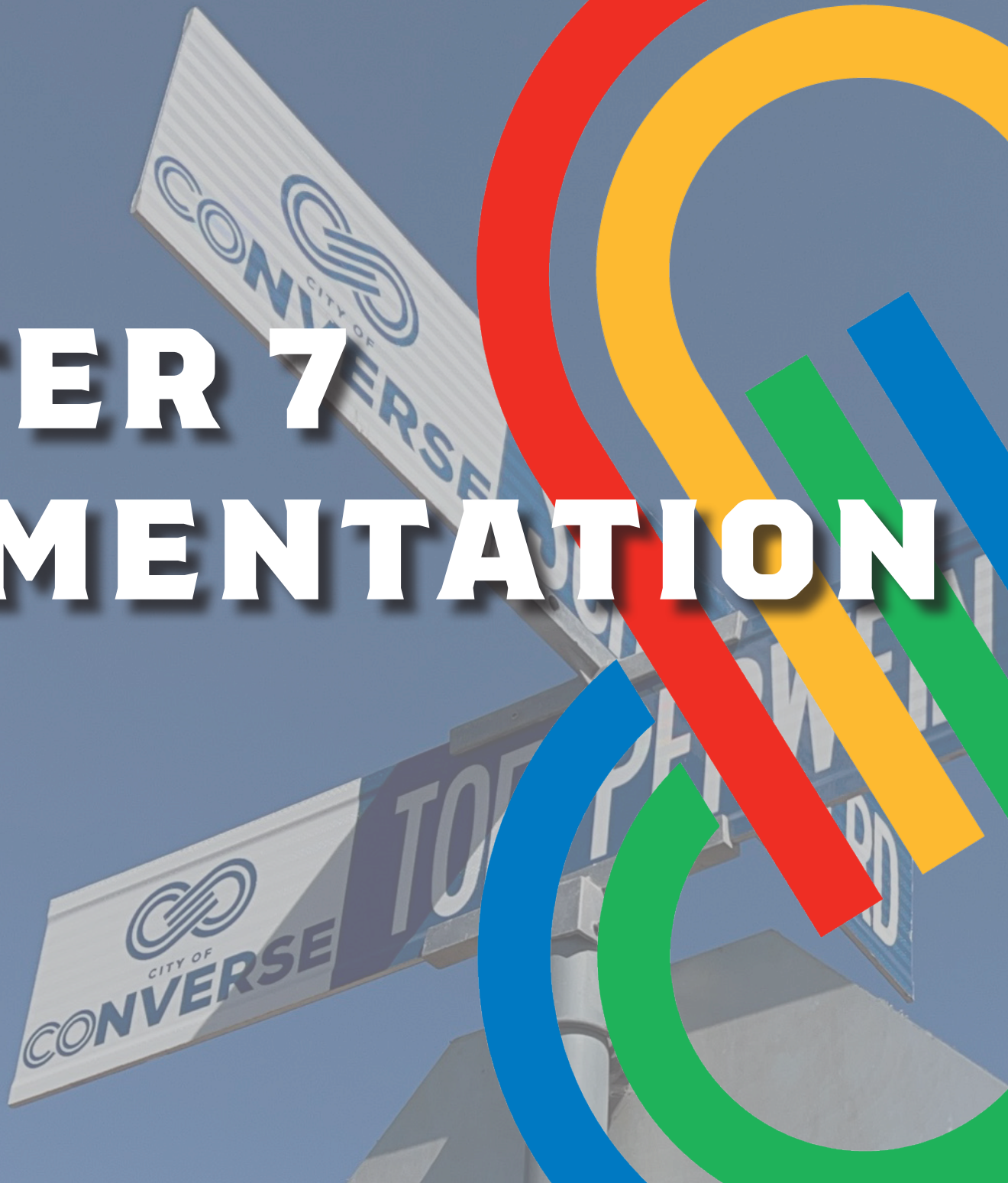
CHAPTER 7
IMPLEMENTATION



Introduction

The implementation plan is a crucial component of the Comprehensive Plan, as it translates strategic goals into actionable steps. The Comprehensive Plan Steering Committee expressed a need for an actionable and feasible implementation plan.

This chapter presents a detailed list of implementation strategies, clearly outlining the specific actions required, assigning roles and responsibilities, and establishing a timeline for achieving the desired results. This thorough approach details what needs to be done, who is responsible for each task, and when each step should be completed, ultimately facilitating the successful execution of the Comprehensive Plan's goals.



Implementation Best Practices

Proactive and Reactive Strategies

Plan implementation is often achieved through one of two methods: proactive and reactive implementation strategies. While both are effective in putting the recommendations of this Plan into action, using a balance of both approaches will better set Converse up for success in achieving these goals. Examples of proactive and reactive strategies are provided below.

Proactive Strategies

Proactive strategies are those that the City leads in seeking implementation of the Plan's recommendations and actions. City-initiated efforts are effective because they may occur immediately but may prove costly regarding staff time and City resources. Examples include:

- Updating policies, such as Capital Improvement Plans (CIPs), thoroughfare plans, and development codes to achieve the recommendations identified within this Plan.
- Initiating zoning changes within target areas to encourage development that is compatible with the land use designations within this Plan.
- Acquiring property from private individuals and entities in strategic locations to support responsible development, design, and engineering practices.

Reactive Strategies

Reactive strategies involve opportunities brought to the City on a case-by-case basis rather than those the City seeks out independently. These strategies rely on elected and appointed officials to act with the recommendations of this Plan in mind, placing further emphasis on the continuing updates and communication of the Plan suggested in this chapter. Examples include:

- Assessing rezoning requests against the intent and purpose of the future land use categories established in this Plan.
- Reviewing development applications for compliance with the adopted development standards and the intent of this Plan.
- Updating the recommendations and actions of this Plan based on public feedback and initiatives.
- Considering economic development projects and incentive options that expand the City's tax base and employment opportunities.

Implementation Education

An essential part of implementation is education about the role and significance of the Comprehensive Plan. Public education about the Comprehensive Plan builds consensus on the initiatives in the Plan and gains buy-in from the community. When the community supports the Plan for the future development of Converse, the Plan receives the consensus it needs to successfully implement these initiatives.

Regular education and training should be offered to City Council, Planning and Zoning Commission, City Staff, and other individuals with a direct role in the implementation of the Plan. Training is intended to update or educate participants so that those involved with the Plan are always informed about the current status of the Comprehensive Plan. Training initiatives should include:

- A review of the goals and guiding principles that guide the Plan's recommendations.
- An overview of segments of the Plan that most directly relate to their responsibilities and purposes.
- Discussion of the roles and responsibilities of each individual entity and its function regarding Plan implementation.
- Implementation tasking and priority setting that allows each group to establish their own short- and long-term agendas.
- A review of current Plan initiatives and status updates on the progress of recommended implementation strategies.

Roles and Responsibilities

No single individual or entity is responsible for the implementation of the Comprehensive Plan. There are multiple aspects of the Plan that require participation by various parties, such as the adoption of regulations, administration of the development code, and partnering with different public and private organizations. Each individual or group involved with the Comprehensive Plan has a vital role to play in its implementation based on their authority and expertise.

City Council

The key responsibilities of the City Council are to establish priorities, set time frames for when actions should be initiated and completed, and determine the financial resources to be made available for implementation efforts. The City Council works with outside entities or provides direction for City Staff and City Commissions to implement the initiatives of the Plan.

City Commissions

City Commissions play an important role in supporting the implementation of the Comprehensive Plan. Commissions such as the Planning and Zoning Commission, Historic Preservation Commission and Parks and Recreation Commission provide guidance and make recommendations to the City Council on matters related to their areas of responsibility. In this role, the commissions act as a connection between City Staff and City Council. It is important for these commissions to remain knowledgeable about the Comprehensive Plan and to make sound recommendations in the best interest of the City.

City Staff

City Staff is involved in the most direct application of the Comprehensive Plan. Staff is responsible for administering the Plan through the zoning ordinance, subdivision codes, and other regulations directly influenced by the Comprehensive Plan. Staff also provides recommendations to commissions and the City Council regarding departmental budgets and the alignment of projects with the goals of the Plan.

Partners

Implementation of the Comprehensive Plan is not solely dependent on the City's resources. Entities like private developers, federal agencies, and local non-profit organizations are useful partners to implement specific recommendations of the Comprehensive Plan. These entities can provide resources and support for elements of the Plan to assist the City in completing particular tasks. Partnerships can take the form of public-private partnerships (PPP), grant funding, establishment of programs, and other various methods. The following list of partners is not exhaustive, but provides examples of outside entities that can be beneficial to the success of this plan:

- Alamo Area Metropolitan Planning Organization (AAMPO)
- Bexar County
- Converse Economic Development Corporation
- Home Owner Associations
- San Antonio Chamber of Commerce
- Texas Department of Transportation (TXDOT)
- Adjacent local communities (on projects with mutual benefits)
- Additional affected agencies and entities
- Area property and business owners and the development community

Updating the Plan

This Plan is intended to serve as a guide for policy decisions and to reflect the community's vision for the future. As such, the Plan is not a rigid document but a living tool that should be revisited and revised, if necessary, depending on the City's changing economic, physical, and social composition. The Plan should be reviewed for accuracy as the City grows to maintain alignment with the vision and guiding principles.

Annual Progress Reporting

Following adoption, the City should assign a responsible body to provide an annual progress report on the status of the Comprehensive Plan to City leadership. This annual review will help verify if the Plan's relevance of content and the appropriateness of the Plan's recommendations and actions are still applicable. With assistance from City Staff and involved departments, the responsible body could present an annual report on the City's implementation from the year prior to the City Council. This report should be coordinated with the annual budget and can be used as an opportunity to celebrate the City's achievements and reflect on opportunities in the coming year.

Annual Updates

Following the annual progress reporting, the implementation action plan should be reviewed and updated as part of an annual plan amendment. This annual amendment will allow the City to update the implementation plan and identify near-term actions for the coming year. Annual Plan amendments also provide opportunities for relatively minor Plan updates and revisions as needed.

Five-Year Audit Diagnostic

In addition to the annual reviews, the City should conduct a thorough audit of the Plan's outcomes and content every five years following the Plan's original adoption. Such reviews should be a joint effort between all involved departments and officials and should include an analysis of the Plan's successes and shortcomings as it relates to implementing the community's vision for the City. During this process, staff should work to identify any necessary revisions, either minor or comprehensive, to organize potential revisions to the document. Topics of interest should include any shifts in demographic composition, economic factors, and societal factors that may impact the trajectory of the City.

10-Year Update

The Plan sets the stage for subsequent implementation actions in the 10-year planning horizon. Environmental conditions, population composition and City trends and concerns change over time. To help the Plan continue to provide the best and most appropriate direction possible, it should undergo a full update process every 10 years, including community and stakeholder engagement.



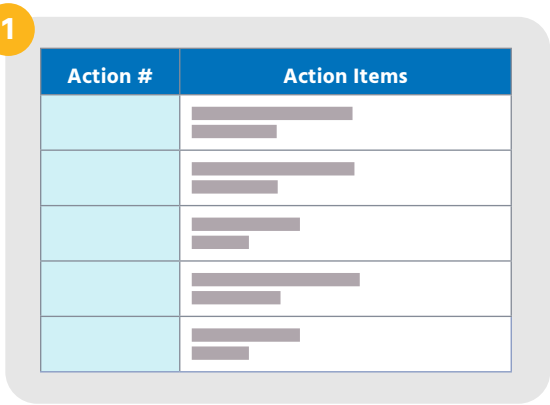
Implementation Action Plan

One of the most important elements of a comprehensive plan is having actionable recommendations that clearly outline the initial steps that a city must take to begin implementing the Plan. The following implementation table provides individual actions that will help achieve the vision established by the community. The table is organized by each plan topic and includes several action items related to each topic. For each action, an associated time frame for implementation, involved entities and action type are identified to assist with planning and completing the action. Additionally, each action item includes the associated vision statement(s) the action is addressing.

1 Action Items

The action items include recommended strategies paired with corresponding action keys. They are developed based on assessments and community input across various topics outlined in this Plan. These action items represent practical strategies that the City can implement to achieve the vision set forth in this Plan.

1



2 Implementation Time Frame

This Plan provides a phased approach to implementation to help the City identify achievable actions in the near future and distinguish them from long-term actions that might need extensive studies and preparation. The recommended actions are categorized into the following time frames.

Ongoing

Recommendations that are continuously being implemented or should be revisited regularly throughout the life of the recommendation or implementation of the Plan.

Short-Term (1-3 years)

Actions that are typically "low-hanging fruit" or easier to achieve because they do not require a large amount of capital.

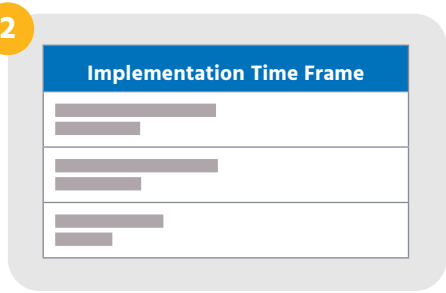
Mid-Term (4-6 years)

Actions that may require more planning and capital than the short-term 3-year horizon.

Long-Term (7+ years)

Actions that generally need a large amount of capital, require significant planning and coordination for completion or other steps must take place before implementation. In some cases, there may be opportunities to make some initial progress in the short- or mid-term.

2



3 Responsible Entities

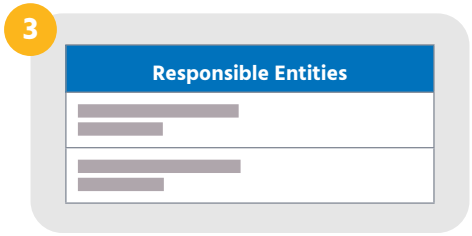
Assigning the key entities responsible for following through on an action is essential to implementing the suggested recommendation. This portion of the table identifies the departments, groups within the City, and potential partnerships that may assist with completing the action. Communication with these individuals and groups is essential to explain their roles and expectations when implementing this Plan. Please note that the entities mentioned below do not constitute an exhaustive list of partners.

City Entities

City Council, City Manager's Office, Community Development, EMS, Finance, Fire, Historic Preservation Commission, Parks and Recreation Commission, Planning and Zoning Commission, Police, Public Works, Water/Wastewater

Partner Entities

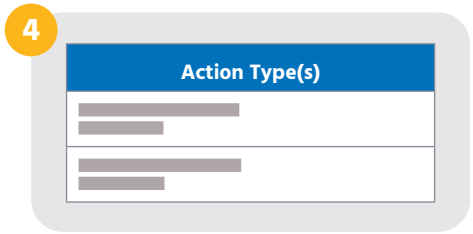
AAMPO, Bexar County, Converse Economic Development Corporation, San Antonio Chamber of Commerce, TXDOT



4 Action Type(s)

Successful implementation of the Comprehensive Plan will take coordination on the part of the City and area partners. The various actions in the table have been identified by one of eight action types. This distinction assists the City in identifying the individuals or groups responsible for carrying out the action and plan for proper resources and staffing. The action types are listed below:

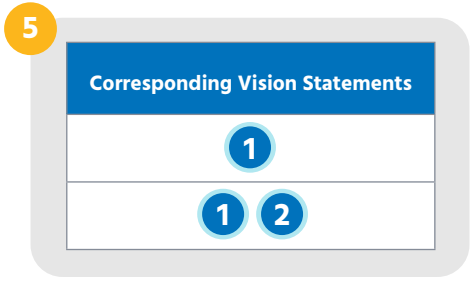
- Project
- Partnership
- Plan
- Policy
- Financial Investment
- Study
- Regulation
- Operational Change



5 Corresponding Vision Statements

The recommendations in this Plan reflect Converse's vision for its future, with the vision statements and corresponding big ideas serving as the foundation for every recommendation throughout the document. The table in the following pages highlights the alignment between these vision statements and the recommended implementation strategies, offering a clear framework for translating the Plan's vision into action. Every recommended strategy will correspond with an applicable vision statement, providing a clear and visually organized way to identify how the goals are integrated into the recommended actions.

1. **A City with Access to Vibrant Public Spaces.**
2. **A Destination and a Place to Call Home.**
3. **A Community with Safe and Convenient Transportation.**
4. **A City with Growing Prosperity.**
5. **A Place with Future-Ready Infrastructure.**



Land Use and Development					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
LU-1	Assign an individual or department within the City as the primary Comprehensive Plan Champion to be accountable for internal Comprehensive Plan implementation and coordination across the City.	Ongoing	City Manager	Plan	1 2 3 4 5
LU-2	Regularly update the Future Land Use Plan to reflect demographic shifts, economic trends and evolving community needs, ensuring alignment between land use, transportation and infrastructure.	Ongoing	Community Development	Plan, Policy	4
LU-3	Provide development incentives to encourage mixed-use development in appropriate districts.	Mid-Term	Community Development	Policy	1
LU-4	Examine and amend the zoning ordinance to better align with the Future Land Use Plan to permit mixed-use development and a wider variety of "missing middle" housing.	Short-Term	Community Development, City Council	Regulation	1 4
LU-5	Designate and preserve environmentally sensitive areas, floodplains and green corridors as open space.	Long-Term	Community Development, Public Works	Policy	4
LU-6	Coordinate land use decisions with transportation investments to reduce congestion, enhancement safety and support multi-modal access.	Ongoing	Community Development, Public Works	Partnership	3 4
LU-7	Update development review processes to streamline the review process for projects in alignment with the Comprehensive Plan.	Short-Term	Community Development	Operational Change	2 4
LU-8	Coordinate with Judson ISD and regional partners to develop interlocal agreements that expand access to recreational and educational facilities.	Mid-Term	City Manager, Judson ISD	Partnership	4

1 Access to Vibrant Public Spaces
2 Destination and a Place to Call Home
3 Safe and Convenient Transportation
4 Growing Prosperity
5 Future-Ready Infrastructure

Land Use and Development					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
LU-9	Enhance the appearance and identity of key gateways such as FM 78 and Loop 1604 through coordinated signage, landscaping, lighting and other corridor improvements.	Mid-Term	Public Works, EDC	Project, Financial Investment	2 4
LU-10	Develop incentives for the redevelopment of vacant or underutilized parcels within Converse to maximize existing infrastructure and reduce sprawl.	Mid-Term	Community Development	Policy	1 4 5
LU-11	Prepare detailed small area plans for key locations such as the Main Street Civic Center and the Kitty Hawk/Toepperwein area to guide future investment.	Short-Term	Community Development, EDC, City Council	Plan	1 2
LU-12	Apply transitional zoning tools to create appropriate buffers between low-density neighborhoods and higher-intensity uses.	Short-Term	Community Development	Policy	2
LU-13	Coordinate with the JBSA-Randolph to ensure surrounding development is compatible with base planning practices, such as the AICUZ and JLUS, and meets the needs of base operations and support functions.	Ongoing	City Manager, Community Development, JBSA-Randolph	Partnership	4
LU-14	Update site design and landscaping ordinances to enhance the visual character of the community while ensuring compatibility with existing neighborhoods.	Short-Term	Community Development	Regulation	1 4
LU-15	Create a Unified Development Code (UDC) that combines the various land development ordinances into one organized and updated document.	Mid-Term	Community Development, City Manager	Regulation	1 2 3 4 5

1 Access to Vibrant Public Spaces
2 Destination and a Place to Call Home
3 Safe and Convenient Transportation
4 Growing Prosperity
5 Future-Ready Infrastructure

Transportation and Mobility					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
TM-1	Adopt and implement the roadway improvements identified in the 2025 Major Thoroughfare Plan to ensure roadway classification, alignment and extension reflect land use patterns and future growth.	Long-Term	Public Works, AAMPO	Project	3 4
TM-2	Advance trail and bicycle facility connections identified in the 2025 Active Transportation Plan to expand safe, connected options for cyclists and pedestrians.	Long-Term	Public Works	Project	3 4
TM-3	Develop a Master Transportation Plan analyzing traffic volumes, crash data and overall system level-of-service to create a framework for future transportation investment.	Short-Term	City Manager, Public Works	Study, Plan	2 3
TM-4	Update roadway functional classifications and adopt context-sensitive cross-sections that balance mobility and land use context.	Short-Term	Community Development, Public Works	Regulation	3
TM-5	Revise the Street Maintenance Plan with prioritized projects based on pavement condition data and establish a 3-5 year cycle for updates.	Ongoing	Public Works	Plan, Operational Change	3
TM-6	Conduct a full sidewalk inventory and update the 2017 Sidewalk Master Plan.	Short-Term	City Manager, Public Works	Study, Plan	2 3 4
TM-7	Build upon the existing Greenway Trail System, utilizing Salitrillo Creek to create a comprehensive active trail network linking neighborhoods, schools and commercial centers.	Mid-Term	Community Development, Public Works	Project, Partnership	1 2 3
TM-8	Adopt preventive maintenance practices to extend pavement life, reduce long-term costs and improve overall system resilience.	Ongoing	Public Works	Operational Change	3 5

1 Access to Vibrant Public Spaces
2 Destination and a Place to Call Home
3 Safe and Convenient Transportation
4 Growing Prosperity
5 Future-Ready Infrastructure

Transportation and Mobility					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
TM-9	Develop a Safe Routes to School Plan to support safe and connected routes to schools within Converse.	Short-Term	Community Development, City Manager, Assistant City Manager	Plan	3
TM-10	Update roadway design standards within the Code of Ordinances for alignment with the Major Thoroughfare Plan.	Short-Term	Community Development, Public Works	Regulation	3 5
TM-11	Establish a collector road class and a mixed-use street class in future updates to the Major Thoroughfare Plan to improve circulation and address mixed-use districts.	Mid-Term	Community Development, Public Works	Regulation	1 2 3
TM-12	Adopt connectivity index requirements within the subdivision design standards which increases connectivity between subdivisions and commercial development.	Short-Term	Community Development, Public Works	Regulation	1 3
TM-13	Develop incentives such as density bonuses or fee reductions for developments that exceed minimum connectivity standards.	Mid-Term	Community Development	Policy	1 3
TM-14	Continue to coordinate transportation improvements and planning with regional partners including Bexar County, AAMPO, the City of San Antonio, the City of Universal City and the City of Schertz.	Ongoing	City Manager, Public Works	Partnership	3 4
TM-15	Review and update the Thoroughfare Plan on a regular basis establishing guidelines for determining when an amendment to the Thoroughfare Plan is necessary.	Short-Term	Community Development, Public Works	Policy/Regulation	3 4

1 Access to Vibrant Public Spaces
2 Destination and a Place to Call Home
3 Safe and Convenient Transportation
4 Growing Prosperity
5 Future-Ready Infrastructure

Infrastructure and Public Facilities					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
IPF-1	Develop City water and wastewater master plans to ensure capacity matches projected population growth.	Short-Term	Water/Wastewater	Plan	5
IPF-2	Construct new water and wastewater lines and upgrade existing systems to serve areas experiencing increased development.	Long-Term	Water/Wastewater	Project, Financial Investment	5
IPF-3	Update stormwater management standards to address flooding risk, improve drainage capacity and incorporate green infrastructure.	Short-Term	Public Works	Project	5
IPF-4	Establish an asset management plan to track and prioritize maintenance of water, wastewater, drainage and public utility infrastructure.	Short Term	City Manager	Operational Change, Plan	5
IPF-5	Align infrastructure investments with the Future Land Use Plan to ensure growth areas are adequately served by utilities and public facilities.	Ongoing	Community Development	Policy	4 5
IPF-6	Upgrade aging utility systems to improve system reliability and extend service life.	Ongoing	Water/Wastewater	Project, Financial Investment	5
IPF-7	Pursue regional partnerships to coordinate infrastructure expansion and share costs for major facilities.	Ongoing	City Manager	Partnership, Policy	5
IPF-8	Implement energy-efficient facility upgrades (lighting, HVAC) to existing City buildings to reduce long-term operational costs and overall environmental impact.	Mid-Term	City Manager, Finance	Project, Financial Investment	5

1 Access to Vibrant Public Spaces
2 Destination and a Place to Call Home
3 Safe and Convenient Transportation
4 Growing Prosperity
5 Future-Ready Infrastructure

Infrastructure and Public Facilities					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
IPF-9	Identify sites and funding strategies for future civic and community facilities to account for future projected population growth.	Short-Term	Community Development, City Manager	Project, Financial Investment	1 2 4 5
IPF-10	Establish a resiliency and emergency preparedness program developing plans for utilities and public facilities to ensure service continuity during extreme weather events.	Short-Term	City Manager	Study, Operational Change	5
IPF-11	Complete a comprehensive facility needs assessment for public safety facilities (police, fire, EMS).	Mid-Term	City Manager, Fire, EMS, Police	Study	4 5
IPF-12	Evaluate Capital Improvement Projects (CIP) annually to see if critical infrastructure needs require a shift in the schedule.	Ongoing	City Manager	Policy	5
IPF-13	Advocate for compact, interconnected development patterns that foster efficiency and high fiscal performance in terms of tax revenue per acre and number of connections per linear foot of infrastructure.	Ongoing	Community Development	Policy	1 2 4 5
IPF-14	Reserve land optimal for key infrastructure or public facilities, seeking ideal locations rather than settling for lesser locations.	Long-Term	City Manager, Community Development	Project	4 5
IPF-15	Promote a build it once approach, using oversizing agreements to construct ultimate infrastructure whenever possible and ensuring capacity-related elements like elevated tanks and lift stations are built to ultimate need.	Long-Term	City Manager	Operational Change	4 5

1 Access to Vibrant Public Spaces

2 Destination and a Place to Call Home

3 Safe and Convenient Transportation

4 Growing Prosperity

5 Future-Ready Infrastructure

Economic Resilience					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
ER-1	Develop and consistently update an economic development strategic plan, ensuring it is continually updated to reflect evolving economic trends, community needs and emerging opportunities.	Short-Term	City Manager, EDC	Plan	4
ER-2	Leverage TXDOT improvements to Loop 1604 by targeting highest and best uses for large undeveloped tracts along the corridor focusing on long-term transformative developments (strong tax revenue and quality jobs).	Long-Term	Community Development, EDC	Policy	1 2 4
ER-3	Implement a redevelopment incentive program for aging commercial properties to encourage reinvestment in underutilized commercial sites.	Mid-Term	Community Development, EDC	Policy, Financial Investment	1 2
ER-4	Establish an Arts and Entertainment District as a central hub for retail, dining, cultural and entertainment uses within the City.	Mid-Term	Community Development, EDC	Project, Financial Investment	1 2
ER-5	Maintain and enhance regional partnerships with neighboring communities, economic development partners and higher-level agencies to position Converse within a broader economic network.	Ongoing	City Manager, EDC	Partnership, Policy	4
ER-6	Increase infrastructure capacity in a targeted manner to support economic development initiatives and target industries.	Ongoing	Community Development, Public Works, Water/ Wastewater	Partnership, Policy	4 5
ER-7	Strengthen City fiscal resilience through economic diversification, reducing dependence on a small number of revenue sources.	Ongoing	Community Development, EDC	Policy	4

1 Access to Vibrant Public Spaces

2 Destination and a Place to Call Home

3 Safe and Convenient Transportation

4 Growing Prosperity

5 Future-Ready Infrastructure

Economic Resilience					
#	Action Item	Implementation Time Frame	Responsible Entities	Action Type(s)	Corresponding Vision Statement
ER-8	Encourage public-private partnerships with developers to share the costs associated with infrastructure improvements, site preparation and public facilities.	Ongoing	Community Development, City Council	Policy	1 5
ER-9	Use infrastructure investments as an economic development tool to attract private investment, taking into account the short and long-term economic development impact.	Long-Term	Community Development, Public Works, Water/ Wastewater	Policy, Partnerships	2 4 5
ER-10	Collaborate with regional education institutions (e.g., UTSA, Alamo Colleges), workforce boards and employers to align workforce training programs with current and future job opportunities.	Mid-Term	EDC	Partnership, Plan	4
ER-11	Establish measurable performance metrics for business attraction, job creation and investment, and evaluate progress annually to adjust strategies.	Ongoing	Community Development, EDC	Operational Change	4
ER-12	Increase the supply of workforce housing by encouraging diverse housing options in terms of type and affordability to align with workforce needs.	Long-Term	Community Development	Policy	2
ER-13	Support local business incubators to foster entrepreneurship and growth in technology-related businesses.	Mid-Term	EDC	Policy	2 4

1 Access to Vibrant Public Spaces
2 Destination and a Place to Call Home
3 Safe and Convenient Transportation
4 Growing Prosperity
5 Future-Ready Infrastructure