



The City of Horseshoe Bay

“ A Quality of Lifestyle Community ”

Long-Range Plan 2021- **Implementation Guide**

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	Recommended Actions/Status  = ongoing activity put in motion	Action Notes
A. Clarify and support the divided roles of the City, the Declarant/Resort, POAs, and ACCs	Adm	<ol style="list-style-type: none"> <input checked="" type="checkbox"/> 1. Develop a visual chart of roles and communicate via Community letter (annually), POA distribution, post on website <input checked="" type="checkbox"/> 2. Host quarterly meetings with POA presidents for input/update share 3. Include clarification as a part of annual Town Hall meetings 	<p>1. Chart on website (Your Govt/4 Partners)</p> <p>2.-3. Mtg dates on annual calendar</p>
B. Recognize the specific challenge for the HSBPOAs (apart from other POAs) and the impact this has on residents	Adm Mayor	<ol style="list-style-type: none"> 1. Encourage review of limited dues challenge that restricts maintenance and response to HSBPOA citizen services <u>in mtgs w/declarant</u> <input checked="" type="checkbox"/> 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) 	<p>*Monthly mtg of Mayor and  declarant; POA Board meetings</p> <p>2. ACC oversight and is forming a POA community watch group</p>
C. Establish an on-going relationship with POAs to ensure alignment with city goals, ordinances, and collaborative works	Adm	<ol style="list-style-type: none"> 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 needs of varying POA communities (create calendar) 	<p>1. Mtg dates on  annual calendar</p> <p>2. Jan. 22nd</p> <p>3. TBD at next POA mtg</p>

Goal I: Establish a clear identify for the unique City of Horseshoe Bay	Dept.	Recommended Actions/Status  = ongoing activity put in motion	Action Notes
D. Continue the Citizen’s Academy as a tool for educating residents of activities of each dept. within the city	Adm	<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. Survey at end of each academy 2. Sept 21  3. Newspaper; Mayor/POA ltr 4.-5. CM email to graduates annually for feedback
E. Communicate and support “identity” of city as a healthy living (active, engaged) community with priority on small town and environmental sustainability		<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 <ol 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 ‘healthy lifestyles’ emphasis (review specific efforts/actions taken); compile annually Explore “city brand” review moving from “people helping people’ to quality of life focus (placed strategically/use in outreach) 	<ol style="list-style-type: none"> 1.  2. See calendar of mtgs/a. <ol style="list-style-type: none"> b. 4/21 3. See III.F 4

Goal II: Build on civic pride and small town/ healthy lifestyle identity	Dept.	Recommended Actions/Status  = ongoing activity put in motion	Action Notes
A. Focus development of needed City facilities on opportunity to meet future operational space needs combined with community space where citizens can engage in small groups, and participate in city-wide activities	Adm	<input checked="" type="checkbox"/> 1. Direct architectural study to include expanded council chambers space to encourage citizens to engage meetings, workshops, indoor events 2. Provide outdoor community space at new facilities for modeling of xeriscaping with workshops supportive of environmental quality of life in HSB 3. Inform public of facility need in varied venues	1.-2.Firm draft shared 4/21 3.Communication Plan to be developed in 1/22
B. Work with stakeholders to enhance “Welcome to Your HSbay” packets as initial communication and establishment of pride/emphasis on city identity	Adm	<input checked="" type="checkbox"/> 1. Establish a ‘welcome committee’ to review current welcome packet and offer suggestions for improvement 2. Include representation from business, churches, POAs, resort as provided 3. Organize information that reflects much of the FAQs that will assist new residents 4. Post on-line awareness (and utility notice) of availability of welcome packet resources 5. Communicate access to new packet for existing residents who may benefit from updated awareness since arriving	Cmtee review 6/21 2-5. Sept 21 Welcome Cmtee report and annual update
C. Publicize the existence of a comprehensive Emergency Management Plan and implications for citizens in times of need.	EOC/ Fire Chief	1. Add section to city website with picture of EMPlan cover/2021 date followed by short explanation of components. 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) 3. Identify key stakeholders (hospital, church, resort, POA pres., HSBBA, for prompt calls)	1.Nov 21 2.Nov 21 3.Nov 21

Goal III: Examine any gaps in communication and identify methods for further outreach	Dept.	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	<input checked="" type="checkbox"/> 1. Invite key citizens as advisory group to offer feedback and suggestions for continually increasing citizen awareness of city work 2. Review recommendations for viability/impact	1.Report 6/21 2.Rev 7/21 3.Adopted 8/21
B. Consider current and future capacity of council to communicate with on-site and external participants	Adm Tech	1. Examine overall technology communication as a part of new City Hall facility council chambers' capacity (quality of sound for external participants, video options, taping)	1.Arch Study 5/21
C. Review current website as primary depository for citizen information	CM Council	2. Conduct a "scavenger hunt" of website to identify challenges in accessing info quickly 3. Host a workshop on current website for council members to identify challenges ; include web committee for demos	2.Fall 21 3.Jan 22
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 and monitor annually for needed upgrade 	CM	1. Consider venues in addition to current successful existing platforms which include: <ul style="list-style-type: none"> a. Website w/all current data and info b. CIVIC READY/e-alert sign-ups for emergency and high interest topics c. Weekly focus newspaper articles d. Monthly Mayor Community Letter e. QR codes and "How do I" options f. Posted videos on website/You Tube g. Annual Town Hall meeting/showcase h. City Corner in newspaper each month w/timely news; develop reader habit 	1.See communication committee rpt 8/21 (social media delayed for review in 22)

Goal III: Examine any gaps in communication and identify methods for further outreach	Dept.	Recommended Actions/Status ✔ = ongoing activity put in motion	Action Notes
E. Partner with POA presidents to keep their community aware of City information resources	CM / Mayor	✔ 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 ltrs on web-site 2. Calendar of mtgs w/agendas
F. Ensure “new”/timely news is provided by each department to community ahead of impact (see City Corner in Beacon Goal III D.)	Web cmtte	1. Examples would include reminders to citizens about deer management, mowing, any new utility tools/actions, high interest headlines, website upgrades, new staff	1.1/22 – Explore new <i>City Corner</i> news in Beacon
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	✔ 1. * See expectation Goal IV: A./1. Below ✔ 2. Publicize current and future standard source: a. Finance Excellence Awards (see website) b. Police industry excellence review c. Fire ISO/national standard framework d. Dev Serv review of service delivery times e. Utility industry standards review; customer satisfaction reviews f. Quality of Life Awards (Dark Skies, Scenic City, Monarch Pledge) g. HR Comparative Studies annually ✔ 3. Post consistent highlight of standards ✔ 4. Include ‘dashboard’ monthly review in council meeting packet for public review	1. Council Comments/Pkt 2. City Corner in monthly paper; Dept website
H. Update all City ordinances to reflect current best practice/alignment	All dept	✔ 1. Each dept review ordinances specific to their practice, review, update, and present to council for approval. (revisit annually)	1.6/21 updated

Goal IV: Promote strong business and financial management with measurable outcomes	Dept.	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	<ol style="list-style-type: none"> Each department identify standard for review of staffing, resources, results of actions. (see benchmark process above) – post source Place review results in 5 year plan/update 	<ol style="list-style-type: none"> Each dept post results of benchmark in annual report to council ✔
B. Review practices of surrounding cities regarding common practices in areas of common responsibilities	Fin. HR DevS	<ol style="list-style-type: none"> Monitor tax rate, staffing ratios (varied for multiple factors), website topics, etc. Analyze large project activity (drainage study?) conducted by area cities as frame 	<ol style="list-style-type: none"> ✔ Fall 21/ ex: Freder.
C. Pursue grants, federal and county tax allocations and donations to maintain low tax rates	All Dept	<ol style="list-style-type: none"> Each department annually apply for available grants with focus on large capital outlay needs Access all available funds from external sources to offset taxes paid by citizens (publicize and post for public awareness) 	1. See annual budget revenue from non-tax sources
D. Seek ‘like’ cities w/common demographics, growth pattern, community emphasis, challenges as resource for comparative practice	CM Mayor Council	<ol style="list-style-type: none"> Utilize State and National organizations (TML?) to identify similar city profile. “Give Back” by publicizing in municipal publications for other cities to learn from successful HSBay practice 	<ol style="list-style-type: none"> TML conf 10/21 Copies on file w/ CM



Goal IV: Promote strong business and financial management with measurable outcomes	Dept.	Recommended Actions/Status  = Ongoing action put in motion	Action Notes
E. Encourage voter support for Sales Tax to offset property taxes.	CM Fin Mayor	<ol style="list-style-type: none"> 1. Publicize Sales Tax implications: <ol 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.-2. Sept/Oct Mayor ltr; newspaper; POA and citizen group mtgs and resort/ HSBBA

Goal V: Review Future Land Use Map/ FLUM for effective planning	Dept.	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	<ol style="list-style-type: none"> 1. Review map w/Dev Serv and builders/developers for adjustments/updates 2. Discuss any potential partnerships w/resort to expand green space, hiking spaces 	<ol style="list-style-type: none"> 1.  2. See V.C
B. Ensure the focus of commercial development aligns w/HWY 2147 for internal community services (avoiding businesses to draw traffic into community)	DevS HSBBA	<ol style="list-style-type: none"> 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) 	<ol style="list-style-type: none"> 1. When plans filed 2. Annual HSBBA mtg
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	<ol style="list-style-type: none"> 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 3. Develop “overlay/image corridor” along Hwy 71 and Hwy 2147 (and entrances) for consistent green space 	<ol style="list-style-type: none"> 1. 2. Spr 22 3. Spr 22
D. Remain steadfast in enforcement of noise/light/density pollution impact	DevS	<ol style="list-style-type: none"> 1. Monitor adherence to ambience coding with new code enforcement officer flex hours; review maximum lumens on each construction/build permit (may vary due to size of home/facility) 	<ol style="list-style-type: none"> 1. Review new build permits and evening light extremes as reported

Goal VI: Commit to current high quality construction standards	Dept	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	<ol style="list-style-type: none"> 1. Maintain list of builders w/any associated concerns that might arise (see Dev Serv vetted checklists_ 2. Provide intro packet of checklists, standards with cover letter reflecting expectations (trash, parking management, noise, weekend respect, project cleanliness/timeliness, etc) 	<ol style="list-style-type: none"> 1. ✔ 2. Updated 6/21; rev annually
B. Work collaboratively with quality builders to support their business success while maintaining emerging standard needs for growing density	DevS	<ol style="list-style-type: none"> 1. Respect cost demands of new ordinances by engaging first with builders to explain intent and collaborate on options 2. Begin discussions about high priority of heritage trees, landscaping, drainage and provide reports to P& Z on recommendations 	<ol style="list-style-type: none"> 1. ✔ 2. See P&Z 8/21 rpt
C. Engage builders in conversations regarding ACC standards also being a city expectation (citizen demand) and utilize code enforcement where legally allowed and/or notify ACC	DevS	<ol style="list-style-type: none"> 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) 2. Document trends to add to annual meetings with builders 	<ol style="list-style-type: none"> 1. ✔ 2. See calendar
D. Continue to pursue options to address aging buildings/multi-family/residences to encourage upgrades and/or replacements	DevS	<ol style="list-style-type: none"> 1. Safety and sub-standard building is reviewed, but 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 	<ol style="list-style-type: none"> 1. Annual mtg w/POA 2. Spr 22

Goal VII: Manage growth and impact on services/taxes, safety, traffic, and access to quality of life pace	Dept	Recommended Strategy/Actions ✔ = ongoing action put in motion	Action Notes:
A. Work w/regional partners on potential traffic pattern impacts on HSBay	Mayor	<ol style="list-style-type: none"> 1. Use Highland Lakes Leadership Coalition of Mayors and Judges to review shared needs/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 3. Interface with ThunderRock development and potential road intersections 	<ol style="list-style-type: none"> 1. Bi-annual mtg minutes 2. See Traffic Study
B. Conduct internal transportation study to identify challenges and opportunities for traffic flow	Public Works Police	<ol style="list-style-type: none"> 1. Track daily movement via 'tickers' over 2 week period during normal week (non-holiday) to identify traffic flows 	<ol style="list-style-type: none"> 1. Holiday periods
C. Examine 'traffic' paths for non-auto movement, including golf carts, hikers, and bikers	Public Works	<ol style="list-style-type: none"> 1. Use City staff, reps from hikers, POAs, resort, and business alliance to draft potential paths (existing or developing) to offset auto traffic 2. Develop maps to distribute/post for users of current paths 	<ol style="list-style-type: none"> 1. Nov 21 2. Nov 21
D. Determine the need for a more comprehensive study for additional exit roads for Horseshoe Bay residents	DevS PD CM Mayor	<ol style="list-style-type: none"> 1. Review area traffic movement and management strategies 2. Review annually to determine need for external/contracted traffic study 	<ol style="list-style-type: none"> 1. Include as part of Traffic Study
E. Ensure emergency management plan posts emergency routes for each sub division in cases of flood, fire, or other disaster	EOC PD FD	<ol style="list-style-type: none"> 1. Develop and post emergency exits routes 2. Provide for evacuation routes for large populations (hospital, hotel, restaurants, holiday or resort events) 3. Associate this info with access to emergency management information (website, non-tech in crisis) 	<ol style="list-style-type: none"> 1. EOC mtg 2022 2. Post on EMC site

Goal VII: Manage growth and its impact on services/taxes, safety, traffic, and access to quality of life pace desired by residents	Dept	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	<ol style="list-style-type: none"> 1. Engage discussion with HSBBA as potential needed business solution (local “uber”?) 2. Assist in publicizing identified supports 	<ol style="list-style-type: none"> 1.Spr 22 2. See III.D.
G. Review 5-year plan annually to ensure it reflects alignment of growth and new resources with projected needs	All dept	<ol style="list-style-type: none"> 1. Annual budget process should reflect review of new data relevant to each dept needs 2. Post 5- year plan as separate vision document 	<ol style="list-style-type: none"> 1. ✔ 2. ✔
H. 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	<ol style="list-style-type: none"> 1. Annually underscore HSBay identity (FLUM) as a part of permitting process and update map 	<ol style="list-style-type: none"> 1. ✔
I. Educate community regarding existing ordinances designed to mitigate impact of short term rental occupants (noise, parking, trash) as control method	CM PD Mayor	<ol style="list-style-type: none"> 1. POA pres. Meeting annual topic 2. Publicize precautions prior to Spring Break and Summer Break 3. Encourage reporting at time of incident to create immediate response pattern to deter violations by renters/visitors 	<ol style="list-style-type: none"> 1. ✔ 2. See III.D.

Goal VIII: Proactively ensure protection and management of Lake LBJ in support of quality of HSB life	Dept	Recommended Strategy/Actions  = ongoing action put in motion	Action Notes:
A. Prioritize environmental quality in lake through agreements with State and Regional agencies/counties/cities	Util.	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. See County Plan	1.  2.HSB Util received <i>River Heroes</i> award for its efforts
B. Use HLLC of city/county leaders to focus on shared interest in lake management	Mayor	1. Engage legislature and Governor’s office to clarify role of LCRA, Texas Parks and Wildlife, USACE, ALL, and others in protecting lake 2. Request reports on current silt impact, water quality, and water safety roles/actions 3. Seek action plan presentation for community by LCRA and/or TPW on future of LBJ	1.Jan 22 2.-3. Spring 22
C. Review safety standards focused on recreational lake use and provide public information on expectations.	CM Mayor PD EOC	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	1.  2.Buoys launched 3/21 3. See II.D.

Goal VIII: Proactively ensure protection and management of Lake LBJ in support of quality of HSB life	Dept	Recommended Strategy/Actions  = ongoing action put in motion	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	<ol 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) 	<ol style="list-style-type: none"> 1. See III.D. 2. HSB has a citizen on LCRA board
E. Upgrade Water patrol/rescue boat for oversight and as option for fire safety	PD FD	<ol style="list-style-type: none"> 1. Police and Fire work collaboratively in purchase and operation of fire/rescue boat 2. Coordinate w/TPW to communicate focus of boat will be on HSBay coastline area 	<ol style="list-style-type: none"> 1. Fall 23; \$150K 2. Ltr from CM/EMC

Goal IX: Manage water, land, and natural resources for current and future quality of life	Dept	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	1. Conduct a formal Drainage Study across the community to determine phased plan of action	1.Spr 22
B. Examine Ordinance 7-03-20/Heritage Tree Protection and overall tree protection plans (Oak Wilt, lot leveling)	DevS Public Works	1. Set ordinance requiring any effort for removal (Caliber = 26") has plan/ permits prior to cutting 2. Educate and enforce compliance with Art. 8.09 for safe pruning to prevent Oak Wilt (wound seals should not be "clear") 3. Encourage removal of non-native, invasive tree species; post list on website, in Welcome Packets, and at Earth Day 4. Ban planting of Red Oaks in city limits	1.2022 ordinance 2.-3. Wkshps for citizens
C. Provide information regarding appropriate fertilizers/chemical use introduced internally in creeks, property that ends up in Lake LBJ	CM Util	 1. Include information in welcome packet and on-line 2. Share information alongside backflow prevention mailings 3. Use irrigation site reviews as discussion and distribution opportunity	1.New pkt 2.See III.D. 3. 
D. Enhance efforts to prevent illegal dumping	PD DevS	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.Spr 22 2.See Muni Ct/Dev Serv doc.

Goal IX: Manage water, land, and natural resources for current and future quality of life	Dept	Recommended Strategy/Actions  = ongoing action put in motion	Action Notes:
E. Manage solid waste and recycling in a sustainable manner	Util	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 1. Update the City Website to explain sorting requirements <input checked="" type="checkbox"/> 2. Provide clear labeling at recycling center <input checked="" type="checkbox"/> 3. Consider alternative recycling collection site on East side of City 4. Continue reaching out to companies for curbside recycling collection (monthly?) 	<p>1.7/21</p> <p>2.QR/color labels in place 3. X 4. Annual contract</p>
F. Annually publicize deer management plan as reminder and awareness effort	CM Util Mayor PD	<ul style="list-style-type: none">  1. Annually publicize in newspaper, Mayor newsletter, and in POA workshop with highlight of website information/location 2. Proactively notify public prior to beginning deer trapping in October, guiding them to website information; include in City Corner news in local paper <input checked="" type="checkbox"/> 3. Include expanded information on harmful practice of feeding animals in welcome pkt 4. Identify repeat offenders feeding animals and issue citations 	<p>1.-2. See III.D.</p> <p>3. Welcome Packets updated</p> <p>4. See Muni Ct. fines</p>

Goal IX: Manage water, land, and natural resources for current and future quality of life	Dept	Recommended Strategy/Actions  = ongoing action put in motion	Action Notes:
G. Increase awareness of light “pollution” policies and impact of lower light ambience on quality of life as well as bird/butterfly, nature	Park Cmt CM DevS	<ol style="list-style-type: none"> 1. Host workshops through City focused on varied environmental topics each quarter to engage community in shared care of City lifestyle quality. 2. Reach out to vested groups such as Master Gardeners, Nature Park supporters, hikers, to serve as ambassadors in their sub-division 3. Ensure builders (especially commercial) understand the expectation (and the reasons) for ambient lighting protocols 	<ol style="list-style-type: none"> 1. Calendar of Wkshp 2. 3. See Cklist for blders

Goal X: Support the provision of high speed internet access for entire community	Dept	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	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	1.21/22 Calendar dates 2.POA newsltr
B. Collaborate with regional, State, and Federal partners to determine shared plan specific to each area need	Tech cmte CM Mayor	 1. Participate with County Internet Focus Plan (utilizing American Rescue Resources)  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 d. Formally request 25% of County ARPA for City tech plan	1.a.-b. Work begun on RFQ thru County Cmtee 1.C. Plan TBD -9/21
C. Identify local needs by area/POA		 1. Conduct survey of internet coverage access and broadband strength 2. Create Phased maps of action plan to provide combined fiber/wireless solutions with understanding that City serves as initial guide for private provision and management 3. Dedicate ARPA money from County, City with dedicated budget and collaboration with resort for citywide project; 4. Examine ways to match hiking trails with conduit installs	1.Survey and plan complete; 2. ISP action plan in transition 3.Fall 22

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

Goal XI: Update Park Plan to meet current and future needs/interests	Dept	Recommended Strategy/Actions ✔ = ongoing action put in motion	Action Notes:
A. Commission the Parks Committee to review and update the 2013 plan	Public Works	<ol style="list-style-type: none"> 1. Request report for publication w/goals and associated costs 2. Define focus areas/liason roles for: <ol style="list-style-type: none"> a. All parks (Martin, Fuchs, Nature, Hiking Trails) b. Environment initiatives (Monarch Pledge, Dark Skies, Scenic City) c. Application for “Bird City USA” 	<p>1.Spr 22</p> <p>2.Dec 21 (new cmte members)</p>
B. Explore providing walkable spaces within varied sectors of sub-divisions	CM Public Works	<ol style="list-style-type: none"> 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 3. Explore donor support and collaboration w/businesses, resort, private interests 	<p>1.LRP rpt</p> <p>2.Spr 22</p>
C. Engage any large development projects to provide for green space, walking and/or park space	DevS	<ol style="list-style-type: none"> 1. Challenge Dev Services to collaborate w/developers to include green space as part of overall land management (erosion, drainage, aesthetics) 	<p>1. ✔</p>
D. Review existing facilities (Martin Park, Pickle Ball, Hiking Trail)	Public Works	<ol style="list-style-type: none"> 1. Examine current wood chips in Martin Park for danger 	<p>1.8/22; wood chip Rev; kept</p>
E. Partner with 501(c)(3) Nature Park as landmark response to desire of community reflective of quality of life identity	Council	<ol style="list-style-type: none"> ✔ 1. Honor initial partnership agreement for maintenance funds in annual budget ✔ 2. Recognize one-time needs will emerge (ex: Tree trimming/care) and provide for financial support 	<p>1.-2. Annual budget review</p>

Goal XII: Advocate for citizen in areas beyond scope of City immediate oversight and authority	Dept	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	<ul style="list-style-type: none"> ✔ 1. Continue bi-annual meetings with Mayors, Commissioners, County Judges from communities abutting Lake LBJ ✔ 2. Review primary focus areas of: <ul style="list-style-type: none"> a. Lake Quality and Management b. Internet Access c. Traffic Planning d. Emergency Cooperative Agreements e. Workforce Development 	<p>1. Provide report to Council</p> <p>2. Publish updates for citizens</p>
B. Engage Burnet County business development along Hwy 281 and Hwy 71 with regard to implications for HSBay	Mayor CM	<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 	Urgency of impact expressed to all

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.