

# City of La Vernia

# **Comprehensive Plan**

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By:



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# **Appendix A – Map and Exhibits**

Future Land Use Map

Zoning Map

Master Thoroughfare Plan Map

# Appendix B – Goals List

Comprehensive List of Recommended Goals

#### 1 Introduction

In 2018, the City of La Vernia contracted with M&S Engineering to update the existing 2012 La Vernia Comprehensive Plan prepared by Guadalupe Valley Electric Cooperative and the Lower Colorado River Authority. A number of the goals and initiatives identified in the 2012 plan have already been completed or are currently being addressed, and City leaders are now seeking an update to the plan along with better developed processes and approaches for meeting the renewed list of goals. The main focus of the plan is to identify key strategies and opportunities for the City to manage expected growth and ensure the expectations of the community are met as growth occurs in the future. The Comprehensive Plan (Plan) is intended to serve as a framework for decision making, identifying where limited resources should be focused, and provide for coordinated effort by the City and other organizations to address common issues and challenges facing La Vernia.

Public input was sought throughout the development of the Comprehensive Plan through Town Hall meetings, public workshops and an online survey. Additionally, extensive input provided by the Mayor, City staff and City Council was documented and incorporated into the plan. The challenge for the City is to maintain the strong community participation that led to this Plan as the Council and others move forward with the implementation.

#### 2 Plan Process

The first step in the planning process was to identify those 2012 Comprehensive Plan goals that had been implemented, those that still needed to be addressed and those that no longer supported the City's goals. The second step in the planning process was to create a list of questions to include in the online survey. The online survey consisted of two parts: 1) review and input on 2012 goals that had not been implemented, and 2) identifying and gathering input on future infrastructure and community needs. In addition to gathering input from the online survey, a Town Hall meeting was held at St. Anne's Catholic Church on February 26, 2019 to gather input, opinions and suggestions from the community both on existing and future goals. All information from the online survey and public workshops was considered during the development of the Comprehensive Plan. After the development of the draft 2020 Comprehensive Plan, a public comment period was held for approximately two weeks. The ultimate goal of the planning process and public input was to have the data and information necessary to create a Comprehensive Plan that accurately reflects the concerns and priorities of the citizens of La Vernia. As a final step in the process, City Council, Mayor and City staff reviewed the recommendations and helped prioritize the goals and objectives to ensure the Comprehensive Plan was an accurate reflection of the priorities of La Vernia residents.

The online survey was an effort to identify the larger concerns of the community and get a general sense of where the residents stood on the remaining 2012 goals. Approximately 350 responses were tallied. Common themes included strong support for job creation, expanding recreational facilities, preserving the downtown area, affordable housing and community services. Much of the input gathered at the Town Hall meeting reflected the information tallied from the online survey.

Once public input was gathered, a meeting was held with the Mayor and City staff to discuss the data results and to prioritize the list of recommendations. The initial list of recommendations was incorporated into the draft 2019 Comprehensive Plan for review and comments by City staff and citizens. Comments on the draft plan were addressed and the report revised accordingly resulting in the final Comprehensive Plan and list of Goals and Objectives. The final report was reviewed again by the City before being adopted by City Council. The Plan is not regulatory. It is simply a document to guide planning efforts and the development of the City to ensure continued economic vitality in the future.

#### 3 Plan Outline

The Comprehensive Plan is organized into Chapters addressing specific areas of interest. They include the following:

- Demographics
- Land Use
- Development Guideline Updates and Asset Management
- Public (City Owned) Property
- Parks and Recreations
- Infrastructure
- Housing
- Community Development
- Implementation Guide

#### 3.1 Demographics

The Demographics chapter provides an overview of the population, income, housing data, as well as projections of future growth. This information is used to inform City leaders of existing conditions and what to expect going forward. It also will drive opportunities such as housing development and economic development by providing data that can be used to market La Vernia. This information also is necessary to ensure the City and others plan properly for necessary facilities like water and wastewater capacity, transportation, schools, etc.

#### 3.2 Land Use

This chapter provides an overview of the current land use within the City limits and a discussion of the current development patterns in the City. This is important because of its bearing on issues like transportation, walkability, utilities and quality of life. A Future Land Use Map was developed and included herein (see Appendix A) to provide direction as to what types of development should occur across the City. The Future Land Use Map is a long-term vision of development over the next 10 to 20 years, allowing the City Council to appropriately guide the City's growth. Again, this affects issues of infrastructure and quality of life.

#### 3.3 Development Guideline Updates

Economic development is a key objective of the City. In order to have successful development, the City must have ordinances and zoning that support it. Due to the growth and changing nature of the development in and around the City, certain areas of the Code of Ordinances need to be updated. Properly written codes and guidelines will support economic growth and development.

# 3.4 Public (City Owned) Property

The City owns several properties within the City. This chapter details the recommended usage for City owned buildings, offices, and parks in addition to City owned property that is currently vacant.

#### 3.5 Parks and Recreation

Parks are an important element in a community's quality of life. Parks can take many forms, from a large sports complex to a small neighborhood park with a few benches and small playscape. The key is to develop a park system that meets the diverse needs of the community offering facilities and

amenities for residents of all ages. The recommendations are geared towards expanding park opportunities in La Vernia to meet the growing and changing needs of the community.

#### 3.6 Infrastructure

Infrastructure is fundamental to each community and the public safety of its residents. Keeping up with infrastructure needs includes both projects to accommodate growth and on-going maintenance. Infrastructure covered in this section includes streets, sidewalks, water system, wastewater system and storm drainage.

#### 3.7 Housing

Housing can be difficult for a City to address. There is typically little support for direct public involvement in housing development. Housing subsidies are typically provided by a separate agency, so the City may feel that it has no role to play. This section addresses that concern by outlining actions the City can take to address the need for a wider variety of housing options, such as multifamily and senior housing. By addressing these challenges, La Vernia can ensure it has housing diversity. This means existing and prospective residents can find a home that meets their financial and personal needs.

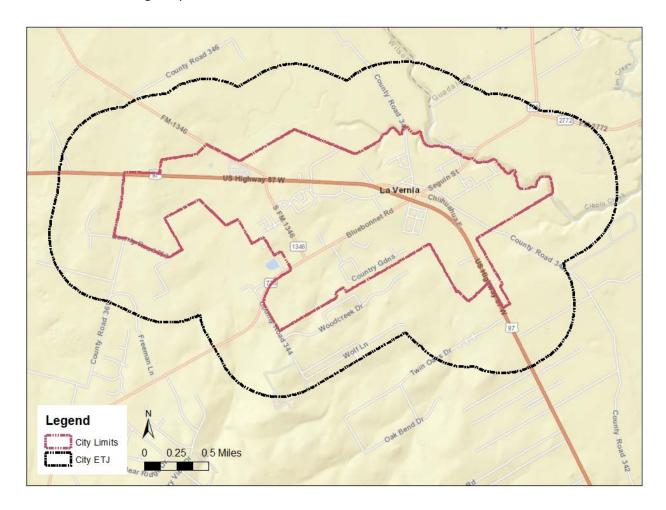
#### 3.8 Community Development

Community development is the broadest category of the Comprehensive Plan. It incorporates many elements of the City, from basic services like public safety to citizen outreach and engagement. These represent the services the City provides to its citizens, enhancing quality of life and ensuring a strong community. Working on the goals for this section will lay the foundation for community vitality in the future and ensure that La Vernia remains an attractive, safe community for current and future residents and businesses.

# 4 Demographics

#### 4.1 Introduction

La Vernia is a rural community located east of San Antonio, the 7<sup>th</sup> largest city in the country. This places La Vernia in an excellent location to offer a rural quality of life with proximity to employment and major services found in a large City.



# 4.2 Current Population

La Vernia is located in an area that has seen significant growth over the last decade. The Census estimates show the City population has increased 36.7% from 2010 to 2018. Based on census data, the population was 1,043 in 2010 and 1,415 in 2018. This level of growth puts increased strain on infrastructure, schools, and other public facilities which will have to be managed.

4.2.1 Current Population

|               | 2000   | 2010   | 2018   | % Change<br>2010 to 2018 |
|---------------|--------|--------|--------|--------------------------|
| La Vernia     | 931    | 1,035  | 1,415  | 36.7%                    |
| Wilson County | 32,408 | 42,918 | 50,244 | 14.6%                    |

Source: U.S. Census Bureau

The economy in Central Texas continues to grow. Just north of this area, Comal and Hays Counties are two of the top 10 fastest growing counties in the nation. It is expected that the City of La Vernia will remain a desirable place to live, with continued job growth. San Antonio continues to grow rapidly, and this will likely drive continued growth in Wilson County.

# 4.2.1.1 Population Projections

|                      | 2010  | 2020  | 2030  |
|----------------------|-------|-------|-------|
| La Vernia Population | 1,035 | 1,560 | 2,540 |

Source: Estimated by M&S Engineering

These population projections are based on an average population growth rate of 5% annually. The 5% rate is based on the average growth shown in the census numbers over the last decade.

#### 4.3 Population Characteristics

In the Census, Hispanic is considered an ethnicity not a race, so a respondent can select White as their race and Hispanic as their ethnicity. Therefore, the percentages do not add up to 100%. La Vernia race origin is majority White, and its minority population is growing at a much slower rate than the rest of Texas.

#### 4.3.1 Race and Ethnicity

|                  | 2000  | 2010  | % Change |
|------------------|-------|-------|----------|
| White Alone      | 92.5% | 92.5% | 0.0%     |
| Black Alone      | 0.1%  | 0.7%  | 0.5%     |
| American Indian  | 0.8%  | 0.4%  | -0.4%    |
| Asian            | 0.6%  | 0.6%  | 0.0%     |
| Pacific Islander | 0.0%  | 0.0%  | 0.0%     |
| Other            | 4.2%  | 3.6%  | -0.6%    |
| Two or More      | 1.8%  | 2.3%  | 0.5%     |
| Hispanic         | 20.0% | 22.0% | 2.0%     |

Source: 2010 US Census

Unlike many rural communities, La Vernia saw its median age decline over the last 10 years. However, the percentage of 18 and under declined. There was also a decline in 25 to 44-year-old, which is when people are beginning their careers, and settling in to work. The rise in 45 and above shows that La Vernia maintains an attraction for older residents, possibly those looking for a good community to raise their families, early retirees, and the like. It will be important to track this demographic as the expectations for City services and facilities will change as the population ages.

4.3.1.1 Population by Age 2000 - 2010

|         | 2000 | 2010 | % of Pop. Change |  |
|---------|------|------|------------------|--|
| 0 – 4   | 6.2% | 6.0% | -0.2%            |  |
| 5 – 9   | 6.8% | 6.2% | -0.6%            |  |
| 10 – 14 | 7.9% | 6.7% | -1.2%            |  |
| 15 – 19 | 7.0% | 6.6% | -0.4%            |  |
| 20 – 24 | 4.6% | 4.9% | 0.3%             |  |

| 25 – 34    | 11.4% | 10.2% | -0.8% |
|------------|-------|-------|-------|
| 35 – 44    | 16.1% | 13.0% | -3.1% |
| 45 – 54    | 14.9% | 16.3% | 1.4%  |
| 55 – 64    | 10.3% | 14.4% | 4.1%  |
| 65 – 74    | 8.0%  | 8.4%  | 0.4%  |
| 75 – 84    | 5.1%  | 5.0%  | -0.1% |
| 85+        | 1.8%  | 2.1%  | 0.3%  |
| Median Age | 39.7  | 38.8  | -1.1  |

Source: ESRI Business Analyst

#### 4.4 Income

La Vernia has seen a steady increase in household income over the last decade. Local job growth and economic growth in the region have driven this increase. Central Texas has bucked the national decline and seen new jobs created despite the national downturn.

#### 4.4.1 Median Household Income

|                         | 2000     | 2010     | % Change |
|-------------------------|----------|----------|----------|
| <\$15,000               | 16.5%    | 10.6%    | -5.9%    |
| \$15,000 - \$24,999     | 20.2%    | 8.1%     | -12.1%   |
| \$25,000 - \$34,999     | 8.4%     | 8.1%     | -0.3%    |
| \$35,000 - \$49,999     | 16.1%    | 18.9%    | 2.8%     |
| \$50,000 - \$74,999     | 14.0%    | 22.5%    | 6.5%     |
| \$75,000 - \$99,999     | 10.6%    | 15.3%    | 4.7%     |
| \$100,000 - \$149,999   | 11.2%    | 12.5%    | 1.3%     |
| \$150,000 - \$199,999   | 1.6%     | 2.5%     | 0.9%     |
| \$200,000+              | 1.6%     | 1.7%     | 0.1%     |
| Median Household Income | \$39,125 | \$53,333 | \$14,208 |

Source: 2010 US Census

#### 4.5 Housing

The number of housing units has grown by nearly 100, which is a faster rate than the population. This is reflected in the somewhat high vacancy rate.

# 4.5.1 Housing Occupancy 2010

| 0 1                        |            |            |
|----------------------------|------------|------------|
|                            | # of Units | % of Units |
| <b>Total Housing Units</b> | 438        | 100%       |
| Occupied                   | 407        | 92.9%      |
| Owner                      | 274        | 62.6%      |
| Renter                     | 133        | 30.4%      |
| Vacant                     | 31         | 7.1%       |

Source: 2010 US Census

The majority of homes (87.9%) in La Vernia are single family or manufactured homes. Unlike many rural communities there is a significant amount of multi-family (9%). This is a strength in the community as residents have an option for where to live. Older residents can remain in the

community and choose a lower maintenance townhome or apartment, while new teachers, police officers, etc. can afford a rental property in the community as they get settled.

# 4.5.2 Housing Type

|                                | % of Units |
|--------------------------------|------------|
| Single Family Detached         | 77.6%      |
| Single Family Attached         | 2.0%       |
| Duplex                         | 0.9%       |
| Multi Family (3 or more units) | 9.2%       |
| Mobile Home                    | 10.3%      |

Source: ESRI Business Analyst

Home values have seen a major increase over the last decade. The median home price has increased over \$45,000. Fortunately, homes in La Vernia remain affordable for residents making the median income. This means there is a balanced housing market, where those who work in the community should be able to find appropriate housing. Again, this is not common in smaller communities; often, these communities struggle to provide a range of housing to residents. La Vernia is fortunate to have balance and should work to continue this.

# 4.5.3 Median Home Value

|           | Median Value | Median Income | Median Value | Median Income |
|-----------|--------------|---------------|--------------|---------------|
|           | 2000         | 2000          | 2010         | 2010          |
| La Vernia | \$74,590     | \$39,125      | \$120,766    | \$53,333      |

Source: ESRI Business Analyst

# 4.5.4 Home Values 2010

|                       | # of Units | % of Units |
|-----------------------|------------|------------|
| < \$10,000            | 7          | 1.7%       |
| \$10,000 - \$14,999   | 4          | 1.0%       |
| \$15,000 - \$19,999   | 1          | 0.2%       |
| \$20,000 - \$24,999   | 5          | 1.2%       |
| \$25,000 - \$29,999   | 7          | 1.7%       |
| \$30,000 - \$34,999   | 3          | 0.7%       |
| \$35,000 - \$39,999   | 7          | 1.7%       |
| \$40,000 - \$49,999   | 15         | 3.6%       |
| \$50,000 - \$59,999   | 23         | 5.5%       |
| \$60,000 - \$69,999   | 12         | 2.9%       |
| \$70,000 - \$79,999   | 18         | 4.3%       |
| \$80,000 - \$89,999   | 26         | 6.2%       |
| \$90,000 - \$99,999   | 29         | 7.0%       |
| \$100,000 - \$124,999 | 62         | 14.9%      |
| \$125,000 - \$149,999 | 43         | 10.3%      |
| \$150,000 - \$174,999 | 41         | 9.8%       |
| \$175,000 - \$199,999 | 31         | 7.4%       |
| \$200,000 - \$249,999 | 46         | 11.0%      |

| \$250,000 - \$299,999 | 13 | 3.1% |
|-----------------------|----|------|
| \$300,000 - \$399,999 | 14 | 3.4% |
| \$400,00 - \$499,999  | 5  | 1.2% |
| \$500,000 - \$749,999 | 2  | 0.5% |
| \$750,000 - \$999,999 | 0  | 0.0% |
| >\$1,000,000          | 3  | 0.7% |

Source: ESRI Business Analyst

# 4.6 Conclusion

La Vernia is fortunate in its location and its community assets. It has a strong diversity of housing, local employment opportunities, proximity to a major metropolitan center, and the opportunity to define its future. City leaders should continue to monitor the demographics and character of the community and ensure City actions support a quality community that all residents can be proud of and that offers opportunity to new and existing citizens.

# 5 Land Use

#### 5.1 Introduction

Land use is a description of activities occurring on a piece of property. Such activities may include commercial, industrial, residential, recreational, and other uses. A land use survey will identify existing land uses within the community and provide a perspective on how the community has developed over time. Having a current land use survey is a critical component of a comprehensive plan. This type of survey can also help identify needs within the community for types of land uses, such as parks, retail development, or multi-family housing.

In October 2011, a land use survey was conducted by [CITY TO FILL THIS IN]. Land use information was gathered using a "windshield survey" method, which involved driving through the entire city and documenting the land uses for every property. The land use for each parcel was entered into a Geographic Information System (GIS) database.

Each parcel in La Vernia was assigned one of nine different land uses. In addition, subtypes for many of the land use classifications were also assigned to allow for a more precise identification. The primary land use types included the following:

- Agricultural Land that is primarily used for farming or ranching activities (Includes property that is primarily agricultural with a single residence)
- Commercial Land that is primarily used for intensive business uses (Includes industrial uses, automobile repair shops, large feed stores, etc.)
- *Public* Land that is owned by government agencies or that is used for civic purposes (Includes churches, cemeteries, schools, post offices, etc.)
- Manufactured Home Property occupied by a single manufactured home
- Manufactured Home Park Property occupied by multiple manufactured homes
- Multi-family Property with multiple residential dwelling units
- Single Family Property with one residential dwelling
- Retail Land that is primarily used for small businesses (Includes restaurants, hair salons, banks, offices, etc.)
- Undeveloped Land that has no improvements and is not being used for agriculture purposes

#### 5.2 Current Land Use

La Vernia has developed like most small towns. Businesses are concentrated in the center of town and along the major thoroughfares. Residential uses spread out from the center. Development on the north side of US 87 within the city limits is hampered by the Cibolo Creek drainage basin. The bulk of the growth within the City has been south of the US 87 corridor. Most of the newer development has occurred on the west end of the City along US 87.

The central area in the City is occupied mostly by La Vernia Independent School District (ISD) campuses and the City Park. Located on main thoroughfares, these destinations are easily accessible for most city residents but can create issues with traffic mobility.

There are significant amounts of undeveloped land within the City Limits which are great opportunities for infill development to occur. These locations should be the focus of planning efforts allowing the City to guide development to meet the needs and desires of the community. These efforts are essential for

encouraging land development to occur within the City so the revenues from property taxes are realized.

#### 5.3 Future Land Use

The Future Land Use Plan can be considered the road map for future development. It identifies appropriate locations for different types of new growth. This plan is intended to guide decisions regarding issues of zoning and infrastructure as the City grows. The Future Land Use map is a long-term view of how development should occur over the next 10 to 20 years.

Public participation meetings were held to gather community input and determine the current needs for the City and those findings are included in the Future Land Use Map. Participants took into consideration issues like infrastructure, existing land use, proposed developments and so on to create a vision of what La Vernia could look like in the future. The map, as shown in Appendix A, was updated at the direction of city staff after workshops conducted with the Comprehensive Plan steering committee, City Council, and Planning and Zoning Commission.

One major factor in the growth of any city is the availability of employment. With limited local employment opportunities available, the City would benefit from attracting commercial businesses to the area. The City has interest in a business park that could fill that void; however, the development should be the right fit for the community. The west side of the City is a suitable area for a business park with US 87 providing access to a major transportation network.

With most of the land north of US 87 being undevelopable due to the Cibolo Creek floodplain, development is occurring south of US 87 and on the western side of town. The HEB property serves as a retail anchor at US 87 and FM 1346. The growth in this area provides a gateway visual for the City. Traveling east through town, the remainder of the US 87 corridor is made up mostly of commercial and retail uses. This corridor will continue to benefit the City with mixed-use development on the west side and through the downtown area. As US 87 proceeds east through town and turns south, development is minimal past Crews Street. With mostly large tracts fronting US 87, this area should develop commercial uses.

The central area of the City occupied mostly by La Vernia ISD campuses and the City Park will remain public uses until growth exceeds the capacities of the existing school buildings. The City and school district should work together to determine prime locations for future campuses that better fit the needs of the community. Factors to be considered are traffic flow patterns, accessibility, usefulness of available properties, adaptability to future growth and other issues relevant to each entity.

The Master Thoroughfare Plan includes a proposed major roadway west of CR 344 that would have the potential to bring new opportunities for development along FM 775. A new major intersection would invite the usual businesses that are found in those locations. These new businesses would be a hub for additional development along both the new corridor and FM 775. A proposed mixed-use development at FM 775 and CR 344 will push the growth west along FM 775. The addition of commercial, retail and residential uses in this development will create new opportunities for the community.

Because the City falls under the General Law statues, it does not have the authority to unilaterally annex property and given the changes to annexation laws in the latest congressional session, annexation will be extremely difficult in the future. Still, the City does have beneficial services that will attract new development with desire to be within the city limits. The City should take a welcoming stance with new development opportunities and provide incentives that are fair to both parties and provide a benefit to the community.

With its close proximity to San Antonio, La Vernia is well positioned for growth. A well thought out Future Land Use Plan will provide the needed direction for future development.

#### 5.4 Recommended Goals

• Update land use maps as necessary to reflect growth and new development

#### 5.5 Conclusion

The Future Land Use Map provides direction for the City as it grows and should be considered when developers are submitting site plans. It does not establish zoning and has no regulatory authority but represents the vision the community has for its growth and should be used by decision makers to ensure future development matches that vision.

# 6 Development Guidelines Updates

#### 6.1 Introduction

Economic development is a key objective of the City and it takes much more than simply trying to recruit businesses to achieve it. It is a complex equation that involves many parameters. Factors like quality of life, broadband internet access, and education have become critical to successful economic development. Business owners and employees are looking for communities they want to live in more than just communities with the highest incentives. The recommendations in this section focus on updating the Code of Ordinance in a way that will support economic growth and development.

#### 6.2 Zoning Recommendations

The Zoning Map provided in Appendix A illustrates the current zoning throughout the City. The City has a varied list of zoning categories that have provided the City guidelines for various developments up to date. However, due the changing nature of development, there is a need to update the zoning guidelines to encourage new and different types of development. Mixed use is a development type that takes advantage of consolidated developments and offer a live, work, play type environment. Mixed use typically occurs in densely developed areas. Infill development is reuse of existing developed areas and is a great option to revitalize previously developed areas that have reached their useful life. The City may also benefit from expanding their residential and industrial zoning districts. The Zoning Ordinance was reviewed concurrent with the preparation of the comprehensive plan to ensure that it allows for business development, commercial growth and future residential needs.

#### 6.3 Ensure Appropriate Zoning to Support Business Development

As discussed in the Land Use chapter, La Vernia has significant development challenges with drainage and floodplains leaving limited suitable land for development. The Future Land Use map identifies several areas for commercial / industrial development. The City has the desire of establishing an Industrial Park. The role for the City is to ensure that areas identified in this planning process as suitable for commercial / industrial use maintain that classification in the future.

Additionally, the demographic is constantly changing for all cities and the need for various multi-family development is a growing need. As more development is targeted to encourage employment (light industrial and manufacturing) the need for multi-family housing will increase and includes affordable housing as well as market rate developments for the community. There is a need to support the aging population as well through various development related activities including assisted living multi-family housing and an active community center.

## 6.4 Create Multi-Family and Mixed-Use Zoning Categories

The City does not currently have a multi-family zoning category although several multi-family (i.e., duplex and apartments) dwellings exist throughout the City. Multiple units are allowed in the R-2 Zone, with a minimum lot size of 6,000 sq. ft. for the first two units and 2,000 sq. ft. for each additional unit. This standard may be appropriate for garden homes and duplexes; however, it will not support cost effective development of apartments.

Multi-family development is essential for a growing city. It provides living spaces for immediate relocation, opportunities for those not interested in owning a home, not ready to purchase a single-family resident or waiting for their next permanent home. The Future Land Use map identifies areas that are suitable for multi-family housing. The Commission should review other community ordinances to determine best practices and adopt a category that allows for multi-family uses by right. This would

ensure development of multi-family housing in the future, which provides a necessary option for the community.

Mixed use is another zoning category that is desirable to the City. The redevelopment of inner cities described above is exactly what mixed-use is about. It is a driver for creating new neighborhoods where the residents have most everything they need in close proximity. Mixed use zoning would allow for a development strategy that combines residential, commercial and entertainment uses that are fully integrated. The City is preparing for a mixed-use development at the intersection of FM 775 and County Road 344. The planning for that development has spurred the City's interest in promoting future mixed-use development and they have identified the FM 775, FM 1346 and US 87 corridors as desirable locations for this type of development.

#### 6.5 Development Design Recommendations

As new and different developments move into the City, the current development regulations may lack detail to provide proper direction for development. This creates ambiguity in the code and necessitates the need for variances and other cumbersome processes to promote smart development. The current City Code of Ordinances for Buildings and Building Regulations (Chapter 6), Streets, Sidewalks and Other Public Places (Chapter 28), Subdivisions (Chapter 30) and Zoning (Chapter 38) have been reviewed as part of this comprehensive plan. Certain areas of the development code, such as drainage requirements, parking requirements, access requirements, and landscaping requirements should all be evaluated and updated as necessary.

#### 6.6 Ordinance Development

There are many practices that have been used to adhere to Low Impact Development (LID) principles such as bioretention facilities, rain gardens, vegetated rooftops, rain barrels and permeable pavements. By implementing LID principles and practices, water can be managed in a way that reduces the impact of development and promotes the natural movement of water within a watershed. These practices are most effective for small storm events that occur frequently. Maintenance of these systems is of great importance in keeping them functioning properly and operating with the intended effectiveness. The San Antonio River Authority (SARA) and the larger cities in Central Texas promote LID guidelines. The City should look at the work done by these entities and adopt measures that are sensible for the types of development expected in La Vernia.

#### 6.7 Recommended Goals

- Create zoning categories for multi-family development
- Create zoning categories for mixed-use development
- Evaluate and update City ordinance code as it pertains to development
- Adopt Low-Impact-Development standards

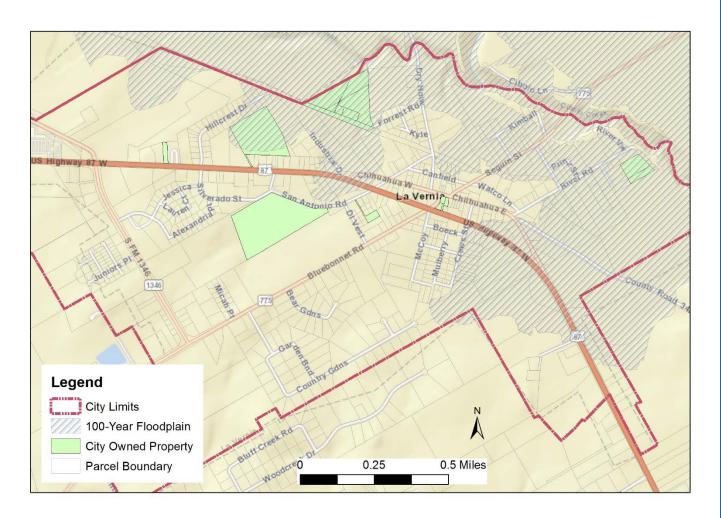
#### 6.8 Conclusion

As the City changes and grows, it is important to put City ordinances, zoning and development guidelines into place. This will allow for new development within the City to be established in a manner that meets the needs of the City and its resident. It will create sensible growth with desirable areas for people to live, work and play. Better quality of life will foster growth and economic development. Elements that impact the quality of life are important to both the employers wanting to locate their businesses in the City and the potential employees that follow. Amenities that improve the quality of life are factors they consider when making that choice.

# 7 Public and City Owned Property

#### 7.1 Introduction

The City owns several pieces of property as illustrated on the map below. Most of the properties are used for City buildings, offices, water and wastewater facilities and parks. As the City grows, additional space for City offices and City buildings will be needed for City staff and services. Two of the City owned properties are undeveloped and located within the 100-year floodplain.



#### 7.2 Recommendations

The following recommendations are based on results from the online survey and discussions with staff regarding City buildings, office space and city owned property. The following recommendations will create and promote a well-developed community for its citizens.

#### 7.2.1 Add Parking for Heritage Museum.

Currently, there are only two parking spaces for the Heritage Museum both dedicated as handicap parking. There is limited public parking within the vicinity of the museum. It is recommended that the City create additional parking spaces outside the Heritage Museum. This could be achieved by expanding the existing concrete pad for additional parking space along the fenced area for non-handicapped

visitors also. The expanded concrete parking area will improve visibility and safety for motorists backing into the busy street.

#### 7.2.2 Manage and Maintain the City Park Ball Fields

Currently, the City Park ball fields are not managed or maintained by the City. However, the City would prefer to handle the management and maintenance of the fields in order to maximize their utility. It is recommended that the City improve the quality of the fields and market them to others, including competitive sports teams and baseball summer camp groups. If the City assumes responsibility for managing the baseball fields, they can oversee the scheduling of field activities and lease them as a revenue stream to support their upkeep. This could, in turn, promote the local economy and benefit businesses within the City. The City should establish long-term agreements with the La Vernia Little League and Youth Sports Association to keep the ball fields fully utilized. The City may also benefit by applying for grants to improve the existing ball fields and determine the best way to provide adequate facilities for all users.

#### 7.2.3 Utilize or Sell Vacant Property

Two of the City owned properties are undeveloped and located within the 100-year floodplain. One property is located between the Hillcrest Subdivision and U.S. Highway 87 and the other is located north of downtown west of the Forrest Road subdivision. Currently, neither of the properties are being utilized. These properties located within the 100-year floodplain could be developed as additional parkland, sold to generate revenue or used for drainage detention facilities.

#### **7.2.4** Acquire Land for Future City Offices and Facilities

The current city offices are located downtown along Chihuahua Street. The building is small, and parking can be an issue. As the City continues to grow, it will become imperative to expand the City Hall. Moving the City Hall from the downtown location can be beneficial in terms of access and will promote new development at the new location. It is recommended that the City begin to seek out property for a new City Hall and office space; and, that the police department remain at its current location with the ability to expand into the current City Hall and office space.

As with all projects relating to development, location will be a key factor; however, it is recommended that the City identify their future needs for space and services prior to choosing a location. The City should identify property that is accessible and convenient for residents, while providing adequate space for City needs. Future City facilities should be designed with expansion in mind to reduce the need to move again.

Because this will likely require a bond election to fund the land purchase and construction, planning and public engagement should begin early. Building support from residents will require education on why a new facility is necessary and the benefits it will provide. People tend to be skeptical about investments in City facilities and their skepticism will have to be addressed. If the City has a good plan with reasonable expectations and solid public engagement, then residents will be more likely to support the needed expenditure.

#### 7.3 Recommended Goals

- Add Parking for Heritage Museum
- Manage and Maintain the City Park Ball Fields
- Utilize or sell vacant property
- Acquire land for future City offices and facilities

#### 7.4 Conclusion

It is vital that the City think about future office space, how to better manage its parklands and what to do with City owned property. If the two undeveloped properties are not a good location for detention facilities, then the assets can be sold, and revenue used for purchasing property for future office space. Managing the existing ballfields can also help boost the economy by filling local restaurants and hotels with sporting event supporters. It is also important to preserve the heritage of the community and provide easier parking and access to the Heritage Museum. This will encourage visitors.

#### 8 Parks and Recreation

#### 8.1 Introduction

La Vernia is fortunate to have an excellent City Park that offers a walking track, picnic areas, playscape, tennis courts and a basketball court. There are also ball fields for baseball and softball. The online survey showed that the community would like to see more nature parks with trail systems. The community also showed interest in bike lanes and sidewalks that could provide the community with additional transportation options and outside recreational activities.

#### 8.2 Recommendations

The recommendations listed below are based on the online survey where residents showed interest in additional recreational facilities such as parks and trails along with sidewalks and bike lanes. This section focused on nature parks and trail system; whereas, sidewalks and bike lanes are described in Section 9 – Infrastructure.

#### 8.2.1 Consider Developing a New Park on City Property at the End of Forrest Road

The City owned property situated between Dry Hollow Creek and the end of Forrest Road is currently undeveloped and completely within the 100-year floodplain. We recommend this location be considered as a proposed location for a new nature park and/or trail system. The new park could potentially be used for walking trails and birdwatching.

# 8.2.2 Consider Developing a New Park on City Property along U.S. Highway 87

The City-owned property located to the north of U.S. Highway 87 behind the Center for Healing and Hope is currently undeveloped. It is a 13.7-acre property with access along U.S. Highway 87 that is mostly in the 100-year floodplain. It is recommended that the City consider developing a community park on this property with nature trails, a playscape, a splashpad, natural landscaping, and a comfortable place to walk and sit outside.

Approximately 87% of the property is located within the 100-year floodplain with the portion of the property closest to the highway not in the floodplain. The area outside of the 100-year floodplain could be used for parking and bathroom facilities. In Section 7 – Public and City Owned Property, it is recommended that this property be considered for drainage detention facilities. Due to the large size of this parcel, it is possible to consider the property for both drainage and park facilities.

There has been some opposition to a park at this location from residents adjacent to this property. Therefore, it is recommended that the City establish access to the proposed park from U.S. Highway 87 to eliminate traffic through the adjacent neighborhoods and that the proposed park be fenced off from the adjacent homes so the residents will have a barrier between their property and the park.

#### 8.2.3 Continue Development of Nature Park / Trail

There are many parts of La Vernia that are essentially undevelopable due to flooding and drainage issues. An excellent way to turn these areas into an amenity is to utilize them as park space. There has been on-going discussion to develop an area into a Nature Park and trail system. The properties described above are suitable for this type of development and would offer protected open space in areas of town that currently do not have parks. It may also be possible to connect these two properties to the existing City Park with trails for walking or biking and complement them by offering additional walking trails and environmental learning experiences.

# 8.3 Recommended Goals

- Consider developing a new park at the end of Forrest Road
- Consider developing a new park along U.S. Highway 87
- Continue development of nature park / trail

#### 8.4 Conclusion

Parks and recreation facilities are an investment in the community. La Vernia could develop a system of parks, sidewalks, and trails that allow residents free access to the entire community and the opportunity to enjoy the outdoors. Some will choose an active game of baseball, while others will enjoy a quiet stroll through the nature park. A strong park system will accommodate all needs.

#### 9 Infrastructure

#### 9.1 Introduction

The most fundamental role of government is to provide infrastructure. Transportation, drainage, water and wastewater infrastructure are all necessary for a community to operate and maintain the proper level of health and safety for the public. Keeping up with the maintenance of existing infrastructure, replacing failing elements and adding necessary improvements are challenging and costly tasks cities are faced with. This infrastructure represents the biggest investment for City government. Weighing the infrastructure needs, including projections for growth within the service areas, leads to planning efforts such as this one to determine where budget dollars should be expended and what sources of funding should be considered.

#### 9.2 Recommendations

The recommendations described below are provided to assist the City in their guidance of infrastructure investment to ensure adequate services are maintained and meet the growing demands.

#### 9.2.1 Adopt a Master Thoroughfare Plan

The 2015 Master Transportation and Drainage Plan (MTDP) prepared by M&S Engineering included a Master Thoroughfare Plan (MTP) but was never adopted. After meeting with the general public and specific property owners of large tracts of land, the MTP has been updated with this effort. A copy of the latest (2019) Master Thoroughfare Plan is provided in Appendix A. The plan reserves areas for future roads of designated size to be included in new development. The locations of future roads shown on the plan are flexible with their ultimate location determined based on coordination with the City and their needs. This includes identifying appropriate connections for internal streets as well as appropriate access for through traffic that will minimize negative impacts on the City.

With growth of the City expected to be to the west along US 87 and south along FM 775, a new arterial roadway will be needed to relieve traffic congestion in the center of the City. Allowing a roadway to serve these areas and keep some amount of traffic from the City center will greatly improve mobility and safety. There is a potential for this route to be viewed as a bypass of the downtown area. This arterial will be a "city" street with stop conditions at all major roadway which should relieve the perception on a bypass. It also may spur growth for additional businesses and destinations for the community.

A major challenge faced by the City is the amount of truck traffic travelling through the center of town. This heavy traffic is damaging to roads and creates mobility issues. Developing an alternative north-south route is difficult due to the wide floodplain for Cibolo Creek. Lengthy bridges would be needed to provide clear access across the creek. The City's best option is to work with TxDOT to determine workable alternatives and secure funding for a potential new route.

Another challenge is the difficulty of travelling FM 775 across US 87 and Chihuahua Street. As mentioned above the truck traffic travelling through this intersection creates major mobility problems. The intersection of FM 775 and Chihuahua have several impediments to change including the Historic City Hall building, local interest in other aged structures, the large industrial facility to the north and other prominent businesses close to the intersection. Any improvement plans would include coordination with TxDOT and require significant public involvement to determine a solution acceptable to the community.

# 9.2.2 Implement Bike Lanes and Sidewalks into Typical Sections

With the focus on multiple modes of mobility being popular, bike lanes and sidewalks are important part of the picture. Currently, most streets in the City are not wide enough to add bike lanes. The City should develop typical roadway sections wide enough to include bike lanes and include sidewalks. These typical sections should be of appropriate width for the type of corridor and include features that are desirable and complement the surrounding land use. Creating typical roadway sections for various corridors will promote consistency in development and improve the mobility options by including sidewalks and bike lanes where needed.

### 9.2.3 Develop Projects for Safe Routes to School Program

The City is currently working with the Texas Department of Transportation (TxDOT) on a Safe Routes to Schools Infrastructure (STRS) Program. TxDOT administers SRTS funds to support infrastructure projects that facilitate walking and biking to school. The funds can be used on projects located within two miles of elementary and middle schools. It is recommended the City continue to focus on and participate in this program to provide improved mobility and accessible routes to the schools.

#### 9.2.4 Construct Sidewalks Around City Park

Additionally, the City would like to construct sidewalks leading to and around City Park. Currently, there is no safe walking paths to reach the park. The sidewalk for City Park can be connected to those constructed as part of the SRTS Program providing a contiguous and safe route for pedestrians using this central portion of the City.

#### 9.2.5 Develop Storm Drainage Facilities

As mentioned throughout this Plan, drainage and flooding are critical issues that La Vernia must address. Approximately 28% of the city limits and 31% of the ETJ are located within a Zone 'A' Flood Hazard Area, typically known as the 100-year floodplain. This hinders the development capacity for the city and makes it necessary to evaluate opportunities to reclaim some of these areas making them useable properties. The City's task will be to update and provide major infrastructure that can convey stormwater to Cibolo Creek while the development community will need to participate in these improvements at least at the site of improvement and preferably assist with the major elements as well.

The following list of projects were identified in the 2015 MTDP as drainage improvement needs for the City. To date, none of these projects have been designed.

- San Antonio Road Low Water Crossing Replacement
- US 87 Culvert Crossing and Outfall near HEB
- US 87 Culvert Crossing and Outfall at FM 1346
- US 87 Culvert Crossing and Outfall at Hillcrest
- US 87 at Chihuahua East Intersection

The City should encourage the development community to make stormwater facilities into amenities where feasible. Detention ponds can be designed as water features turning them into an attractive amenity and occasional use facilities like athletic fields can also be designed to function as drainage detention areas if located properly. The City should examine best practices from SARA and other communities to establish standards that ensure stormwater is managed with minimal negative impacts.

Design guidance in the City's Code of Ordinances is extensive and generally follows the City of San Antonio's procedures. The design community is currently adapting to the changes brought about with the newly published rainfall data by the National, Oceanic and Atmospheric Administration (NOAA)

know as Atlas 14. Cities in the region are moving to incorporate the new frequency and intensity data into their design codes so new infrastructure can provide better flood risk prevention. This update to Atlas 14 data will require new Floodplain Mapping potentially widening existing floodplains placing more structures within Zone 'A' Flood Hazard areas. Updating the stormwater design codes to include Atlas 14 data would be a prudent task to perform prior to major development coming to the City.

#### 9.2.6 Regional Detention Ponds

Regional detention ponds can help eliminate some drainage concerns by mitigating stormwater increases in consolidated areas for larger development areas. The 2015 MTDP identifies several areas for regional detention and associated costs for those improvements. In November 2019, the voters of the state passed legislation that will provide funding for use creating regional drainage projects. As the City determines opportunities, it may consider attempting to secure funds from that program or proposing a bond issue to design and construct improvements.

#### 9.2.7 Incorporate Low Impact Development Standards for New Development

Low Impact Development (LID) is a method for managing stormwater on site rather than simply building large, off site detention ponds. Input from the 2019 online survey indicated 72% of the responses were in favor of LID. LID promotes engineering techniques designed to manage stormwater runoff by using natural features and hydrologic controls to improve water quality. These low impact facilities can be as simple as a small rain garden on a residential lot or a rainwater harvesting system to a large, recreated 'wetland' that can slow and clean water as it flows off a commercial development. It is recommended that LID standards for new development be evaluated and considered for inclusion in city code.

#### 9.2.8 Ensure Adequate Funding for Water and Wastewater Improvements

A few water and wastewater improvements have been identified as necessary capital improvement projects. The City has adopted a plan to address infrastructure improvements pertaining to water and wastewater. The identified projects are listed below:

- Replace/rehabilitate sewer racetrack
- Relocate existing sewer plant or establish streambank stabilization near the plant
- Expand water filter plant
- Construct new well in the City

In order to complete the projects, it is imperative that the City ensure adequate funding is available. Possible funding available aside from City budgeted funds may be USDA loans, Texas Water Development Board (TWDB) State Revolving Funds or Community Development Block Grant monies. It is recommended that the City look into funding options and secure enough money for the identified improvements.

#### 9.3 Recommended Goals

- Adopt a Master Thoroughfare Plan
- Implement bike lanes and sidewalks into typical section
- Develop Safe Routes to School 2021
- Construct sidewalks around City Park
- Develop storm drainage facilities
- Update stormwater design criteria to include Atlas 14 data
- Seek opportunities to develop regional detention ponds
- Incorporate Low Impact Development standards for new developments
- Ensure adequate funding for water and wastewater projects

|   | clusion<br>n infrastructure will result in a better community for all residents. It will enhance communit |  |
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| safety and quality of life. The City should continue its focus on providing these basic services in a cost effective and efficient manner. The recommendations identified here build upon the foundation the City has laid and will position La Vernia for success in the future. |   |  |
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# 10 Housing

#### 10.1 Introduction

Housing is a fundamental need for any community, and it can present a tremendous challenge to communities because of the limited role they can play in its development. There is typically very limited support for public involvement in housing development (outside of vouchers and other programs for very low-income residents), and city leaders may feel helpless in addressing housing issues. This Plan is an attempt to ensure that La Vernia has an appropriate mix of housing that provides for the continuum of housing from new couples just starting out, to growing families, to retirees looking to simplify. The goals are not an attempt to take over the housing market, rather, they are an effort to ensure the City is not creating barriers to housing development that meets local needs.

As discussed in the Demographics chapter, La Vernia has seen an increase in home values; however, rising incomes have more or less kept pace. This means a family making the median income can afford a median priced home in the community. More than 12% of homes are either townhomes, duplexes, or multi-family (9.2% multi-family) meaning there are options for residents that do not want a traditional single-family home. This mix of housing and affordability positions La Vernia well for growth, and policies should support continued diversity in housing for the community.

Unlike many small towns, La Vernia has a reasonable amount of multi-family properties. However, current demand indicates the need for additional multi-family properties to include assisted living facilities for the aging public. This is an asset for a community, especially in the current housing situation, because it provides housing options for those not ready, or willing to purchase a home and for those wanting to downsize and eliminate the upkeep and maintenance of a single-family residence. Manufactured homes are also a much smaller percentage of housing than is found in most rural communities. Recommendations

Housing is driven by market demand. Developers will build in locations where they know they will sell houses. This means their attention is focused on high growth areas. They also want to build in areas where there are fewer obstacles where regulations are clear and reasonable, and the community is supportive of their efforts. La Vernia is fortunate in that it has newly updated ordinances, a population that is supportive of quality development, and is in an area that can expect growth. The significant barrier to growth in the City is the fact that so much vacant property is in the floodplain or has drainage issues. This challenge is discussed in the Land Use chapter.

#### 10.1.1 Promote the Development of a Senior Living Facility Within the City

A nursing home and nursing services are available within the City limits; however, the area does not have a Senior Retirement Village or Living Facility. Per the population demographics, ages 55 to 64 have seen an increase over the years. This illustrates that La Vernia has a housing need for seniors. Many La Vernia residents have expressed interest in being able to stay in the area when they retire. They want the option to stay in their community as they age, rather than having to relocate to a community with senior living facilities. With a senior living facility, these families could benefit from assistance with daily living, no home maintenance, great privacy, lower costs than nursing homes, and the opportunity to socialize and remain part of the community. Many retirement homes are offering a continuum of care

so residents can move in and live independently, then as their needs change, relocate to higher care and service levels within the same facility.

The City has identified a tract of land west of HEB along U.S. Highway 87 as a suitable location for senior living facility or retirement village. It is important to find the right developer and it is recommended that the City continue to reach out to potential developers. This is a high priority for the City.

#### 10.1.2 Continue Code Enforcement to Ensure Homes Provide Adequate Shelter

Visual observations of homes were made during various trips to the City. It was determined that some homes were in poor condition based on appearance. Fortunately, the majority of homes in La Vernia appeared to be in good condition; however, there were some areas of concern such as junk cars, overgrown lots, etc. It is recommended that code be enforced in order to maintain the community's appearance, health and safety; and, to protect property values and quality of life.

#### 10.2 Recommended Goals

- Promote the development of a senior retirement village or living facility within the City
- Continue code enforcement to ensure homes provide adequate shelter

#### 10.3 Conclusion

La Vernia will experience growth in the future. Its proximity to San Antonio, quality of life, and good schools make it an attractive destination for potential residents. By implementing the recommendations in this section, the City can ensure adequate housing for these future residents. There are barriers; however, the community is supportive of responsible growth and future success.

# 11 Community Development

#### 11.1 Introduction

The recommendations in this section cover some of the most basic of City services. It addresses the needs of City government to continue to provide services to its residents and to ensure continued service as demands grow and change. These recommendations may not be as noticeable or tangible as building new parks or constructing new infrastructure; however, they are a critical element of the Plan. Community development is an essential element to improving the quality of life for its residents and supports the overall goal to improve the City's economy.

#### 11.2 Recommendations

La Vernia is changing from a rural community to more suburban. With that change comes increased demands for City services and expectations from residents. The City will have to consider how to best serve those changing expectations and these recommendations address some of those expectations.

#### 11.2.1 Create Animal Control Facilities with Trained Staff

This is another challenge for a growing community. La Vernia's proximity to San Antonio makes it an attractive location for owners to 'dump' their unwanted pets, putting the task of dealing with them on the City. Establishing an animal control facility is likely to be a fairly expensive project due to the demands of staffing, building, and on-going operation of a center. As with other major public endeavors, this should begin with public outreach and education. Citizens should be brought into the process early to ensure their support. This is also the opportunity to build a volunteer network that can help with managing the facility. If a strong volunteer base can be built, this will reduce the labor demands on the City to staff the facility. Volunteers can help with caring for the animals, managing adoptions, etc.

The location of the facility will also create a challenge. Nearby residents may resist having a facility they believe will be noisy and create traffic in their neighborhood. It will be important to spend time identifying a suitable site before moving forward. This project, like a new City Hall, will likely require a bond package, so building support early will be critical.

In the interim, the City must have trained staff to properly handle animals. Currently, police officers are tasked with this, and most have no training in safely dealing with the issue. The City should send an appropriate number of City staff to train so there is always someone on duty with the skills to handle animals or contract with another agency to provide that service.

#### 11.2.2 Establish a Community Library

The role of libraries has changed significantly in the last ten years. The traditional services of books and reading programs are still vital; however, providing public access to computers and the internet is a major service library provide. Residents without access to a computer can use the library to search for jobs, do schoolwork and other work. A library is much more than just a place to borrow a book, it is a cornerstone of community service.

Currently, the high school library has some public hours where residents can access it. As a short-term solution, the City can work with the school district to increase the hours the library is available to the public. Obviously, this cannot interfere with school use; however, evenings and weekends may be

available The City of La Vernia is also part of the Wilson County Library program. The La Vernia Branch, called the Jane Yelvington McCallum Public Library is located in the old La Vernia News office on Chihuahua Street. This library is open to the public Monday through Friday from 9:00 a.m. to Noon and 1:00 p.m. to 5:00 p.m. and on Saturdays from 1:00 a.m. to 2:00 p.m. . Having limited weekend hours and no evening hours makes it difficult for many to benefit from the library's resources.

Long term, the community would benefit from a City public library in a dedicated building with more weekend and evening hours of operation. The challenge (as with most public works) is the funding source. Texas does allow for the creation of Library Districts, which levy a property tax to fund services. Before moving forward, the community needs to establish a detailed plan for paying for a new library and for funding on-going operations. Building a new facility will not be of benefit if there is not continuing funding available to provide the level of service needed.

#### 11.2.3 Establish a Farmers Market

Growing interest in local and sustainable foods has driven an explosion in Farmers Markets in towns large and small. These represent a tremendous opportunity for citizens to have access to reasonably priced fresh foods and for local agricultural producers to have a market for their goods. This would be a good project for the Chamber of Commerce to undertake or for a group of engaged citizens to take ownership. The City can play a role in helping to identify a good location for the Market and possibly provide utilities for it to operate.

The group should start by gauging public interest in having a Farmers Market. This would include the best day and time to hold it, possible locations, and what goods people would most want. They should also visit existing markets in other communities to see what is good and not so good about them. This would include identifying what makes each one unique, whether it's the mix of vendors or the timing or whatever. This insight will help to determine how to position the La Vernia market to attract the most attention. It will also help reduce competition for vendors by not holding the La Vernia market on the same day as other nearby markets. Finally, local producers should be contacted to begin building a relationship with them. This relationship will be important because they will need confidence that they will have customers before investing the time and resources in participating in another market.

Using the community survey and information, they can be reassured that residents are enthusiastic and will support them. Successful Farmers Markets are more than just a collection of farmers, they incorporate music, art vendors, and more. They become an attraction bringing people to an area, both residents and visitors. While it may start small, it should start soon. It can build on early enthusiasm and become a great attraction for La Vernia.

#### 11.2.4 Encourage Residential Property Maintenance

The City can assist property owners by conducting regular bulky trash disposal events and household hazardous waste collections so residents can properly dispose of items. These should be held at least annually.

For those residents who are unable to properly maintain their homes, a volunteer program can be established to help. Local churches and civic groups can establish a program where volunteers will provide basic yard care and light home maintenance for elderly and low-income residents. Local businesses may be willing to donate tools and materials to help. This can be an annual workday type event or set up as an on-going service. Local groups can coordinate to establish a simple application process (even just a request through a resident's local church) and then how to get the work done. This

would help build community spirit and unity and offer an opportunity for civic groups and churches to serve their community.

#### 11.2.5 Expand Access to Higher Education / Workforce Training

The expansion of access to higher education and workforce training helps encourage the City's residents to better themselves as individuals and can establish a workforce that lives and works within the community. Not every individual has the desire or ability to complete a 4-year degree at a university. Many students would be better served through vocational education and training to prepare them for good jobs directly from high school, or with a 2-year degree. There are many successful programs that community leaders can utilize as a road map for local success.

It is recommended that the City establish a task force of residents and business owners to focus on workforce training and educational programs. The Task Force could start by contacting local businesses to see what their workforce needs are. The ISD recently completed a review that identified best practices and had recommendations related to this effort. This report should be a starting point for the development of a program.

It is also recommended that the Task Force develop a partnership with a university or community college to bring in a distance learning center to the City. The ISD already has a relationship with St. Phillips College in San Antonio, so the goal would be to allow the general public to have access to these opportunities, not just ISD students. Other potential partnerships for distance learning could be with San Antonio Community College or Alamo Community College. This would offer a great opportunity to build the quality of the local workforce by allowing citizens to get specific training, it would also help local students take college credit courses locally to save money later. The Texas Distance Learning Association is an organization focused on this issue. They have resources and training to help start a program (www.txdla.org). The key will be making the program accessible to all residents, not just students.

#### 11.3 Recommended Goals

- Create an Animal Control Facility with trained staff
- Establish a City public library
- Establish a farmer's market
- Encourage residential property maintenance
- Expand access to higher education / workforce training

#### 11.4 Conclusion

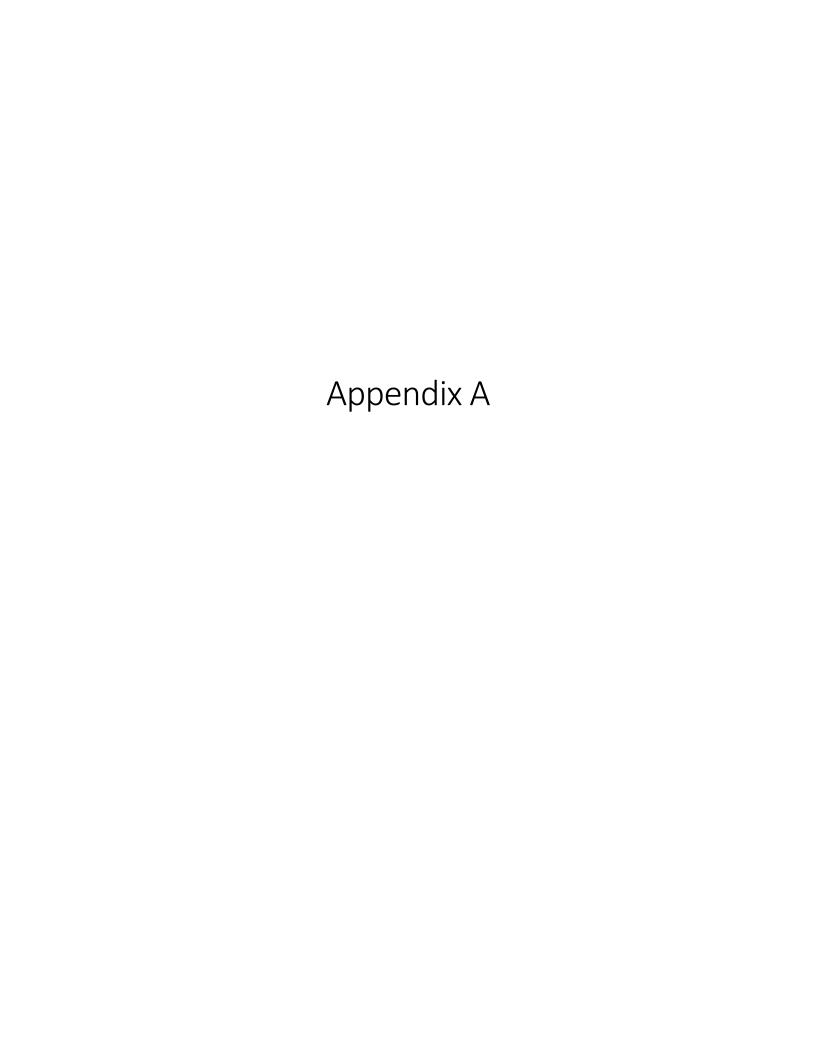
Community development is a critical role for the City; however, the City cannot be successful without strong engagement and support from residents and other organizations in the community. The recommendations in this section are an opportunity for the City to build strong relationships with other community organizations and foster a volunteer ethic in citizens to play an active role in creating the community they desire. It will take many years to realize all these goals; however, they have the support of residents and will foster quality of life and economic opportunity over the long term.

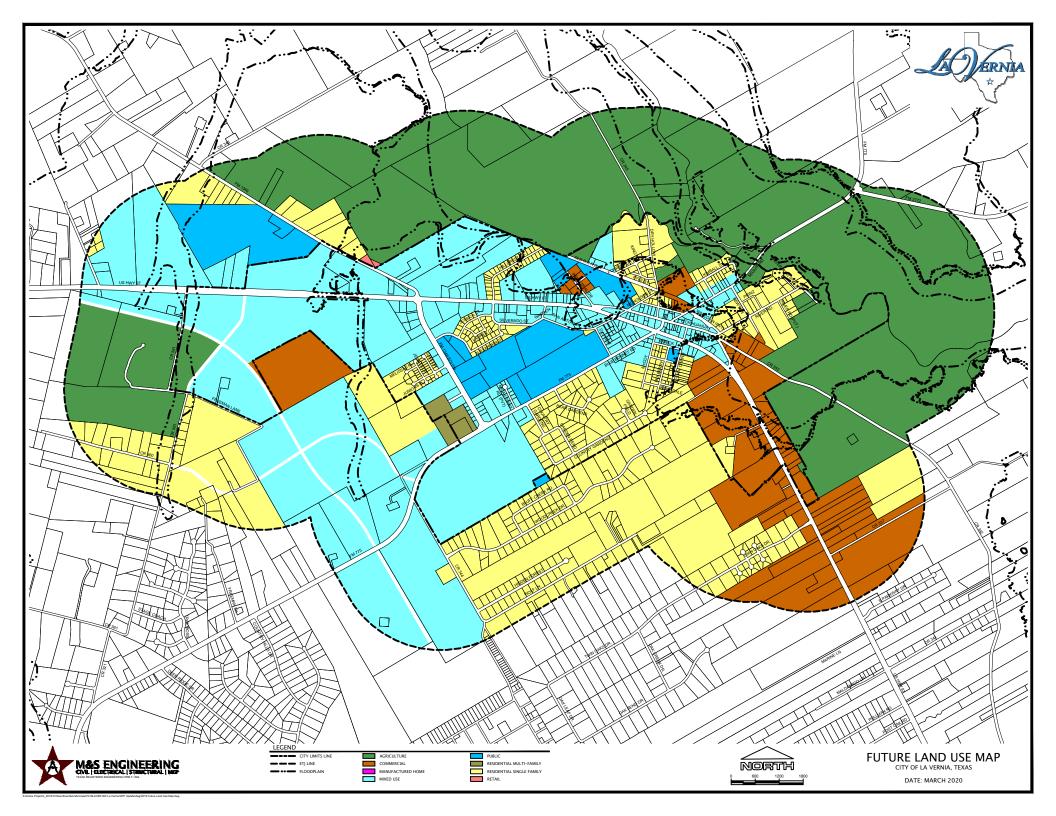
# 12 Implementation Guide

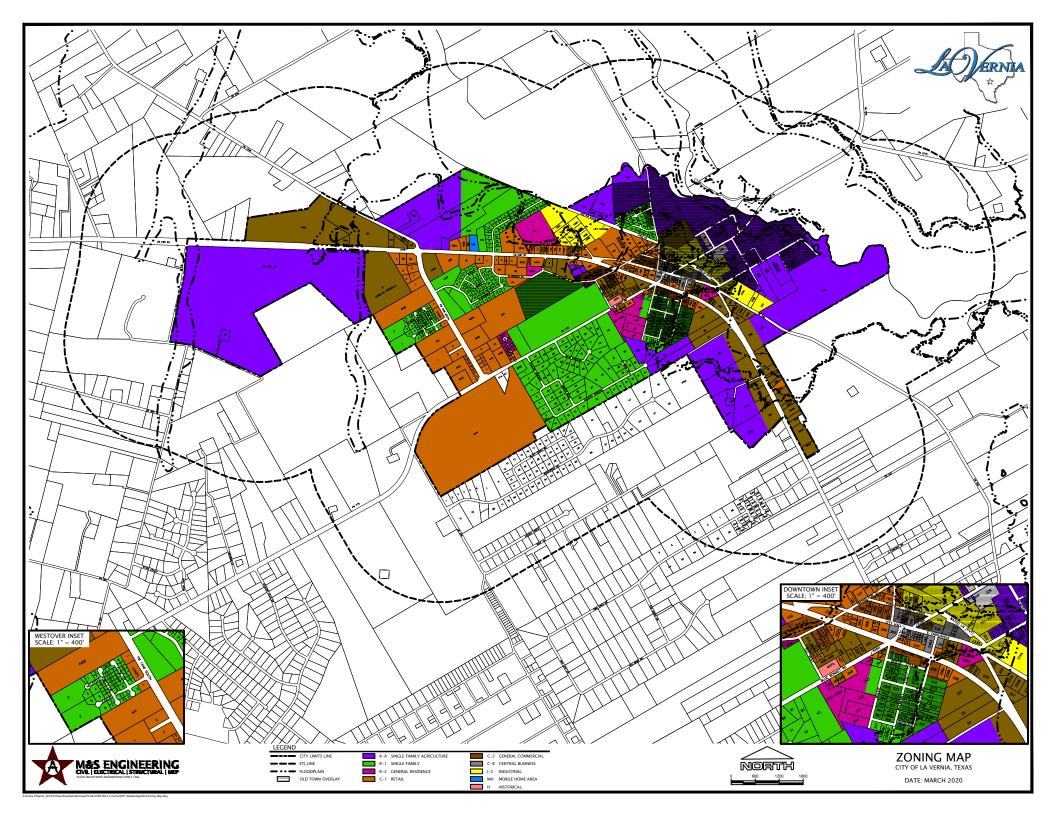
This section compiles the complete list of goals and objectives identified throughout the Comprehensive Plan and prioritizes them into a list of key improvements. Goal recommendations have been classified using the following system:

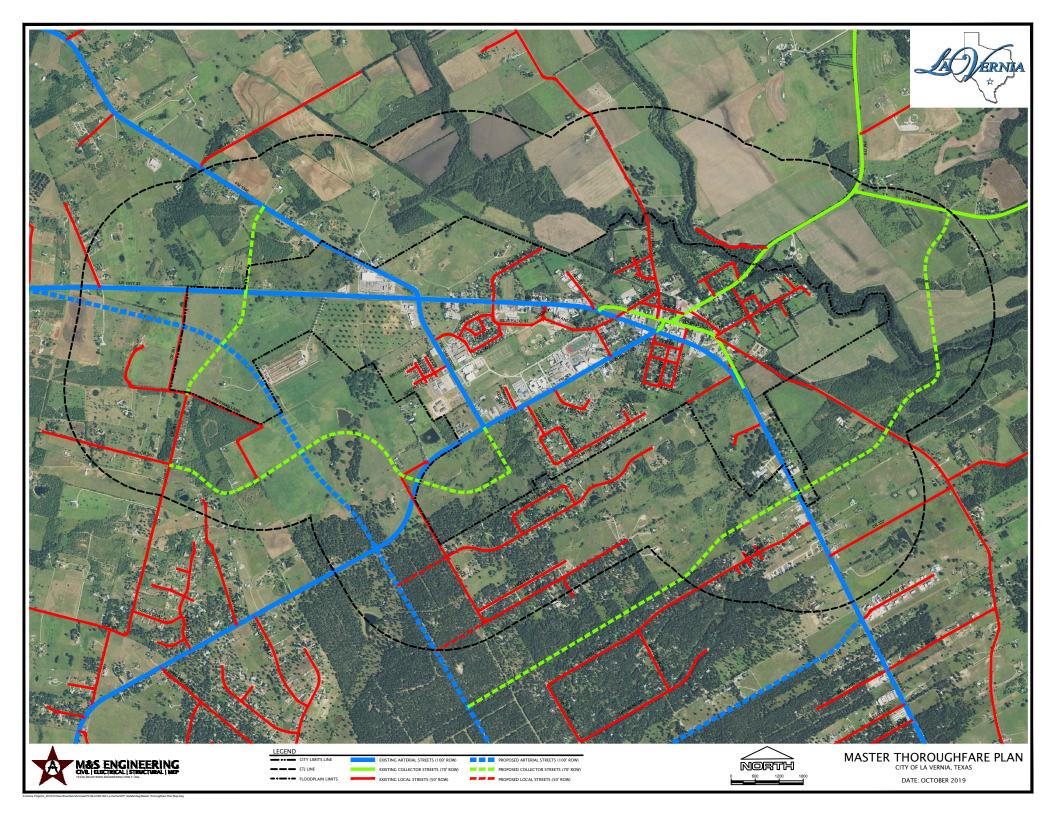
- 1. Mandatory (M): those which address an imminent threat to public health and safety.
- 2. Necessary (N): those which provide important public services usually by improving or replacing existing infrastructure.
- 3. Desirable (D): those which provide the aesthetic aspects of the community or improve quality of life.
- 4. Recommended (R): those that are necessary or desirable, but also reduce operating expenses or increase revenue for the City.

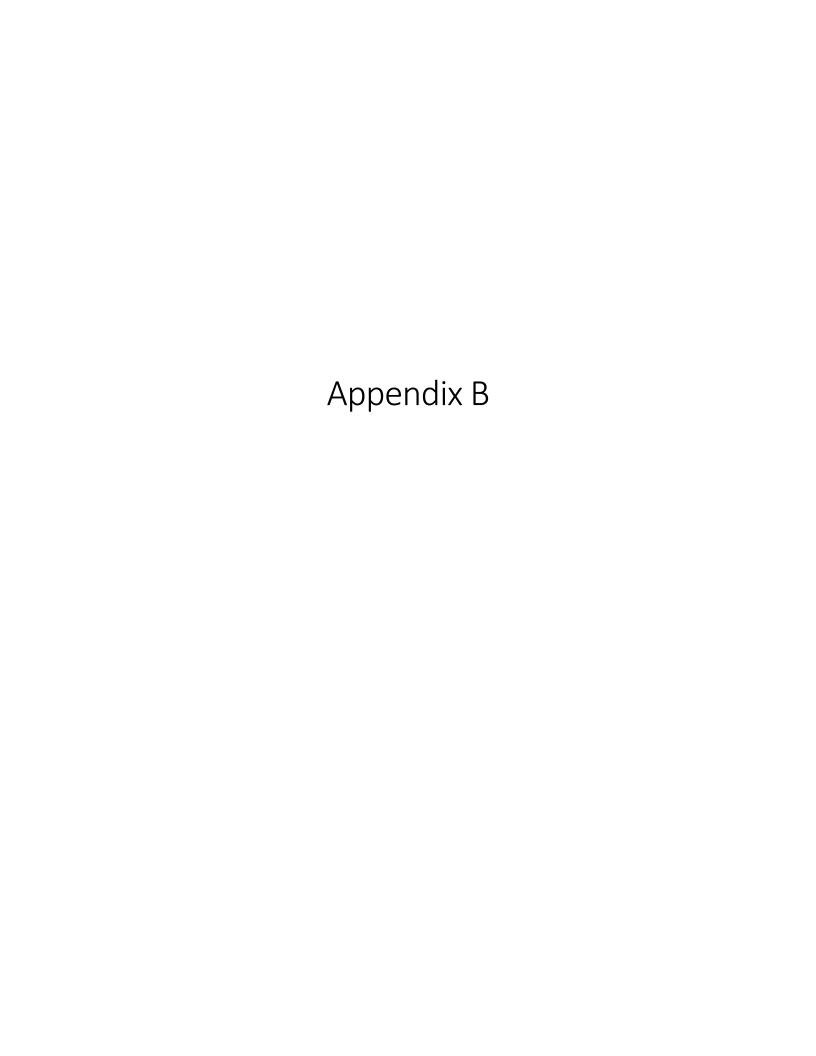
Refer to Appendix B for a comprehensive list of the recommended goals identified in the Comprehensive Plan. This list is prioritized based on the classification system defined above.











# Appendix B Comprehensive List of Recommended Goals

| Goals and Objectives  | Need        |  |  |
|---|-------------|--|--|
| Land Use  |             |  |  |
| Update land use maps as necessary to reflect growth and new development               | Recommended |  |  |
| Development Guidelines Updates  |             |  |  |
| Create zoning categories for multi-family development                                 | Recommended |  |  |
| Create zoning categories for mixed-use development                                    | Recommended |  |  |
| Evaluate and update City ordinance code as it pertains to development                 | Recommended |  |  |
| Adopt Low-Impact-Development standards  | Recommended |  |  |
| Public and City Owned Property  |             |  |  |
| Add parking for Heritage Museum   | Desirable   |  |  |
| Manage and maintain the City Park ball fields   | Necessary   |  |  |
| Utilize or sell vacant property   | Recommended |  |  |
| Acquire land for future City offices and facilities                                   | Necessary   |  |  |
| Parks and Recreation  |             |  |  |
| Develop a new park at the end of Forrest Road   | Desirable   |  |  |
| Develop a new park along U.S. Highway 87  | Desirable   |  |  |
| Continue development of nature park / trail   | Desirable   |  |  |
| Infrastructure  |             |  |  |
| Adopt a Master Thoroughfare Plan  | Necessary   |  |  |
| Implement bike lanes and sidewalks into typical sections                              | Necessary   |  |  |
| Develop Safe Routes to School 2021  | Mandatory   |  |  |
| Construct sidewalks around City Park  | Desirable   |  |  |
| Develop Storm Drainage Facilities   | Necessary   |  |  |
| Update stormwater design criteria to include Atlas 14 data                            | Necessary   |  |  |
| Seek opportunities to develop regional detention ponds                                | Recommended |  |  |
| Incorporate Low Impact Development standards for new developments                     | Desirable   |  |  |
| Ensure adequate funding for water and wastewater infrastructure projects              | Necessary   |  |  |
| Housing   |             |  |  |
| Promote the development of a senior retirement village or living facility in the City | Necessary   |  |  |
| Continue code enforcement to ensure homes provide adequate shelter                    | Mandatory   |  |  |
| Community Development   |             |  |  |
| Create an Animal Control Facility with trained staff                                  | Necessary   |  |  |
| Establish a community library   | Necessary   |  |  |
| Establish a farmer's market   | Recommended |  |  |
| Encourage residential property maintenance  | Desirable   |  |  |
| Expand access to higher education / workforce training                                | Desirable   |  |  |