages informed civic participation.	S	City Council, P&Z, Development Services, City Manager, Citizens	General Fund
Go.1.A.2.	Create a development guidebook which clearly specifies the development process for landowners, the development community, and other applicants.	S	City Council, P&Z, Development Services, City Manager	General Fund
Go.1.A.3.	Identify funding and build community support for the development of a new City Hall.	M	City Council, P&Z, Development Services, City Manager	General Fund
Go.1.A.4.	Maintain transparency of decision-making and collaboration with community stakeholders.	O	All city departments	N/A
Go.1.A.5.	Regularly evaluate the need for new fire, police, and EMS facilities to serve both the city limits and emergency service districts commensurate with population growth and service areas.	O	City Council, P&Z, Development Services, City Manager, FPD, FFD & EMS	General Fund
Go.1.A.6.	Coordinate with the Fire Department to inform homeowners of the risk of fire and ways to prevent loss, including information about methods for fire protection at the wildland-urban interface.	S	City Council, Development Services, FPD, FFD & EMS	General Fund
Go.1.A.7.	Ensure that Fredericksburg's public safety service departments continue to expand operational tools, technology, equipment, and specialized expertise and trainings.	O	City Council, Development Services, FPD, FFD & EMS	General Fund
Go.1.A.8.	Continue to maintain or expand support to offer police and fire safety-related community service and educational programs to the Fredericksburg community.	O	City Council, Development Services, FFD, Citizens	General Fund
Go.1.A.9.	Continue to build positive relationships with the development community and business owners through frequent outreach and opportunities for discourse.	O	City Council, P&Z, Development Services, City Manager, Gillespie County EDC, CVB, Chamber of Commerce	N/A
Go.1.A.10.	Work with local law enforcement entities to explore expediting the licensing process for childcare facilities to reduce administrative burden and encourage more providers to enter the market.	S	Development Services, Chamber of Commerce, PD, Health Department	General Fund
Objective B: Utilize the Comprehensive Plan as an integral part of daily, weekly, and monthly decision-making processes.				
Go.1.B.1.	Prepare educational and promotional materials about this comprehensive plan to promote community understanding of the priorities and implementation.	S	City Council, P&Z, Development Services, City Manager, Civic Organizations	General Fund



Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Go.1.B.2.	Establish and undertake a staff-led 5-Year Plan Update process within five years of Plan adoption.	M	City Council, P&Z, Development Services, City Manager	General Fund
Go.1.B.3.	Undertake a 10-Year Plan Update within 10 years of plan adoption.	L	City Council, P&Z, Development Services, City Manager	General Fund
Go.1.B.4.	Encourage City Council and the Planning and Zoning Commission to directly reference guiding principles and objectives of the comprehensive plan when accepting or rejecting proposals and making decisions.	O	City Council, P&Z, Development Services, City Manager	N/A
Go.1.B.5.	Annually budget the necessary funds to implement identified projects set out in the Comprehensive Plan Implementation Action Plan. Prepare annual departmental budgets and five-year budget projections following directives from this Plan to ensure alignment and compliance with long-range planning goals.	O	City Council, P&Z, Development Services, City Manager	General Fund
Go.1.B.6.	Hire or contract services for a grant writer to assist the City in finding and applying for grants to fund plan implementation.	S	Development Services, City Manager	General Fund
Go.1.B.7.	Establish an Annual Progress Report process to benchmark comprehensive plan implementation through integration of applicable departments, accountability, and comprehensive public reports on plan progress and amendments.	S	City Council, P&Z, Development Services, City Manager	General Fund
Objective C: Foster citizen engagement and community partnerships.				
Go.1.C.1.	Identify opportunities to partner with local groups to achieve the goals and objectives of this comprehensive plan.	S	City Council, P&Z, Development Services, PARD, FISC, Chamber of Commerce, Gillespie County EDC, Civic Organizations, Citizens	N/A
Go.1.C.2.	Create a beautification committee to identify aesthetic enhancements and improvements throughout the community.	S	City Council, P&Z, Development Services, Citizens, Beautification Committee	N/A
Go.1.C.3.	Encourage volunteer assistance to generate civic pride and enthusiasm, park and street clean-up, trail maintenance and enhancements, and educational leadership and mentoring.	O	City Council, P&Z, Development Services, PARD, Citizens	Private Funds, Philanthropy
Go.1.C.4.	Leverage the wealth of knowledge in Fredericksburg residents to facilitate community improvement workshops (i.e., native gardening at home, rain barrel installation, etc.).	O	City Council, P&Z, Development Services, FISC, Citizens, Rotary Clubs, Lions Clubs, Friends of the Fredericksburg Nature Center, Master Naturalists, Master Gardeners, Native Plant Societies, Fredericksburg Optimist Club, etc.	Private Funds, Philanthropy

Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Guiding Principle 2: Fredericksburg will invest efficiently in infrastructure to ensure a vibrant, livable, and economically robust community.				
Objective A: Pursue forward-thinking infrastructure improvements to ensure efficient and sustainable water savings practices for the future.				
Go.2.A.1.	Evaluate potential modifications to the City's drainage criteria manual and regulations stemming from recent updates to the frequency and intensity of rainfall events.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, Enterprise Fund
Go.2.A.2.	Update the City's Drainage Master Plan and ensure that drainage areas can be utilized as parkland or trails, ensure the Drainage Master Plan and Parks Master Plan are connected.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, Enterprise Fund
Go.2.A.3.	Require utilities be underground in new development and retrofit underground utilities in existing developed areas to the maximum extent feasible.	O	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, GLO Resilient Communities
Go.2.A.4.	Explore feasible new uses for the city's landfill after it is capped. Convene a task force to review options.	O	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, Enterprise Fund
Go.2.A.5.	Prioritize the long-term system planning and health of the water and wastewater utility system through frequent master plan updates, investment in capital facilities, monitoring for system efficiency, and partnerships with area providers.	O	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, Enterprise Fund
Go.2.A.6.	Plan for future water supply needs; maintain an inventory of existing, planned, and programmed water, sewer, and utility infrastructure.	O	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, Enterprise Fund
Go.2.A.7.	Continue to devote resources for education and training of staff and volunteers, technology enhancements, and recruiting.	O	City Council, P&Z, Development Services, City Manager, Public Works & Utilities	General Fund, Enterprise Fund
Go.2.A.8.	Work with the Hill Country Underground Water District and others to develop and implement a comprehensive water management plan to protect ground and surface water quality and quantity.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities, Gillespie County, Water District, Hill Country Alliance	General Fund, Enterprise Fund
Objective B: Evaluate opportunities to increase protection of Fredericksburg's sensitive natural resources.				
Go.2.B.1.	Review and amend development regulations to require or incentivize sustainable or low impact design practices in new development (i.e., low-flow fixtures, rainwater harvesting, native/drought tolerant landscaping, etc.).	S	City Council, P&Z, Development Services, City Manager, Hill Country Alliance	General Fund, GLO Resilient Communities
Go.2.B.2.	Identify no-mow zones on City-owned property, specifically in city parks and along riparian corridors.	S	City Council, P&Z, Development Services, City Manager, PARD	General Fund



Actions		Time Frame	Involved Departments (and Partnering Entities)	Potential Funding Resources
Go.2.B.3.	Update the development code to establish streamline buffers which cannot be developed in to preserve creek corridors and allow for the preservation of green space, stormwater management, trail opportunities, etc.	S	City Council, P&Z, Development Services, City Manager, , Public Works & Utilities, PARD	General Fund, GLO Resilient Communities
Go.2.B.4.	Require all public landscaping in medians, on City property, and within public gathering spaces to be native and/or drought tolerant species.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities, PARD	General Fund, GLO Resilient Communities
Go.2.B.5.	Consider amending the subdivision ordinance to require the preservation of existing trees and natural features (e.g., drainage courses, rock outcrops) in new development.	S	City Council, P&Z, Development Services, City Manager, Public Works & Utilities, PARD	General Fund, GLO Resilient Communities
Go.2.B.6.	Research and develop conservation easement guidelines with regional and state land conservation organizations.	L	City Council, P&Z, Development Services, City Manager, Hill Country Alliance	General Fund
Go.2.B.7.	Update development ordinances to require or incentivize water conservation practices in new development, particularly in multi-family, commercial, and public facilities. Promote and foster water conservation practices throughout the city (i.e., low-flow faucet education, rainwater barrel installation workshops, etc.).	O	City Council, P&Z, Development Services, City Manager, Private Entities, Citizens	General Fund
Go.2.B.8.	Limit the application of harmful pesticides and herbicides and consider implementing integrated pest management practices on city owned or managed land. Integrated Pest Management (IPM) is an approach to pest control that combines various methods to effectively manage and control pests while minimizing the use of chemical pesticides. The goal of IPM is to achieve sustainable pest control with the least possible impact on human health, the environment, and non-target organisms.	O	Public Works & Utilities, PARD	General Fund