



The City of Horseshoe Bay
“A Quality of Life Community”

Long-Range Plan 2021- Implementation Guide
Updated July 11, 2023

Guiding Areas of Focus:

Visioning Community Ideals and Values
Growth Management and Land Use
Protecting and Managing Environment
Technology and Internet Access
Recreational and Community Amenities
Leadership in Local and Regional Collaboration

Goal I: Establish a clear identify for the unique City of Horseshoe Bay	Dept	Costs	Start Date	Recommended Actions/Status  = ongoing activity put in motion  = Item completed	Action Notes
A. Clarify and support the divided roles of the City, the Declarant/Resort, POAs, and ACCs 2. The declarant has hired for ACC oversight and is forming a community watch group with POA areas to note violations and report	Adm	n/a	3/21 *	 1. Develop a visual chart of roles and communicate via Community letter (annually), POA distribution, post on website  2. Host quarterly meetings with POA presidents for input/update share  3. Include clarification as a part of annual Town Hall meetings	Chart on website *Mtg dates on annual calendar
B. Recognize the specific challenge for the HSBPOAs (apart from other POAs) and the impact this has on residents	Adm Mayor	n/a	* *	 1. Encourage review of limited dues challenge that restricts maintenance and response to citizen services <u>in mtgs w/declarant</u>  2. Underscore the essential need for the ACC of HSBPOA to provide for oversight and enforcement of violations in aesthetics (recognizing the HSBPOA represents the overwhelming majority of resident homes)	*Monthly mtg of Mayor and declarant; POA Board meetings.
C. Establish an on-going relationship with POAs to ensure alignment with city goals, ordinances, and collaborative works	Adm	n/a 3. TBD 4. 3.	* *	 1. Continue quarterly meetings with POA presidents for input/updates 2. Provide an annual training workshop for POA presidents to clarify relationship with city roles 3. Offer collaborative annual meeting with each POA membership to discuss unique	1. Quarterly Mtg dates on annual calendar 2. TBD at next POA mtg. - Discuss training for future meeting – Define Agenda for on of Quarterly meeting with Mayor and POA Presidents – June 20, 2023. 3. CM meeting quarterly with HSBPOA director on varied topics and challenges.

				needs of varying POA communities (create calendar)	
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D. Continue the Citizen's Academy as a tool for educating residents of activities of each dept. within the city	Adm	TBD	Fall 11/21	<ol style="list-style-type: none"> 1. Review feedback to keep spring/fall academies improving for success. 2. Develop a 1-day update for graduates 3. Publicize academies as opportunity for citizens to be more deeply informed 4. Call upon graduates to serve as ambassadors of information from academies and encourage others to participate 5. Reach out to graduates bi-annually to determine success level of improved understanding of city support of citizens 	<ol style="list-style-type: none"> 1. Continued bi-annual Citizen's Academy for 16 cadets per session. 2. Set up annual Graduate Open Update Meeting in conjunction with all Academy Graduations to provide updated information on City projects and activities. 3. Developing program for geographical regional Academy Cadet as Ambassadors for City information dissemination. 4. Set graduate survey to be included in last session of each Academy.
E. Communicate and support "identity" of city as a healthy living (active, engaged) community with priority on small town and environmental sustainability	Adm		1. 3/21 2. *	<ol style="list-style-type: none">  1. Base city decisions on actions that support managed growth with quality of life implications; reflect in minutes/newsltrs 2. Collaborate with stakeholders (hospital, resort, business alliance, POAs, churches) on 'wellness identity' opportunities <ul style="list-style-type: none"> a. Share concept in focus group mtgs. b. Meet w/resort, hospital and HSBBA for perspectives/interests  c. Hospital/resort will communicate any action they want to pursue so city can identify ways to support are appropriate  3. Use every communication opportunity to underscore existing efforts to support 	1. Minutes, community message, council comments updated monthly 2.a See calendar of mtgs 2.b. Ongoing meetings with the Resort and BSW on community wellness opportunities. Conduct a blood drive annually at City in partner with BSW. 3. City provides information through articles on how the City supports a healthy community by developing hiking trails, shared paths and enhancing the City 's Martin Park infrastructure.

				<p>'healthy lifestyles' emphasis (review specific efforts/actions taken); compile annually</p> <p>4. Explore "city brand" review moving from "people helping people" to quality of life focus (placed strategically/use in outreach)</p>	4 Working with Communication Committee recommendations to develop "Quality Life" branding for communications. W/ Communications Director coordinates w/POAs, Resort and HSBBA.
Goal II: Build on civic pride and small town/ healthy lifestyle identity	Dept.	Costs	Start Date	<p>Recommended Actions/Status</p> <p> = ongoing activity put in motion</p>	Action Notes
A. Focus development of needed City facilities on opportunity to meet future operational space needs combined with 'main street' community space where citizens can connect, engage city, and participate in city-wide activities	Adm	\$25K Study Final cost included with City Center Design	5/21 through 10/23	<p> 1. Direct architectural study to include expanded council chambers space to encourage citizen to engage meetings, workshops, indoor events</p> <p> 2. Provide outdoor community space at new facilities for modeling of xeriscaping with workshops supportive of environmental quality of life in HSB</p> <p> 3. Inform public of facility need in varied venues</p>	<p>1. Firm draft shared</p> <p>1. Developing City outdoor use activity design requirements to include native plants and historical preservation items for display in and around City Center Complex. Plans include use of new facility to provide expand community engagement and events.</p> <p>2. Developing design action plan to provide existing departmental data to support City's need for additional space due to growth of community needs.</p>
B. Work with stakeholders to enhance "Welcome to YOUR HSBay Healthy Lifestyle" packets as initial communication and establishment of pride/emphasis on city identity	Adm	n/a	1. 5/21 2.3/23 3.2/23	<p> 1. Establish a 'welcome committee' to review current welcome packet and offer suggestions for improvement</p> <p> 2. Include representation from business, churches, POAs, resort as provided</p> <p> 3. Organize information that reflects much of the FAQs that will assist new residents</p> <p></p>	<p>1. Cmtee review 6/21</p> <p>2-5. On website – Revamping of website to structure access improvements – expand visuals and video content. Add connections to POAs, HSB Business Alliance, and Resort Websites for expanded and one stop information from City Website.</p>

				<p>4. Post on-line awareness (and utility notice) of availability of welcome packet resources</p> <p>5.  Communicate access to new packet for existing residents who may benefit from updated awareness since arriving</p>	<p>3. Utilize Utility Bills to provide access and updated packages available.</p> <p>4. Update website to include digital welcoming packages through City's website in development.</p>
C. Publicize the existence of a comprehensive Emergency Management Plan and implications for citizens in times of need.	EOC/ Fire Chief	n/a	1.	<p> 1. Add section to city website with picture of EMPlan cover/2021 date followed by short explanation of components.</p> <p> 2. Attach brief description of over-arching expectations for citizens in time of emergency (how they will know where to go, resources, who's in charge, etc)</p> <p> 3. Identify key stakeholders (hospital, church, resort, POA pres., HSBBA, for prompt calls)</p>	1-3. Placed information on City's EOC section of website and updated EOC important call information annually by EOC Chair. Updated and expansion EOC plan being undertaken in FY23-24 to a advance level plan.
Goal III: Examine any gaps in communication and identify methods for further outreach	Dept.	Costs	Start Date	Recommended Actions/Status  = ongoing activity put in motion	Action Notes
A. Form a committee to review LRPlan feedback and other sources for input into communication outreach	CM	n/a	5/21	<p> 1. Invite key citizens as advisory group to offer feedback and suggestions for continually increasing citizen awareness of city work.</p> <p> 2. Review recommendations for viability/impact</p>	1. Report by communications Committee - 8/21 2. Council and Staff reviewed and developed action plans include hiring of Comm Dir (22) and website update expansion (23), City Corner Articles in Beacon (21), Information campaigns and videos (23& 24).
B. Consider current and future capacity of council to	Adm CS Tech	TBD	*see Arch study	<p> 1. Examine overall technology communication as a part of new City Hall facility council chambers' capacity (quality</p>	1. IT Director researching appropriate audio- visual advanced technology to be included in City Center

communicate with on-site and external participants				of sound for external participants, video options, taping)	planning and upgrade design and for Existing City Hall complex.
C. Review current website as primary depository for citizen information	CM Council	n/a	8/21	<input checked="" type="checkbox"/> 2. Conduct a “scavenger hunt” of website to identify challenges in accessing info quickly <input checked="" type="checkbox"/> 3. Host a workshop on current website for council members to identify challenges in keeping updated info by department; include web committee for demos and discussion.	2 Staff and committee performed “scavenger hunt” and provided incite for improved clarity of information access. 3. Communication Director hired and reviewed website for development changes completion in May 23. Continue updating an expansion when feasible to improve communications and serves.
D. Identify potential expanded communication options to reach varied demographics (age, mobility, location) <ul style="list-style-type: none"> Include information about existing and new platforms in “welcome packet” for residents Reflect input from advisory Communications Cmtee 	CM	TBD	Oct 21	<input checked="" type="checkbox"/> 1. Consider venues in addition to current successful existing platforms which include: <ol style="list-style-type: none"> Website w/all current data and info CIVIC READY/e-alert sign-ups for emergency and high interest topics Weekly focus newspaper articles Monthly Mayor Community Letter QR codes and “How do I” options Posted videos on website/You Tube Annual Town Hall meeting/showcase 	b. Continue signup assistance at public events for Civic Ready, online payments and WaterSmart. c. Set up a weekly schedule of important City driven articles – or other relevant information as necessary. e. Staff continues developing QR code stickers & published imagery for relevant information f. Produced first on many videos on City YT channel. g. Annual Town Hall Meeting set up for Fall annually completed 2021 & 22. Set for Sept 23.
Goal III: Examine any gaps in communication and identify methods for further outreach	Dept.	Costs	Start Date	Recommended Actions/Status <input checked="" type="checkbox"/> = ongoing activity put in motion	Action Notes
E. Partner with POA presidents to keep their community aware of City information resources	CM / Mayor		Sept Jan April	<input checked="" type="checkbox"/> 1. Provide monthly newsletter to POA presidents with current info to share 2. Seek POA president input at each quarterly meeting regarding needed communication	1. See posted Mayor's monthly newsletters on website. 2. Continue quarterly meetings with POA Presidents.

F. Ensure "new"/timely news is provided by each department to community ahead of impact	Web cmte		9/21	<input checked="" type="checkbox"/> 1. Examples would include reminders to citizens about deer management, mowing, any new utility tools/actions, high interest headlines, website upgrades, new staff	On-going media through weekly Beacon City Corner, Citizen's Academies and Alumni meetings, Civic Ready messaging.
G. Communicate results of each dept success in national/industry standard performance (Note: Monitor and highlight continued high bond rating and clean audit specific to all dept financial management)	Each Dept CM	*		<input checked="" type="checkbox"/> 1. * See expectation Goal IV: A./1. Below <input checked="" type="checkbox"/> 2. Publicize current and future standard source: a. Finance Excellence Awards (see website) b. City Secretary industry standards review; legislative analysis. c. Police industry excellence review d. Fire ISO/national standard framework e. Dev Serv review of service delivery times f. Utility industry standards review; customer satisfaction reviews g. Quality of Life Awards (Dark Skies, Scenic City, Monarch Pledge) <input checked="" type="checkbox"/> 3. Post consistent highlight of standards <input checked="" type="checkbox"/> 4. Include 'dashboard' monthly review in council meeting packet for public review	2. Work with Communication Director to produce an Annual City State of the City and Benchmarking Report. First sent in Summer 2022 production, next September 2023. a. Received for past 4 yrs. b. Ongoing review of City related bills in legislative session – FY23. c. & d. Receive many accolades and citizen comments on high service levels in HSB. FD working on potential ISO improvements. e. & f. standards tracked monthly and placed in Council packages. g. Recertified Gold Scenic City, advancing to Platinum in August 23, recertified Dark Skies in 23, Reconfirmed Monarch Pledge in 23. 3. Annual report created for Sept 22 and expanded version in Sept 23. 4. Departmental Reports on Website as of June 22.
H. Update all City ordinances to reflect current best practice/alignment.	CS All dept		9/20 - 5/21	<input checked="" type="checkbox"/> 1. Each dept review ordinances specific to their practice, review, update, and present to council for approval. (revisit annually)	Extensive review of entire Code in 2021 by all departments. 40 ordinances drafted/reviewed by City Secretary, considered and approved by Council. Ongoing development, review and updates of ordinances related to grow issues and STRs in FY22 & 23.

Goal IV: Promote strong business and financial management with measurable outcomes	Dept.	Costs	Start Date	Recommended Actions/Status  = ongoing action put in motion	Action Notes
A. Adopt a benchmark comparison group relevant to each department using national/industry standards	All Depts			 1. Each department identify standard for review of staffing, resources, results of actions. (see benchmark process above) – post source  2. Place review results in 5 year plan/update	1. Monthly departmental reports track standards and benchmarks included and available via Council Packages and in annual State of the City reporting. Departmental Reports on Website as of June 22. 2. Modified Annual Budget Book to include departmental data and goals.
B. Review practices of surrounding cities regarding common practices in areas of common responsibilities	Fin. HR		7/21 Fall 21	 1. Monitor tax rate, staffing ratios (varied for multiple factors), website topics, etc.  2. Analyze large project activity (drainage study, image corridor, STR policies) conducted by area cities as frame	1. Collected data used in budgeting and annual report to show comparison from yr to yr and between similar communities. 2. Started 7 basin drainage study (2022-2024); passed image corridor ord. (3/23); passed STR Ord in (2/23).
C. Pursue grants, federal and county tax allocations and donations to maintain low tax rates	All Dept			 1. Each department annually apply for available grants with focus on large capital outlay needs  2. Access all available funds from external source to honor taxes paid by citizens to other entity (publicize and post for public awareness)	1. Seeking grant funding were feasible; rule out grants City not competitive based on demography. 2. Received approval of FEMA Flood Mitigation Grant to modify raw water pump stations to mitigate flood damage similar to Oct 2018 record floods.(21-24) In process with Federal funded grant for shared path development for City.(23-25)
D. Seek 'like' cities w/common demographics, growth pattern, community emphasis, challenges as resource for comparative practice	CM Mayor Council		TML conf Oct 21	 1. Utilize State and National organizations (TML?) to identify similar city profile.	1. Staff partnering with Port Aransas for AMI Tech, Golf Cart regulations and other destination city related issues.

				 2. "Give Back" by publicizing in municipal publications for other cities to learn from successful HSBay practice	2. CM presented on City's water conservation efforts at Water Conservation Symposium (22) and for Austin Area Research Org (23)
Goal IV: Promote strong business and financial management with measurable outcomes	Dept.	Costs	Start Date	 = Ongoing action put in motion	Action Notes 
E. Encourage voter support for Sales Tax to offset property taxes.	CM Fin CS Mayor		Aug Sept Oct	 1. Publicize Sales Tax implications: <ul style="list-style-type: none"> a. Currently MFalls, Burnet, Bee Cave, etc. all take advantage of the Sales Tax at 8.25 while HSBay has never increased its 8.0 due to restrictions on use. New legislation allows for more flexible use which allows for offsetting property tax increases with Sales Tax revenue. b. There is little to no impact on residents, as the Sales Tax is mostly generated by resort guests or others shopping in our town (using our roads, police/fire) c. The increase of the .25 will provide for over \$200K, reducing needs for property tax increase.  2. Activate information campaign prior to November vote by residents, underscoring the vote is to allow City to access the .25% and to continue to set aside .25% for road upgrades (set action cmtee for Aug kick off)	1. Objectives 1 & 2 completed and Sales Tax approved by citizens in Nov 21. 1b. Staff continue to plan and seek diversification of sales tax revenue for the City to ensure stabilized and lower property tax rates.

Goal V: Review Future Land Use Map/ FLUM for effective planning	Dept.	Costs	Start Date	Recommended Actions/Status  = ongoing action put in motion	Action Notes
A. Annually review FLUM to ensure alignment with concept map and practice in zoning, density, green space	DevS	n/a	Fall 21	 1. Review map w/Dev Serv and builders/developers for adjustments/updates  2. Discuss any potential partnerships w/resort to expand green space, hiking	2. Met with HSB POA President to discuss coordination of POA and City partnership and plans for Greenspace utilization for hiking and drainage maintenance. Nov 21. – Budgeted to assist POA on HSB Pond park project (23) & Nature Park funding. Monarch Ridge subdivision increased level of greenspace driven by City staff direction.
B. Ensure the focus of commercial development aligns w/HWY 2147 for internal community services (avoiding businesses to draw traffic into community)	DevS HSBBA	n/a	Fall 21 Nov 21	 1. Include discussions w/resort, HSBBA, and primary area business property owners to anticipate plans under consideration  2. Maintain list (in dev services) of potential business services desired for area and provide to HSBBA as an FYI to encourage (example: Gift shops, Private postal service, etc)	1. When plans are filed, Staff ensure compliance with City ordinances and recommend community needs that will fit well in the mainly residential area. 2. Working with Developers and new business interest to seek community desired residential commercial friendly projects.
C. Recognize potential for commercial development on Hwy 71 will provide for thru traffic and larger services, but using development agreements to foster high quality projects respectful of environment and HSBay standards	DevS		Fall 21 and	 1. Bring information to council if Hwy 71 projects are under consideration as 'heads up' discussion prior to approval  2. Review current agreements to ensure they restrict undesired commercial businesses	1. Completed negotiations and zoning for Monarch Ridge Subdivision for high quality in aesthetics and purpose. Set this development as model for future. 2. Continue to research legal means and methods to ensure restriction of "undesirable" commercial business in HSB, both on highways 2147 and 71.
D. Remain steadfast in enforcement of noise/light/density pollution impact	DevS	TBD	Fall 22	 1. Monitor adherence to ambience coding with new code enforcement officer flex hours	1. Code enforcement called out on all complaints on noise or Dark Sky code issues. Additional officers hire in 20 and 22 for increased community growth.
E. Engage owners of interior lots to consider rezoning to align w/FLUM	Dev S	TBD	Spr 22	 1. Review potential for owners of multiple small lots to replat for larger home development to reduce future density  2. Consider incentives (such as utility support)	1. Ongoing re-platting multiple lots into single as residents build. 2. Cost to extend utilities in unsewered areas not via due to cost of construction.

F. Review the entrance areas into HSBay on Hwy 2147 to improve landscaping and community image/welcome	CM DevS	TBD	Spr 22	<input checked="" type="checkbox"/> 1. Propose plan for west side landscaping <input type="checkbox"/> 2. Engage property owner on east side for shared entry plan	1.-2.POA is addressing; City will work with POA/Developments on new Image Corridor Ord and projects. City restricted on tax dollar use on private property.
Goal VI: Commit to current high quality construction standards	Dept	Cost	Start Date	Recommended Actions/Status  = ongoing action put in motion	Action Notes
A. Maintain vetting process for contractors and sub -c w/intro for new professionals to HSBay aesthetics	DevS	Fee based	Jan 21	<input checked="" type="checkbox"/> 1. Maintain list of builders w/any associate concerns that might arise <input checked="" type="checkbox"/> 2. Provide intro packet of checklists, standards with cover letter reflecting expectations (trash, parking management, noise, weekend respect, project cleanliness/timeliness, etc)	On going vetting and registration of contractors by Development Services department.
B. Work collaboratively with quality builders to support their business success while maintaining emerging standard needs for growing density	DevS		20 - 23	<input checked="" type="checkbox"/> 1. Respect cost demands of new ordinances by engaging first with builders to explain intent and collaborate on options <input checked="" type="checkbox"/> 2. Begin discussions about high priority of heritage trees, landscaping, drainage and provide reports to P& Z on recommendations	Regular scheduled meetings by City to interact and engage with builders. Development Review Committee created in 2019 to develop early relationships and assist with expectations and regulations of building and development projects within the City.
C. Engage builders in conversations regarding ACC standards also being a city expectation (citizen demand) and utilize code enforcement where legally allowed along with opportunities to re-direct completion where appropriate	DevS		Jan 21	<input checked="" type="checkbox"/> 1. Inform ACCs of any identified non-compliance of landscape or other non-city enforcement areas reported or viewed (Note: City cannot hold Temporary Certificate of Occupancy for CC&R violations, but can engage builder/ACC) <input type="checkbox"/> 2. Document trends to add to annual meetings with builders	

D. Continue to pursue options to address aging buildings/multi-family/residences to encourage upgrades and/or replacements	DevS		19-23	<ul style="list-style-type: none"> 1. Safety and sub-standard building is reviewed, extend to reach out for collaborative problem solving with owners, HOAs, builders 2. Develop list of buildings of concern and document efforts to impact change 	Staff continues to work with contractors on remodeling of both residential and commercial properties.
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Goal VII: Manage growth and impact on services/taxes, safety, traffic, and access to quality of life pace	Dept	Cost	Start Date	Recommended Strategy/Actions ✓ = ongoing action put in motion	Action Notes:
A. Work w/regional partners on potential traffic pattern impacts on HSBay	Mayor	n/a	Oct 21	<ul style="list-style-type: none"> ✓ 1. Use Highland Lakes Leadership Coalition of Mayors and Judges to review shared needs and actions that cross boundaries ✓ 2. Focus on potential traffic impact from proposed bridge, seeking action plan for traffic path across Hwy 2147 continuing to Hwy 71 or Hwy 281 prior to bridge build 	<p>Bi-annual mtg with area CMs, and area governments.</p> <p>January 22 meeting with CWS, HSB Burnet County and TexDOT on proposed bridge traffic impacts on local community and discuss mitigation of negative impacts</p> <p>Continued work to seek support for City initiatives to reduce negative impacts on HSB communities.</p>
B. Conduct internal transportation study to identify challenges and opportunities for traffic flow	Public Works Police	TBD for track	2022	<ul style="list-style-type: none"> ✓ 1. Track daily movement via 'tickers' over 2 week period during normal week (non-holiday) to identify traffic flows 	<p>1. Council approved Transpiration Committee for Jan 22 start to identify challenges and opportunities for community traffic flows. Committee developing Transportation Plan recommendations for Council for 6/23. Set annual traffic study funding begin 23.</p>
C. Examine 'traffic' paths for non-auto movement, including golf carts, hikers, and bikers	Public Works		Fall 21	<ul style="list-style-type: none"> ✓ 1. Use Public Works, reps from hikers, POAs, resort, and business alliance to draft potential paths (existing or developing) ✓ 2. Develop maps to distribute/post for users 	<p>1. Meet with HSBPOA president to discuss identifying and planning possible greenspace/drainage tracts for trails or pathways. Developing maps on Greenspace.</p> <p><u>Park Committee focus and for Events (4th Parade Rt)</u></p>

D. Determine the need for a more comprehensive study for additional exit roads for Horseshoe Bay residents	DevS PD CM Mayor		2022	✓ 1. Review area traffic management strategies. (Ex: Reach out for impact of rear entry into City off of Hwy 71)	Staff defend unwanted and unlawful entry access by developer. City Staff and Mayor developing traffic calming and diversion options to effect of proposed Wirtz Dam road.
E. Ensure emergency management plan posts emergency routes for each subdivision in cases of flood, fire, or other disaster	EOC PD FD		Fall 21	✓ 1. Develop and post emergency exits routes ✓ 2. Provide for evacuation routes for large populations (hospital, hotel, restaurants, holiday or resort events) ✓ 3. Associate access to emergency management information (website, non-tech in crisis)	1.Issued as timely; templates created and more to follow. 2 & 3. FD and GIS developing evacuation routes planning and information messaging (Civ+)
Goal VII: Manage growth and impact on services/taxes, safety, traffic, and access to quality of life pace	Dept	Cost	Start Date	Recommended Strategy/Actions ✓ = ongoing action put in motion	Action Notes:
F. Examine status/need for aging population for access to community based transport support	Mayor CM	n/a	Spr 22	✓ 1. Engage discussion with HSBBA as potential needed business solution (local “uber”?) ✓ 2. Assist in publicizing identified supports	1.Continue to seek incite from HSBBA on possible business options needed for the community. 2. Developing a business page for City Website.
G. Review 5-year plan annually to ensure it reflects alignment of growth and new resources with projected needs	All dept	n/a	Nov 21	✓ 1. Annual budget process should reflect review of new data relevant to dept needs ✓ 2. Post 5- year plan as separate vision document	Departments continue to develop data that reflects service demands and projected future growth for 5 and 10 year planning. Information being prepared for State of the City Annual Reporting.
H. Support the resort parking improvement plan through zoning	DevS	n/a	TBD	1. Examine CUPermit request within overall scope of parking plan	
I. Discourage the development of high density construction (schools, big box stores, large venues) not aligned to values and character of HSB identity	DevS CM Council	n/a	On-going	1. Annually underscore HSBay identity (FLUM) as a part of permitting process	Staff work with developments to create mix of lower density, adequate greenspace and local amenities to support the HSB high quality of life and a healthily lifestyle.

J. Educate community regarding existing ordinances designed to mitigate impact of short term rental occupants (noise, parking, trash) as control method	CM PD Mayor	n/a	Fall 21 *	<input checked="" type="checkbox"/> 1. POA pres. Meeting annual topic <input checked="" type="checkbox"/> 2. Publicize precautions prior to Spring Break and Summer Break	1.2023 – STR Ord / Image Corridor Discussions 2.City Corner news focus; Comm. Committee focus
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Goal VIII: Proactively ensure protection and management of Lake LBJ in support of quality of HSB life	Dept	Cost	Start Date	Recommended Strategy/Actions <input checked="" type="checkbox"/> = ongoing action put in motion	Action Notes:
A. Prioritize environmental quality in lake through agreements with State and Regional agencies/counties/cities	Util.	n/a	3/21 *plan TBDev	<input checked="" type="checkbox"/> 1. Collaborate with LCRA, Colorado River Watch, Colorado River Alliance and adjacent cities to develop <i>Watershed Protection Plan</i> for LBJ to educate public and lay groundwork for initiatives to limit degradation of water quality and to enhance water capacity.	HSB Util received <i>River Heroes</i> award for its efforts. Support watershed education in local schools at middle school level. Working with other utilities on Lake LBJ to address and develop education programs to address growing concerns of water quality degradation due to growth.
B. Use HLLC of city/county leaders to focus on shared interest in lake management	Mayor	TBD	Jan 22	<input checked="" type="checkbox"/> 1. Engage legislature and Governor's office to clarify role of LCRA, Texas Parks and Wildlife, USACE, ALL, and others in protecting lake <input checked="" type="checkbox"/> 2. Request reports on current silt impact, water quality, and water safety roles/actions <input checked="" type="checkbox"/> 3. Seek action plan presentation for community by LCRA and/or TPW on future of LBJ	2. Staff developing a Lake LBJ Informational webpage to be part of City's Utilities Website to include studies and links to LCRA, TPWD, TWDB and other related information.

C. Review safety standards focused on recreational lake use and provide public information on expectations.	CM Mayor PD EOC	n/a	Spr 22	<ul style="list-style-type: none"> ✓ 1. Work with resort, Game Wardens/TPW to monitor and enforce Water Safety Act. ✓ 2. Report /'mark' identified lake obstructions ✓ 3. Include watercraft safety info for local news 	<p>1&3.PD and Communications Director working on development of watercraft safety info for local news. Communications Director working with PD to promote water recreational safety through Civic plus messaging, articles and local media PSAs.</p> <p>2.PD identifies issues and reports to LCRA.</p>
Goal VIII: Proactively ensure protection and management of Lake LBJ in support of quality of HSB life	Dept	Cost	Start Date	<p>Recommended Strategy/Actions</p> <p>✓ = ongoing action put in motion</p>	Action Notes:
D. Educate the public regarding the current issues related the lake to encourage proactive calls for urgency, citing the current lake level water capacity having reduced by near half due to silt flow without management	EOC Mayor Util Celeb Cmtee	TBD	Spr 22	<ul style="list-style-type: none"> ✓ 1. Develop a public communication as a part of high visibility event (earth day, etc) to inform public of lake status (and impact on water quality/access as well as recreation) ✓ 2. Encourage citizen engagement in serving on Boards, making calls, and reaching out to those in positions of impact (identify list of key Board options at State and Regional levels) 	<p>1. Staff reviewed and support LCRA dredging ordinance that will allow opportunities to dredge in Lake LBJ under strict environmental protective measures and enforcement. Also published an Alert on Blue-Green Algae issue Summer 2021. Adding Lake LBJ information of website on Utilities webpage.</p> <p>2. Utilities Director on host committee for Colorado River Alliance.</p>
E. Upgrade Water patrol/rescue boat for oversight and as option for fire safety	PD FD	150K	Spr 22	<ul style="list-style-type: none"> ✓ 1. Police and Fire work collaboratively in purchase and operation of fire/rescue boat ✓ 2. Coordinate w/TPD to communicate focus of boat will be on HSBay coastline area 	<p>1. Fire/police boat removed from City Budget in FY23. Used citizen donation to upgrade existing Police boat electronics and underwater search capabilities.</p> <p>2. New engine budget in FY24 for Police boat.</p>

Goal IX: Manage water, land, and natural resources for current and future quality of life	Dept	Cost	Start Date	Recommended Strategy/Actions  = ongoing action put in motion	Action Notes:
A. Strengthen water and drainage management in anticipation of continued growth and coverage of impervious surfaces	DevS	TBD	Spr 21	 1. Conduct a Drainage Study across the community to determine phased plan of action  2. Clarify that study does not trigger specific ordinance actions, but overall plan	1. Council approved funding and Staff developed a drainage plan criteria and secure funding for the plan through FY22-23 budgets. 2. Use of drainage criteria being utilized in building process. Working with consultant on drainage master plan and maintenance of same.
B. Examine Ordinance 7-03-20/Heritage Tree Protection and overall tree protection plans (Oak Wilt, lot leveling)	DevS Public Works		FY20	 1. Review with code enforcement prior to tree removal (identify size specs) for permits  2. Educate and enforce compliance with Art. 8.09 for safe pruning to prevent Oak Wilt  3. Encourage removal of invasive tree species not native to hill country to limit excessive water drainage	1. Reviewed and revised ordinance to add protective measures for Heritage Trees through banning removal only through ordinance compliance. 2. Expanded Oak Wilt communication campaign in 23 by Dev and Communication Director. 3. Ongoing management of lot mowing and clearing.
C. Provide information regarding appropriate fertilizers/chemical use introduced internally in creeks, property that ends up in Lake LBJ	CM Util		FY20	 1. Include information in welcome packet and on-line  2. Share information alongside backflow prevention mailings	1. Add to 2022 City Corner topics. 2. Information created for welcome packages and website. Developing and scheduled annual flyer mail out with utility bill in March annually to coincide with spring use. Also utilize WaterSmart messaging to customers.

				✓ 3. Use irrigation site reviews as discussion and distribution opportunity	3.Information provided with Irrigation audits provided free to citizens of HSB.
D. Enhance efforts to prevent illegal dumping	PD DevS	TBD	Fall 21	✓ 1. Post sturdy signs at key, visible locations with phone contact to report dumping ✓ 2. Identify any builder activity and deny permits for future building in City	1 &2. Police and Code enforcement actively pursuing illegal dumping through use of tips and fixed hidden cameras in suspected/frequented dumping areas.
Goal IX: Manage water, land, and natural resources for current and future quality of life	Dept	Cost	Start Date	Recommended Strategy/Actions ✓ = ongoing action put in motion	Action Notes:
E. Manage solid waste and recycling in a sustainable manner	Util	n/a	5/21	✓ 1. Update the City Website to explain sorting requirements ✓ 2. Provide clear labeling at recycling center ✓ 3. Consider alternative recycling collection site on East side of City ✓ 4. Continue reaching out to companies for curbside recycling collection (monthly?)	1-2.QR codes and color-coded labels in placed in flyer and proved in new resident packages. New signage with QR codes to provide clear customer information on recycling. 3.Determined to defer future collection site until higher customer demand and approved funding approved. 4.Deferred due to high cost. Deferred until higher percentage of full-time residents as costing linked to every trash service.
F. Annually publicize deer management plan as reminder and awareness effort	CM Util Mayor PD	n/a	*	✓ 1. Annually publicize in newspaper, Mayor newsletter, and in POA pres workshop with highlight of website information/location ✓ 2. Proactively notify public prior to beginning deer trapping in October, guiding them to website information	1.Continue to publicize deer trapping information in articles, website, new resident packet, and personal contact. Deer trapping paused in FY22 and FY23 due to drought, increased cost and lower traffic incidents with deer. Staff researching trapping options that will be less in public view and effect of increased building on traditional trapping areas.

				<ul style="list-style-type: none"> ✓ 3. Include expanded information on harmful practice of feeding animals in welcome pkt ✓ 4. Identify repeat offenders feeding animals and issue citations 	
G. Reach out to the Resort and/or POA to manage drainage/debris				<ul style="list-style-type: none"> 1. See prior collaboration efforts with ACC and resort recommendations. 	1 Developing a drainage study and maintenance plan to best manage drainage areas within the City. Two Year project to be completed in FY 25.
Goal IX: Manage water, land, and natural resources for current and future quality of life	Dept	Cost	Start Date	<p>Recommended Strategy/Actions</p> <p>✓ = ongoing action put in motion</p>	Action Notes:
H. Increase awareness of light “pollution” policies and impact of lower light ambience on quality of life as well as bird/butterfly, nature	Park Cmtee CM DevS	TBD Spr 22		<ul style="list-style-type: none"> 2. Host workshops through City focused on varied environmental topics each quarter to engage community in shared care of City lifestyle quality. 3. Reach out to vested groups such as Master Gardeners, Nature Park supporters, hikers, to serve as ambassadors in their sub-division 4. Ensure builders (especially commercial) understand the expectation (and the reasons) for ambient lighting protocols 	<ul style="list-style-type: none"> 1. Postponed workshops due to COVID in 2021 , Park Committee Focus 2. City passed Dark Sky lighting ordinance and actively enforces; Mayor Monarch Pledge in support of creation of pollinator gardens and restricted lot mowing during critical times during migration. 3. Development Services utilizes ordinances to ensure building design is in compliance with Dark Sky Ordinance; Code enforcement is active in compliance inspections and actions.

Goal X: Support the provision of high speed internet access for entire community	Dept	Cost	Start Date	Recommended Strategy/Actions ✓ = ongoing action put in motion	Action Notes:
A. Highlight the Technology Committee work to encourage high priority and engagement of skilled tech cmtee members	Adm Tech Cmte	TBD	Jan 22	<ul style="list-style-type: none"> ✓ 1. Ensure meetings are held at least bi-annually with report of findings published ✓ 2. Reach out proactively through recruitment announcements to new residents to engage new/updated technology skilled volunteers 	New members 2022; Council select committee – January meeting scheduled. Committee disbanded in 23 with completion of Wireless and fiber expansion projects driven by City Staff and Councilman Hosea. Projects on-going and completion by end of 2024. ARPA funding utilized as savings to citizens.
B. Collaborate with regional, State, and Federal partners to determine shared plan specific to each area need	Tech cmte CM Mayor		7/21	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 1. Participate with County Internet Focus Plan (utilizing American Rescue Resources) <input checked="" type="checkbox"/> a. Provide representative in cmtee effort to hire consultant to identify county plan b. Include PEC, LCRA in access discussions c. Present plan implications for HSB to Council for local action 	Work begun on RFQ. 1. Received funding for 2022 project participation from ARPA and Counties.
C. Identify local needs by area/POA		\$200K ARPlan fund option	3/20	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 1. Conduct survey of internet coverage access and broadband strength ✓ 2. Create Phased maps of action plan to provide combined fiber/wireless solutions with 	Survey and plan complete; ISP action in transition City and Committee meeting on project after stakeholders agreements signed in Dec 21.

				understanding that City serves as initial guide for private provision and management	
Goal X: Support the provision of high speed internet access for entire community	Dept	Cost	Start Date	Recommended Strategy/Actions ✓ = ongoing action put in motion	Action Notes:
D. Work with ISPs (internet Service Providers in public/private delivery)	Tech Cmtee	TBD	7/20	✓ 1. Committee members and Council liaison engage ISPs with win-win plan to be provided in Phases	*see above
E. Continue requirement for new homes to provide conduit to street for future dedicated line services	DevS	n/a	*	✓ 1. Analyze annually any need for change in conduit size and/or available uses ✓ 2. Update permitting guidelines as needed	

Goal XI: Update Park Plan to meet current and future needs/interests	Dept	Cost	Start Date	Recommended Strategy/Actions  = ongoing action put in motion	Action Notes:
A. Commission the Parks Committee to review and update the 2013 plan	Public Works	TBD	Fall 21	 1. Request report for publication w/goals and associated costs	Update on 2013 Master Park Plan at Jan 23 WS by Park Committee with budget recommendations to be considered by Staff and Council during budget process.
B. Explore providing walkable spaces within varied sectors of sub-divisions	CM Public Works	TBD	Fall 21	 1. 82% of respondents indicate a desire for recreational trails, park and green space  2. See Transportation Goal VII.C. for mapping of walking paths throughout City  3. Explore donor support and collaboration w/businesses, resort, private interests	See above – recommendations for clearing Slickrock creek trail in collaboration with HSBPOA; add extension off of SRC trail into Airport area for looping in existing greenspace where feasible. Transportation Committee developing shared path plan and possible grant funding at 100% via Federal Alternative transportation funding.
C. Engage any large development projects to provide for green space, walking and/or park space	DevS	n/a	Fall 21	 1. Challenge Dev Services to collaborate w/developers to include green space as part of overall land management (erosion, drainage, aesthetics)	1.Dev Services and CM worked with Monarch Ridge Development to provide for greenspace and community amenities including walking trails and park space. This model will be utilized as the preferred development within HSB to be consider by future developments.
D. Review existing facilities (Martin Park, Pickle Ball, Hiking Trail) to identify upgrade needs	Public Works	TBD	Jan 22	 1. Examine current wood chips in Martin Park for danger and alternative option	1.Researched alternatives to wood chips and concluded the majority of playscape areas utilize same both for cost and duration. PWD maintains depth levels to ensure proper cushion and adding toddler infrastructure in FY23; Possible rehabilitation of park building structure through budget FY2024.
E. Partner with 501(c)(3) Nature Park as landmark response to desire of	Council	TBD	*	 1. Honor initial partnership agreement for maintenance funds in annual budget	Annual budget review for contribution to annual operations and maintenance costs (\$10,000+CPI).

community reflective of quality of life identity				✓ 2. Recognize occasion one-time needs will emerge (ex: Tree trimming/care) and provide for financial support	
F. Consider timeframe for formally establishing a staffed parks department	CM	TBD	9/21	✓ 1. Examine potential for combined staff position of communication/parks program oversight, w/primary skills in web mgt.	Part time employee to be considered based on Park Committee recommendations to Council- FY24 budget process. Part of Communication position/administrative position duties for website administration for reservation system.

Goal XII: Create centers for community shared engagement	Dept	Cost	Start Date	Recommended Strategies/Actions ✓ = ongoing action put in motion	Action Notes
A. Contract for draft plan to identify current and future needs and potential for community multi-use facility for growing population	Council	TBD	5/21 Delay to 2022 after City Center design	✓ 1. Commission architectural study ✓ 2. Focus on opportunity for expansion needs to include communal space for gatherings, events/celebrations, workshops, park space ✓ 3. Examine potential for multi-function indoor space as part of city hall expansion to include educational and communication options on topics of high interest ✓ 4. Reach out to resort ownership for donation of property for expanded city hall space	1. Conceptional plan created in May 22; Bond election approved in November 22; Architect hired in March 23 for City Center complex. 2. Part of City Center project. 3. Part of City Center project. 4. Received donation of property for new City Center. Completing agreement details in Jan 2022.

B. Work with private businesses and non-profit groups to identify potential options for performance venues, green space gathering areas	CM Council	n/a	*	✓ 1. Identify goals for private interest groups and identify any way the City might support efforts, such as: a. Communication partnership b. Zoning/land access reviews c. Facilitating collaborations d. Grant input support	Support of HSBPOA and HSBBA with community events, including Christmas lighting; Bogie on the Bay; and 4 th of July Celebrations. Discussions with Architect during planning for the City Center on outside events and possible future phasing for potential outdoor public stage venue.
C. Consider placing a proposition on the ballot for citizens to vote on their approval of tax dollars for a shared performance/community center	CM Council Fin. CS	TBD	2022	✓ 1. Prior to ballot, form committee to discuss implications of venue (cost, who runs, purpose, access priority, anticipated city contribution/role)	Not considered at this time.
Goal XIII: Advocate for citizen in areas beyond scope of City immediate oversight and authority	Dept	Cost	Start Date	Recommended Strategies/Actions ✓ = ongoing action put in motion	Action Notes
A. Strengthen City Mayor initiated Highland Lakes Leadership Coalition for collective influence in regional efforts	Mayor	n/a	*	✓ 1. Continue bi-annual meetings with Mayors, Commissioners, County Judges from communities abutting Lake LBJ ✓ 2. Review primary focus areas of: a. Lake Quality and Management b. Internet Access c. Traffic Planning d. Emergency Cooperative Agreements e. Workforce Development	1.Ongoing initiatives – Current issues related to Transportation issues and Wirtz Dam Road. Mayor provides monthly report to Council and in Mayor's monthly newsletter. 2.Publish updates for citizens as completed and available.

B. Recognize the essential impact of our area hospital success (BSW) and provide overt support	CM Mayor	n/a	As called by resort and hospital plans	<ul style="list-style-type: none"> ✓ 1. Establish consistent communication with local hospital CEO to support: <ul style="list-style-type: none"> a. Providing information to community on hospital initiatives/support needs b. Sharing immediate information relevant to health data and citizen action needs c. Showcasing celebrations of success ✓ 2. Support efforts toward the “healthy lifestyle” coalition with the resort and hospital in forming a ‘wellness destination’ experience for the weekend or a lifetime 	Seek developments that are in alignment with supporting a healthy lifestyle and support services. Current Silver Rock development to provide independent and assisted living options for the community.
C. Engage Burnet County business development along Hwy 281 and Hwy 71 with regard to implications for HSBay	Mayor CM	n/a	*	<ul style="list-style-type: none"> ✓ 1. Reach out to City/County of Burnet for informed perspective on developments 2. Engage relevant entities (TxDot, CAPCOG) to identify proactive needs for HSBay 	1.Urgency of impact expressed to all; In communication with County and City of Marble Falls to support large retail businesses along Hwy 281, but not along Hwy 71in HSB. 2. Actively in conversations with TexDOT on challenges faced from area growth and impact of Wirtz Dam road project.

The Long Range Plan/LRP reflects the desired focus for the Horseshoe Bay community as determined through surveys, interviews, and analysis of topical and regional emerging demographics/status. The entire community is appreciative of the work of the members and contributors to this 18 month study and the ensuing recommendation by the advisory committee. (See posted Long Range Plan 2021 report on City Website for names of contributors and submitted document/study).

This Implementation Guide serves as a living, working document for internal action direction toward meeting the goals of the LRP. Each identified department will update the plan bi-annually to reflect action taken and maintain a file of documented efforts/results.

The LRP will serve as a guiding document in all staff and council decision making with regard to policy and budget.