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## boerne, tx

# boerne by design

City of Boerne

AIA

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Thank you to the UTSA College of Architecture, professors, and students for their generous research and design support for this livable community visioning project.

Thank you to the following people who assisted in preparing, editing and producing the Boerne R/UDAT report:
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Dayna Cartwright - Travelhost
Susan Hughes - Wordsmith Assoc.
Paul Barwick, ASLA

***Finally, a heartfelt thank you to the hundreds of participants and volunteers who made this public visioning process a community success.***

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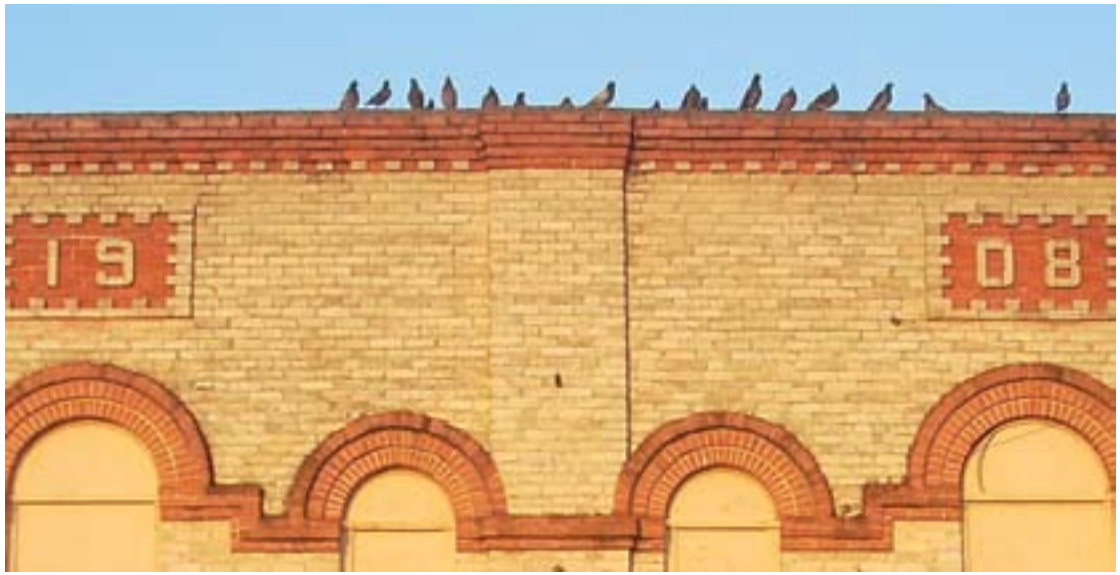
*James Abell, FAIA*




*Boerne R/UDAT 2008 — What will be the face of Boerne in the next 100 years?*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# Introduction

June 9, 2008

**To the Good Citizens of Boerne:**
To create a durable vision plan for Boerne, we have listened to many constituencies over two full days of input and have blended local citizen concerns with national quality expertise in town planning, landscape architecture, and architecture. This plan is only a beginning of the hard work yet to come.

In inviting a national American Institute of Architects Regional / Urban Design Assistance Team (R/UDAT) to your community, you have embarked on an historic event that will resonate in your community for years to come. Crafting a durable vision for your community is demanding and difficult work. Consensus and harmony for all interests at all times for all situations is impossible. However, you are blessed with community and cultural underpinnings that are well rooted in a collective spirit of altruism.

Developing a new Civic Campus that represents gathering spaces of unique character for all citizens; evolving a Central Business District that is pedestrian, bicycle, and parking friendly; and crafting improvements for the Cibolo Creek that provide recreation, enhancement, and linkages throughout the community is a worthy undertaking.

With patience and determination, your community will find the collective will and perseverance to provide your children and grandchildren with the small town atmosphere and quality of life you currently enjoy, but also a community richer in choices for housing, career, recreation, and entertainment for all stages of life. Your challenge is accepting change while demanding the highest development standards of yourselves and new projects headed your way.

It is important to emphasize that this vision plan is only as durable as the collective community memory, and it is our team's hope that elected officials, planning commission members, R/UDAT steering committee members, and involved citizens will invoke the spirit and memory of this community planning effort when individual development proposals are reviewed, discussed, and adopted.

It has been a thrill to be so welcomed and loved by so many residents of Boerne, and I look forward to visiting you again in the future as your vision of an even more livable community is realized. There can be no more noble undertaking that to leave our children a town full of life, beauty, and wonderment.

**James Abell, FAIA, LA**
**R/UDAT Team Leader**

**From the Boerne R/UDAT Co-Chairpersons:**

In the fall of 2007, as many changes were occurring to our beloved hometown, it became obvious to a few that a new comprehensive plan was necessary to prepare for the future growth and expansion of Boerne. The desire to preserve the aspects of a Boerne lifestyle which we hold close to our hearts, while changing with the times, had become a challenge we needed to address in order to fulfill the potential of our growing community. After the completion of the Master Plan Update for Boerne, there arose the question of how to approach the areas identified as the "Three C's," which encompass the Civic Campus, the Central Business District, and the Cibolo Creek. A solution to this next crucial step came in the acceptance of the American Institute of Architects R/UDAT application in February of 2008. Excitement and anticipation grew and soon committees were formed to start preparation for the event.

*Paula and Ben welcoming Brian Driscoll to R/UDAT Kick-Off celebration.*

After months of hard work by both Steering Committee members and local contributors, the first day of the R/UDAT process arrived. A beautiful evening on Main Plaza was shared by hundreds of people for the R/UDAT Kick-Off celebration, where we first greeted our out-of-town R/UDAT Team members who would be creating the vision for Boerne. The following days were spent obtaining public input, communicating ideas, attending focus groups, and participating in debate and discussion. The information and emotion from citizens helped the Team members imagine and create this plan, as they spent the weekend cloistered away in the Boerne Public Library, sketching, discussing, and writing. This document is the final product filled with overarching ideas, concepts, questions, and suggestions to consider as this community continues to grow.

We thank the team members for donating their time and expertise to Boerne and its promising future. We also extend a particular thanks to Paul Barwick, Senior Planner for the City of Boerne, who exhibited unimaginable motivation and hard work to make this dream a reality. The work of the Steering Committee was an absolutely vital part of the process, as each member contributed countless hours organizing and planning. In addition, thanks to all the sponsors and contributors, who provided everything from facilities, rooms, and gathering spaces to food and transportation, as well as materials and equipment. Thank you also must be extended to the architects, landscape architects, planners, graphic artists, report production crew, students and interns, who lent their talent, skill, and imagination. Finally, we send our sincere gratitude to the UTSA College of Architecture for putting together the extensive research and analysis of Boerne, as seen in the book, *Document on the City, Boerne, TX* that was published and used extensively throughout the R/UDAT process. This document will continue to be a beneficial resource for our community.

However, the final printing of the document you now hold does not complete this project. In fact, the real work is just beginning. It is our job to make sure this project does not become just another book on the shelf once the R/UDAT team returns to their respective homes. Therefore, we extend our thanks combined with a call to action to all of those whose future contributions will ensure that we see the fruit of our passionate labor and that these visions will be implemented, as we combine Boerne's historic heritage with a vibrant future.

**Paula Hayward, Co-Chair** **Ben Adam, AIA, Co-Chair**

# Introduction

## What is a Regional / Urban Design Assistance Team (R/UDAT)?

Since 1967 The American Institute of Architects (AIA) has run the R/UDAT (pronounced roo-dat) program: a results-driven community design program based on the principles of interdisciplinary solutions, objectivity, and public participation. It combines local resources with the expertise of a multi-disciplinary team of professionals, usually from the fields of urban design, architecture, landscape architecture, planning, and economic development, who volunteer their time to identify ways to encourage desirable change in a community. They address the social, economic, and political issues, as well as develop potential urban design strategies. This comprehensive approach offers communities a tool that mobilizes local support and fosters new levels of cooperation. Following months of preparation, the team visits the community for four intense, productive days. At the end of the visit, the team presents an illustrated document of strategies and recommendations for addressing the community's concerns. Implementation is overseen by a local steering committee of community leaders and citizens dedicated to following up on the recommendations. Team members return within a year to review progress and advise on implementation strategies. The R/UDAT program has used this grassroots approach across the nation to help create communities that are healthy, safe, and livable, as well as more sustainable.

## R/UDAT Process

### R/UDAT Application

The application for the Boerne R/UDAT was submitted by the City of Boerne in late November 2007 and formally accepted and approved by AIA in February 2008. Over the past 40 years, 140 towns and cities around the country have had the honor to participate in a R/UDAT. Boerne is the thirteenth Texas city honored with a R/UDAT, prior to Boerne's selection it had been over ten years since the last R/UDAT was conducted in Texas.

*Team Leader James Abell, FAIA and Paul Barwick, ASLA, getting local insight from local artist Bill Zaner during reconnaissance visit.*

### AIA Reconnaissance Visit

To determine whether a community is ready for a R/UDAT Team visit, a reconnaissance site visit is made to ascertain if the community has sufficient public and financial support to successfully conduct the team visit. In March 2008, two members of the R/UDAT Team made the reconnaissance visit to Boerne. Joel Mills, AIA Staff, and R/UDAT Team Leader James Abell, FAIA, met with the Mayor, city council staff, R/UDAT steering committee members, local business groups, and approximately 125 citizens in six scheduled meetings. Mr. Abell stayed an additional 1.5 days to get a feel for the pulse of the community by walking the downtown, talking with steering committee co-chairs about R/UDAT assignments, strolling along the Cibolo Creek, speaking with citizens and tourists around town, walking the Old No. 9 Greenway, and attending services at the Catholic church on Sunday morning. The following is an entry penned in the guest book of a local downtown bed and breakfast where Mr. Abell was a guest during his visit:

*Ides of March, 2008 15Mar08*

"I am visiting Boerne as a community volunteer to do a reconnaissance review of the town and region on behalf of the National American Institute of Architects public outreach program known as R/UDAT; the AIA's Regional/Urban Design Assistance team. The team will be here in May08 to give their urban design vision of this charming place, how to enhance quality of life in the face of growth & change, how to preserve "the wild places" of this glorious region, and the biggest challenge of all, how to unite the good people of Boerne in confronting the challenges of a rapidly changing modern world! As a visiting architect, urban designer, and landscape architect from Tempe, AZ this is a task I have undertaken with great rejoicing as I have met with 125 citizens in six different venues over 2 days and learned much to prepare the visiting team of experts in two months. This wonderful loft has nurtured my spirit for two nights. Sleep tight, town of Boerne, your future & legacy awaits!"

*Charles John, AIA, Torrey Carleton, Hon. AIA; and Ken Slavin representing AIA San Antonio at the Welcome Event.*

**R/UDAT Team Visit**

The Boerne R/UDAT Team is made up of a volunteer "Dream Team" of nationally recognized leaders in architecture, landscape architecture, planning, economic development, housing, historic preservation, and green building. Upon the team's arrival in June, the team members spent the first two days gathering community input from citizens and community and business leaders in a series of discussions and focus groups and a town hall meeting. Following these two days of active listening, the team spent two intense days debating, designing, and developing the draft report with recommendations. The goal of the report is to provide a community vision for the future of downtown Boerne, based on public input, illustrated with conceptual plans and sketches, and then published and distributed to the community.

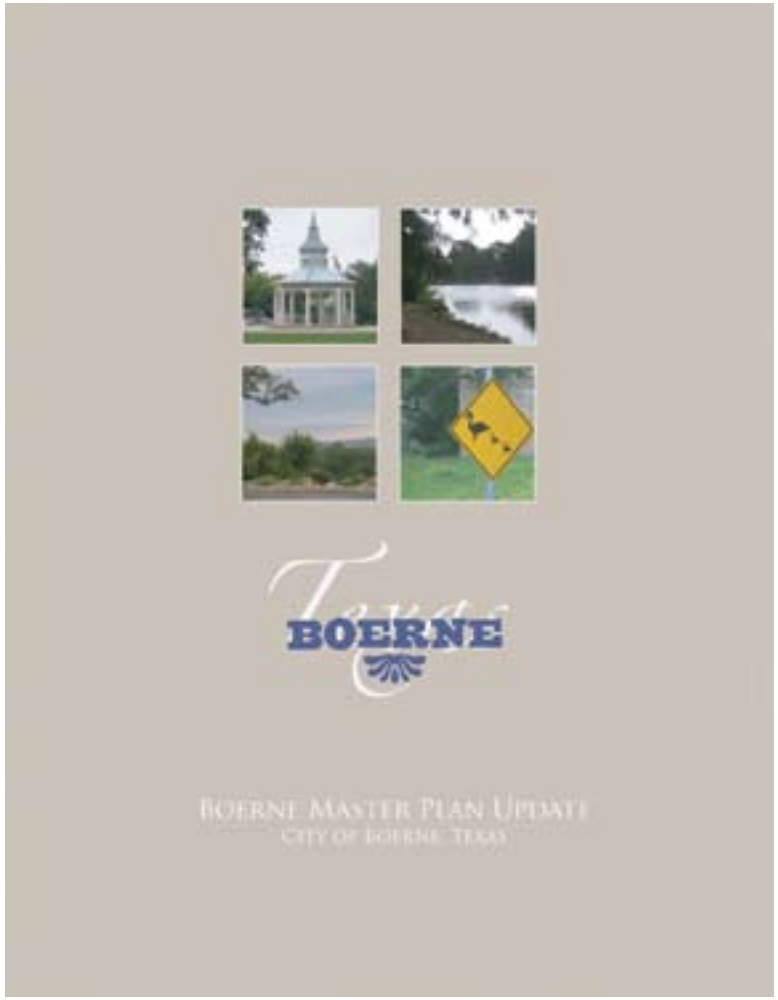
**Implementation**

Soon after the R/UDAT team visit and completion of the R/UDAT report, an Implementation Committee will be developed, comprising local citizens committed to the creation of an action plan outlining strategies to implement the recommendations of the R/UDAT report. Typically, it takes six to nine months to prepare this action plan. The Implementation Committee should consist of representatives should reflect the various constituencies of the local community, especially those affected by the proposed recommendations of the R/UDAT report and those who have vested interests in the various project areas. Some members of the original R/UDAT Steering Committee should serve on the Implementation Committee to provide continuity in the visioning process.

**Follow-up Visit**

A year after the R/UDAT Team visit, a follow-up visit by some of its members will result in a report card that analyzes the action plan, assesses progress and makes recommendations to aid in the further implementation of the R/UDAT vision.

# Introduction




*Boerne Master Plan Update adopted September 2006*

## Objective of the R/UDAT

The City of Boerne is currently implementing many of the recommendations identified in the *Boerne Master Plan Update,* adopted September 2006, and is seeking a multi-disciplinary team of nationally recognized community planning professionals to assist the launch of three priority Master Plan initiatives: Civic Campus, Central Business District, and Cibolo Creek. All three are located in the "Heart of Boerne," and the pulse and health of these project areas are paramount to maintaining and enhancing the vitality and viability of the community. The R/UDAT visioning process will help ensure that the community is a vital component in the process as plans are developed, embraced and later implemented for the enjoyment and security of future generations.

Boerne is at a crossroads in its evolution as a Hill Country destination and bedroom community to San Antonio, the seventh largest city in the United States. The city is about to undertake several important long-term planning and infrastructure initiatives to address the developing growth and quality-of-life issues that come with communities proximate to large U.S. cities. The *Boerne Master Plan Update* is the comprehensive plan guiding the decision-making process for growth, economic vitality, preservation, and enhancement of the community and its Hill Country character. Two of the four broad goals of the *Boerne Master Plan Update* particularly reflect the community's desires.

**Goal #1 Character** – Retain Hill Country Character and Community Identity

**Goal #2 Development** – Achieve a Sustainable Physical and Economic Development Strategy

The Boerne R/UDAT Steering Committee hopes that the R/UDAT's transparent, intensive public-planning process will take what has been identified in the *Master Plan* for the three project areas, the 3C's, and provide a vision and action plan that typically leads to a strategic, and coordinated implementation of this vision. This process also offers a timely opportunity for the citizens of Boerne to build a spirit of cooperation focused on and collaboration around projects that have vital importance for the community, its residents, and visitors.

## The 3C's:

**Civic Campus, Central Business District , and Cibolo Creek**

The following brief descriptions of the three project areas, along with a list of suggested planning and design issues, were developed for the R/UDAT application to give AIA and the team a framework for deciding what issues to address during the R/UDAT Team visit.

**Civic Campus**

Civic Campus is the name describing the 15.5 acre site on North Main St., directly across from St. Helena's Episcopal Church. The property was acquired by the city in 2007 to serve as the location of the proposed Boerne Public Library, future City Hall, and other municipal or related uses. The property is the former site of St. Mary's Sanitarium, a hospital constructed by the Sisters of Charity of the Incarnate Word for ailing priests and later a treatment center for tuberculosis patients and local citizens. Directly behind the hospital was Holy Angels Academy, a Catholic school serving local citizens, orphans, and the disadvantaged.

- Central library
- City Hall facilities
- Performing arts center
- Public plaza
- Natural-area park
- Non-profit lease space
- Parking (parking garage and surface parking)
- Thematic design elements and details
- Campus connection to existing street network

**Central Business District**

This area encompasses the heart of downtown Boerne, embracing the majority of the downtown commercial land uses along its historic Main Street. This district is the community keystone that reflects the limestone hearth and soul of Boerne's heritage and Hill Country character. Many of the city's historic structures and landmark sites are woven throughout the district and should be respected as plans are formulated to enhance the economic vitality and diversity of commercial, residential, and community uses.

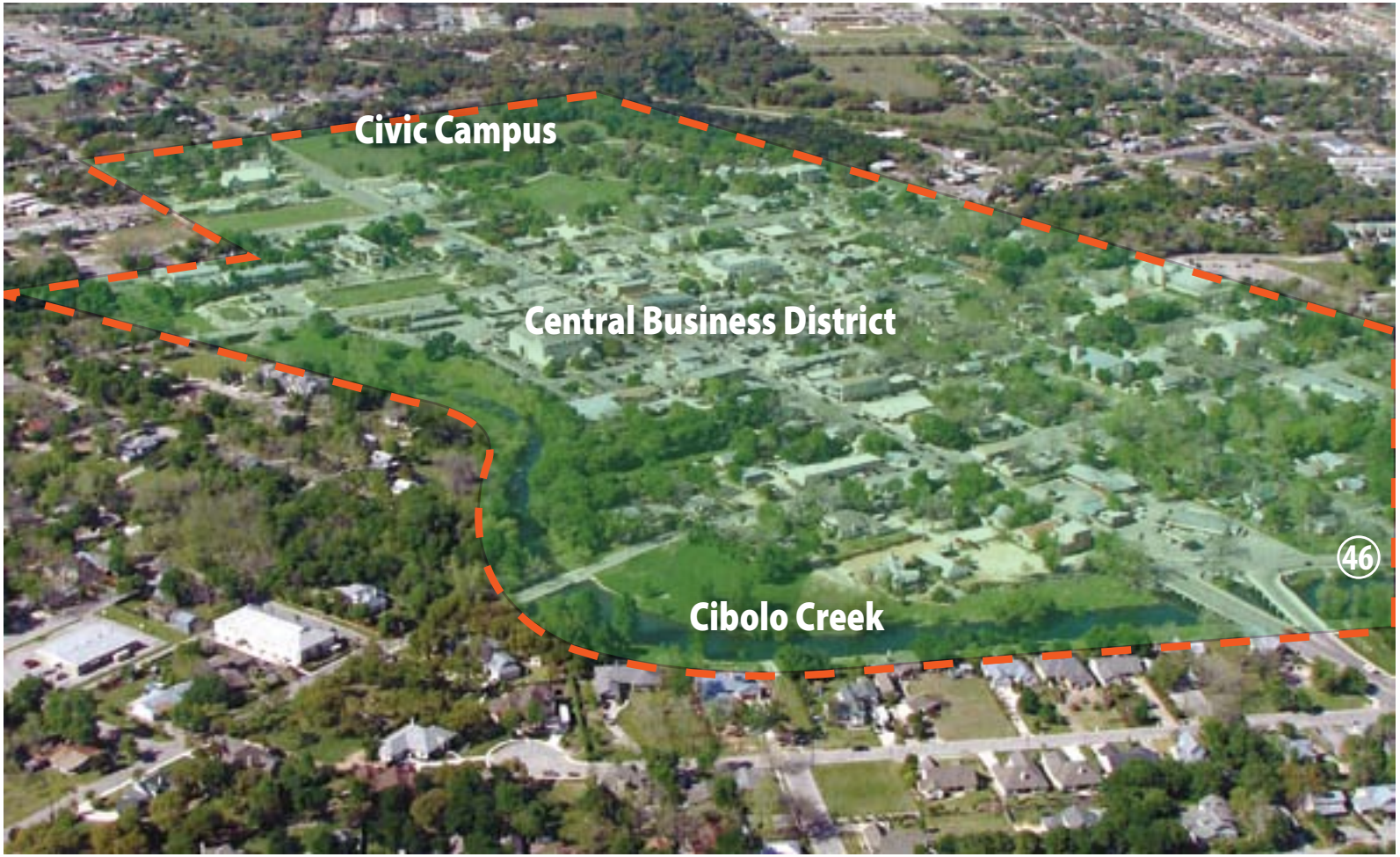
- Commercial expansion area between Main Street and Cibolo Creek
- Main Street vehicular circulation
- Main Street pedestrian and landscape enhancements
- Public restrooms
- Mixed-use development and downtown housing options
- Convention and performing arts complex
- Historic preservation and historic district
- Future public/private re-use of municipal historic buildings
- Civic, neighborhood and historic district gateways
- Way finding, signage, and public art
- Public and private financing incentives
- Information technology

# Introduction

**Cibolo Creek**
The Cibolo Creek is the common thread that stitches the natural and cultural heritage of this Hill Country community together. Native wildlife, Native Americans, Spanish explorers, and European settlers have all stopped along the banks of the Rio Cibolo to replenish themselves during their travels through this region. The life-giving waters of the Cibolo Creek have enabled the town of Boerne to develop and flourish for over 150 years. The project area along the Cibolo Creek is considered the most urbanized reach of the Cibolo Creek from Main Plaza stretching downstream to River Road Park.

- Watershed planning
- Groundwater protection
- Flood control and regional stormwater planning
- Bank stabilization
- Habitat restoration
- Urban creekway corridor plan
- Creekway/greenway linkages
- Neighborhood and commercial linkages
- Parks and open space enhancements and opportunities
- Reclaimed water and wastewater considerations
- Viewsheds
- Public education and interpretation

*The R/UDAT Team brought fresh eyes and ideas to help give perspective and candid clarity fto a vision of what downtown Boerne could be. Local architects familiar with the area provided sketching assistance and regional/community context to the team.*




*3C's: Civic Campus, Central Business District, and Cibolo Creek* *photo by John Hollowell*

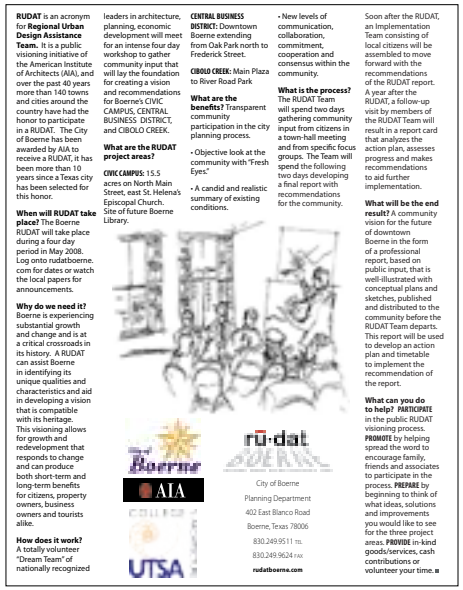
# Introduction

## Boerne R/UDAT Promotional and Public Participation Materials

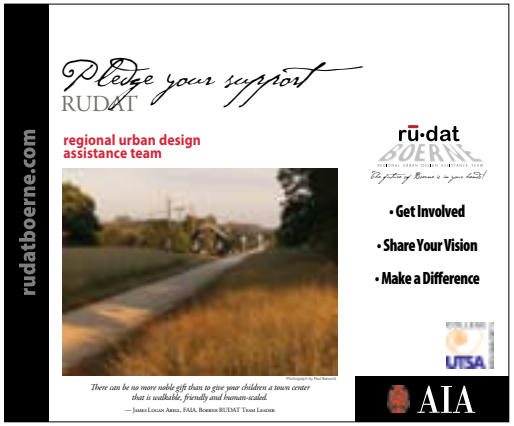
*Boerne R/UDAT website, www.rudatboerne.com*

*Boerne R/UDAT public meetings bookmark for the library*

*Boerne R/UDAT postcard for the ibrary and local retail*



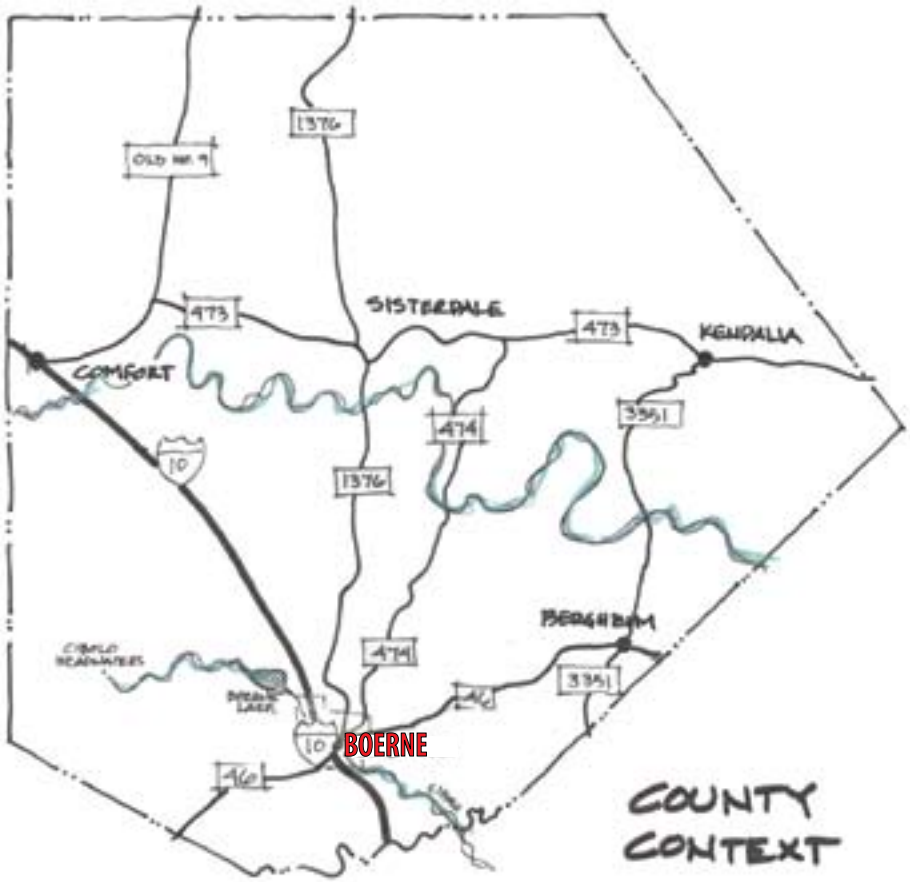

*This questionnaire was placed in utility bills*




*Boerne R/UDAT fundraiser/support pledge form*

*Boerne R/UDAT questionnaire*

# Community Context



*All roads lead to Boerne, the only incorporated municipality in Kendall County.*

*Boerne is the northern terminus of the "Golden Corridor" along IH-10 from Loop 1604 to State Highway 46.*

*Existing commercial structures mass along Main Street from Veterans Park to School Street.*

## Boerne History

The City of Boerne is named for Ludwig Borne, who inspired many young men to leave Germany in the 1840s and travel to the New World. Some of these German pioneers created a settlement called "Tusculum" near present day

Johns Road. Even after most of the original creators had moved on, a few men decided to remain and named the area Boerne.

The land on which the settlement stood was eventually purchased by Gustav Theissen and surveyor John James, who platted the town in 1851. In its early years, the community of Boerne was slow to grow. In 1862 Boerne was little more than a post office and a few shops and houses. It was enough, however, to be voted the county seat of the newly formed Kendall County by county residents. As businesses grew and stagecoach routes began to appear in the area, Boerne itself began to develop. A post office and stage stop was opened by August Staffel

in 1856. William Dietert established Boerne's first business, a grist mill and saw mill on the Cibolo Creek. Soon the town had a blacksmith shop, a livery stable, a butcher shop, a saloon, and a general store. Professor Karl Dienger even created a private school in the 1860s.

Because Boerne had been established by "free thinkers" – Germans who had no religion – churches were not permitted in Boerne. Legend tells of signs posted outside the city limits warning that preachers found inside the town after sunset would be shot. George Wilkins Kendall decided to build a Catholic church to honor his wife in 1860, and he was forced to build south of town, outside the city limits. St. Peter's Church stands on what is now Main Street. The first church built inside the city limits was the Episcopal Church, erected in 1881 by British settlers.

In 1887 the San Antonio and Aransas Pass Railway Company (SA&AP) began daily service to Boerne from San Antonio, replacing the use of the stagecoach. The railroad brought mail and newspapers from San Antonio daily and cut travel time between the two cities

to three hours. Boerne quickly became a health and relaxation destination. Tourists and travelers from around the region came to Boerne to stay at one of its growing number of health resorts and hotels. By 1884 five health resorts were located in Boerne, a rather large number of hotels for a community of only 250 residents.

Boerne experienced tremendous economic and population growth subsequent to the arrival of the railroad. By 1890 the population of Boerne had more than tripled to 800 residents. The growth continued into the 20th Century, so much that in 1909 residents voted to incorporate and establish a city government.

Not long after the turn of the century, Boerne acquired electricity, telephone capacity, and telegraphs. An opera house was built to house cultural events and was the site of the first Kendall County Fair in 1906. Agriculture was thriving, with crops such as cotton, corn, wheat, rye, Irish potatoes, and tobacco reigning in the area. Shortly after the opera house opened, automobiles began to arrive. William John Wilke served as the town's first mayor, and taxes were set at 25 cents per $100.

Over the next 20 years Boerne's population grew to over 2,000 fueled by local economic opportunity based on tourism and cotton farming. Once the Great Depression occurred, however, both industries faltered and with them the City of Boerne. From 1929 to 1931, Boerne's population decreased by 45 percent It would take over fifteen years for Boerne to again reach pre-Great Depression population levels.

Many of the soldiers who returned home from World War II found that Boerne had changed significantly and many moved on to bigger cities, but the area continued to expand. Boerne Utilities Company was established in 1943, as well as a sewer plant in the late 1940's. In 1972 Boerne was given permission to construct a dam on the Cibolo Creek to prevent flooding, this impoundment is now known as Boerne Lake.

The automobile phenomenon had great impact on the City of Boerne. The thrirty mile separation between Boerne and San Antonio was once far enough to ensure that most residents worked in or near Boerne. By the 1950s, however, more and more Boerne residents worked somewhere outside the municipality. In addition, an increasing number of San Antonio residents were able to move to Boerne, while keeping their jobs in the city. As a result, since the 1950s Boerne has experienced continued growth in its residential population. The community's population had passed 3,000 residents by 1980, 4,000 residents by 1990, and over 6,000 residents by 2000. Since 1980 the growth rate of Boerne exceeded the Texas growth rate by over three times and the national rate by over five times. With the continued outward growth and expansion of the San Antonio metropolitan area, Boerne's population is anticipated to grow at such a rate into the future.

(Taken from the Boerne Convention & Visittors Bureau Website)

# Community Context

### Physical Description

As the county seat of Kendall County (667 square miles) the City of Boerne (approximately 10 square miles) is home to many of the typical county government institutions and agencies.The city is located in south central Texas, approximately 30 miles northwest of downtown San Antonio. It is the only incorporated city in Kendall County and is located along Interstate 10, a direct connection to the San Antonio metropolitan area.

The terrain in and around Boerne is known as Texas Hill Country, which features rolling, somewhat rugged hills consisting primarily of limestone. The terrain is accented by a large number of limestone rocks and boulders and a thin layer of topsoil. This combination of rock and thin topsoil makes the region prone to flash flooding. The scenic beauty of the hills has attracted many residents and visitors to the area, adding to the current developmental pressures. The Cibolo Creek runs through Kendall County from northwest to southeast, meandering just west and south of downtown. Cibolo Creek runs through Kendall County from northwest to southeast. Boerne Lake, created by the damming of Cibolo Creek, is located in the very northwest corner of Boerne, just west of Interstate 10.

### Total Population

Since 1950 Boerne's population has increased by roughly 420 percent, or an average decennial growth rate of 75 percent. In 2008, the population of Boerne was estimated at 11,100 residents, comprising roughly 34 percent of Kendall County's total population of approximately 32,000 according to the Texas State Data Center.

Between 1890 and 1920 Boerne experienced gradual but steady growth. During the 1920s and 1930s, Boerne's population experienced a dramatic increase then decrease.

Kendall County's growth rate is almost identical to Boerne's from 1890 until 1970. After 1970, however, Kendall County's population begins to increase at an even higher rate than Boerne's. This trend indicates that unincorporated Kendall County is also experiencing growth pressures resulting from the continued rapid influx of residents. Since 1980 Boerne has experienced the highest growth rate of 173 percent, with Kendall County increasing at 146 percent.

### Race and Ethnicity

Contrary to the national and statewide trends, the racial and ethnic diversity in Boerne changed little between 1990 and 2000. In the last recorded U.S. Census in 2000, almost 95 percent of Boerne residents classified themselves as White. This was an increase of 1.5 percent since the 1990 U.S. Census. In that same time period, Boerne residents classifying themselves in a racial category other that White decreased in number. This includes the ethnic category of Hispanic, recording a 2.1 percent decrease.

### Age Cohort

The City of Boerne's age cohort is similar to both state and national trends, shaped in a general bell-curve. The older age groups in Boerne, however, comprise higher percentages than state and national levels. The youngest age groups in Boerne comprise lower percentages than either state or national levels. Boerne's higher than average elderly population is consistent with other bedroom communities across the country.

### Educational Attainment

Less than 16 percent of Boerne's total population over 24 years of age has not earned a high school diploma. This is much lower than the state average of 24 percent and the national average of 20%. Similarly, over 28 percent of Boerne's total population over 24 years of age has earned a Bachelor's degree or higher, again greater than the state average of 23 percent and the national average of 24 percent.

### Household Income

In Boerne the greatest percentage of households earn between $50,000 and $74,999 annually (20 percent).

In 2000 Boerne's median household income was $42,329. This is higher than the state and national medians of $39,927 and $41,994 respectively. Also compared to state and national averages, fewer Boerne households relied on public assistance, yet more relied on retirement income.

### Households

In 2000 2,292 households were located within the Boerne city limits, while 6,321 households were located in unincorporated Kendall County, totaling 8,613 households for the entire county. Households occupied by families constituted 1,614 or roughly 70 percent of the total. In contrast, 678 or 30 percent of the households were classified as non-family households. Non-family households are defined as a household maintained or occupied by a person living alone or with non-relatives only. The breakdown in Boerne between family and non-family households is similar to the 2000 state and national rates. Unincorporated Kendall County rates for family households, however, are much higher than the other three areas. The average household size in Kendall County is 2.70 people, larger than Boerne's household size of 2.56. This statistic can be partially attributed to Kendall County's having a higher percentage of family households.

### Housing Units

According to the 2000 U.S. Census, Kendall County had 9,609 housing units; 2,466 of the units were located in Boerne. Kendall County's housing unit vacancy rate was 10.4 percent in 2000, compared to Boerne's vacancy rate of 7.1 percent. The residential vacancy rate in Kendall County was higher than the state and national rates of 9.4 percent and 9.0 percent respectively while the rate in Boerne was lower than State and national rates. Since 2000 Boerne and portions of Kendall County have experienced substantial growth in the number of housing units. Favorable socioeconomic and market conditions have attracted both developers and home buyers to the area.

### Future Trends

The City of Boerne is currently expanding in all directions. Although major growth and expansion is also occurring along IH-10 in a southern direction, significant growth and expansion is occurring north, east, and west along the major roadway corridors.

The San Antonio metropolitan area has continued to experience sustained and rapid growth. Much of this growth has occurred in the outer rings of the metropolitan area and along the major transportation corridors, including the IH-10 Corridor. This northbound growth along IH-10 has reached Boerne and Kendall County. As a result, the city and county are experiencing ever-increasing development pressures. Based on current local and national macroeconomic trends, it is projected that Boerne and Kendall County will continue to experience exponential increases in total population levels.

The City of Boerne could potentially double its current population size by 2020 and even triple its size by 2030. Likewise, Kendall County could double its population size by 2040. This rapid increase in population could dramatically impact the area's scale, character, school district, service levels, tax base, and demographic composition.

(Taken from the Boerne Master Plan Update prepared by Gould Evans)

# Community Context

# Community Context

# Community Context

*Collage of assorted historical building materials, colors, and architectural elements.* *Images by Brandon Melland*

**Prescott Gaylord**
Baltimore, MA

*The Hill Country or Edwards Plateau of Central Texas is a semi-arid region that is prone to cylces of prolonged drought and flash-flooding.*

*"Boerne needs to plan for a recycled water future."*

*Joan Marquez*

**Plan the built environment such that it benefits the community and the natural environment.**
This simple concept is actually quite revolutionary.

A recurring theme from residents and stakeholders of Boerne is that there is a strong desire to manage the natural environment well. This clearly does not come from a position of wanting to be seen as following a popular trend, but rather from a sincere desire for a positive ongoing relationship with the given resources of the land and landscape.

Additionally, there is an unmistakable case for this sentiment based on the specific natural details of the area. Water never appears to be too distant from the community's collective mind in the forms of storm water, flash flood danger, drinking sources, and the intense relationship of residents to the Cibolo Creek. The large bounty of sunlight and tempering effect of cool breezes are additional examples of appreciated natural resources.

Because of these real needs, strong community support, and clear political will, the R/UDAT Team recommends that Boerne take a bold step towards guiding and requiring true regenerative design in its present and future built environment.

## Boerne as a Beacon of Regenerative Design

It will be critical for Boerne to commit to a strong level of regenerative requirements as the rate of development raises the potential of overburdening the already strained ecosystem. Efficiency measures alone will not be enough to stem the built environment's encroachment in Boerne.

The concept of regenerative design, as it relates to building requirements, is to influence and guide new development in such a way that the surrounding environment is benefited as it is built.

# Regenerative Design

*Water catchment for landscaping is already in active use at the Cibolo Nature Center and Boerne Samuel V. Champion High School.*

**Regenerative Development for Water**

- All new development must decrease the net effect of impermeable surfaces.
- All new development must use water harvested on site for significant site-water use.

## Requirement for New Construction

Water catchment is already alive and well in the City of Boerne. Several residences, as well as Boerne Samuel V. Champion High School and the Cibolo Nature Center, use varied designs of large scale water catchment systems. At a minimum, it should be required that landscaping water be taken from on-site catchment sources. However, the requirement does not need to stop at landscaping use. There are numerous examples of site-harvested water being used for both non-potable interior use and for drinking water. Kendall County already has incentives for replacing wells with harvested rainwater for potable use, and these incentives could be modeled in Boerne and eventually applied as requirements for new developments.

## Incentive for Existing Structures

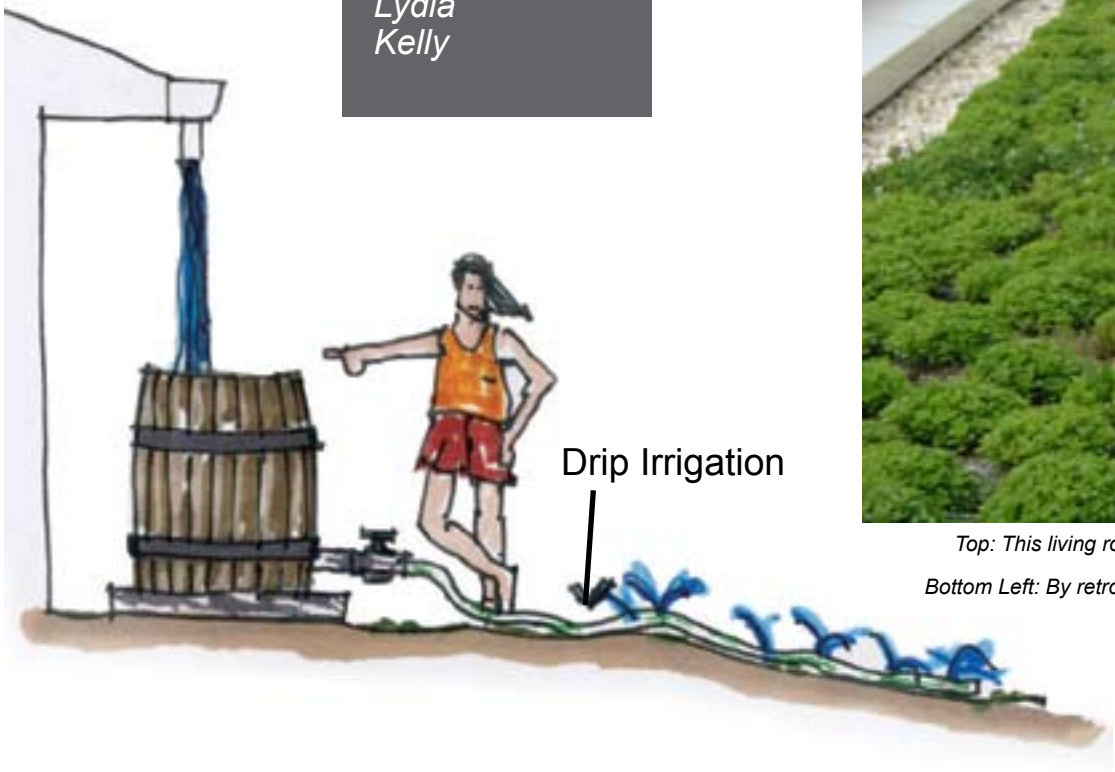
Water catchment is also possible on a small scale. Retrofitting rain barrels into existing gutter and downspout systems is a very inexpensive proposition. The R/UDAT Team recommends that a small tax incentive be introduced for existing property owners to make this retrofit.

## Greening the Infrastructure

All new walking and street infrastructure improvements should be regenerative and be required to incorporate green storm water management measures. This can be achieved through storm water treatment and recharge planters, bio-swales, and rain gardens. Every linear foot of new driving and walking space should be required to incorporate water-slowing and pollution treatment.

*"Drainage problems are a great opportunity to develop green space."*

*Lydia Kelly*



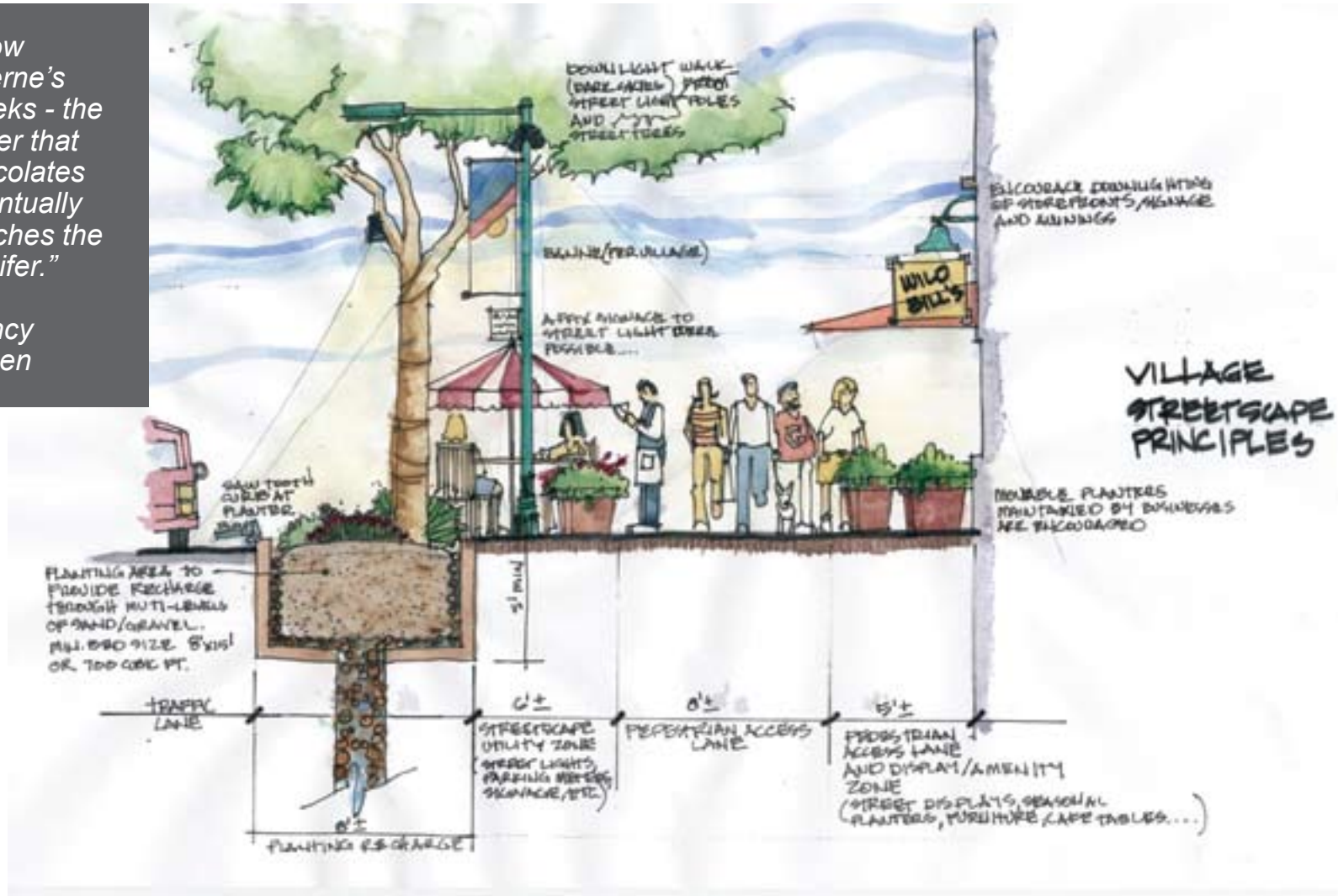
*Top: This living roof is used as a permeable surface to slow storm water.*

*Bottom Left: By retrofitting a rain barrel for use with a current gutter system, water catchment is possible for potable use.*

# Regenerative Design

*"Slow Boerne's creeks - the water that percolates eventually reaches the aquifer."*

*Nancy Green*



Above: Plan view of recharge planters. An example of regenerative green infrastructure – the new sidewalk planters act as storm water treatment for surface water.

*An example of missed opportunities – the storm water from this building bypasses existing planting beds and into the street and drainage pipes. These plants are probably irrigated with treated potable discahrging water.*

Meeting these requirements will redirect the trend of new development toward regenerating the hydrological ecosystem in Boerne and away from continuing to burden it.

## Requirement for Energy Efficiency

Increased energy efficiency for new construction in Boerne will continue to set the tone toward a regenerative built environment, allow more disposable income from residents to be spent in the community rather than on utility bills, and help influence a more positive type of development and construction.

***-All newly constructed homes must be 50% more efficient than an equivalent code house.-***

*Top: City Hall in the afternoon gets good shade on the 2nd floor windows, but the first floor has no overhang. Meeting efficiency standards would likely have changed this in the design phase.*

*Below: Classic Boerne architecture with well shaded southern exposure.*

This requirement can be tested by requiring an Energy Star Home Energy Rating System (HERS) rating of 50 or below.

-***All new commercial buildings must be 25% more efficient than an equivalent code building.-***

This requirement should be tested by requiring modeling from an approved energy model before a building permit is issued.

## Implementation of the requirements

Implementation should be done in association with the building code enforcement and permitting process. Education and training of these officials will need to include:

• Energy Star

• HERS

• Energy models

• Permeable and impermeable surfaces

This is a reasonably small and attainable list of requirements, so enforcement should not be a barrier.

The implementation of the regenerative design recommendations is likely to involve and incorporate Boerne's building permit and building codes review processes. It is reasonable to assume that these processes exist, and for efficiency, the regenerative standards should use these existing avenues, and not unnecessarily duplicate efforts.

The table below and right illustrates the steps, purpose, and descriptions associated with implementation of regenerative design recommendations.

## A New Green Economy

Bold requirements for new construction in Boerne will have another consequence: demand for labor with green skills.

As Boerne will be on the leading edge of the coming wave of green construction, assuming timely implementation, new skills in the labor and business market will be able to be exported regionally, bringing income to the city. Theoretically, the creation of a new economic sector (the green sector) should increase the

| Step | Purpose | Description |
|---|---|---|
| Assess existing processes and departments. | Learn the best avenues of Regenerative Design Standards implementation. | Interview staff involved in permit approval, plans review, and building code enforcement. Document all methods of currently enforcing building codes. |
| Assess recommended standards. | Learn the language of recommended standards. Ready the language of the standards for insertion into building codes. | Review Energy Star and LEED-NC standards as they relate to energy. Research and review public information on permeable surface standards and catchment. Review LEED-NC standards as they relate to water conservation. |
| Review legal and code requirements. | Place new standards inside city law. | Legally review city ordinances related to building code enforcement. Assess whether new ordinances are required. |
| Pass required legislation. | Place new standards within city law. | Draft legislation to modify current building codes. Get consensus and approve. |
| Train necessary staff. | Ensure implementation. | Train code enforcement inspectors, planners, and plans review personnel on new requirements. |
| Educate building community | Ensure implementation | Train local architects, developers, builders and contractors on new codes. Create pamphlet that outlines possible compliance strategies. |

*A clever example of creating shade, as the outdoor space is shaded as well as the first floor windows on the left.*

percentage of residents who work in the city and don't commute elsewhere, decreasing the traffic burdens and air pollution.

The R/UDAT Team recognizes that making requirements that rise to the level of helping to regenerate the hydro-ecological system is not common. The team believes, however, that necessity coupled with benefits and positive externalities make such moves imperative. The team also believes that the timing is correct to make such a move, and the precedent has been set by the success in the recent Esperanza development agreement.

*Another example of lack of shade: the sun hits this unprotected building for the entire afternoon.*

## Green Economy Skills

- Rainwater catchment installation
- Rainwater catchment maintenance and repair
- Storm-water landscape architecture
- Storm-water landscaping
- Rain barrel manufacture & recycling
- Energy Star
- High efficiency insulation and air sealing
- Green subcontracting
- Solar hot-water installation
- Green code enforcement

*More examples of good shade design for both old (Vogt building above), and new (Mercantile building below) structures within the Central Business District.*

**Brian Driscoll**
Little Rock, AR

# Community Preservation

*The historric character of Boerne is carefully chisled into the native limestone that provides much of the enduring qualities of its buildings.*

> *"Continue the reuse of our existing buildings as long as possible."*
>
> *Melvin Carley*

In recounting his impressions of the community of Boerne in 1882, C. Hugo Clause wrote in the *Schutze's Yearbook for Texas*, "Young though the small settlement was, I was immediately afforded friendly hospitality by the early settlers."

Mr. Claus concludes his entry in this text by offering the hopeful message, "May Boerne grow and prosper, may many more establish friendly homes and may others find recuperation here and may the hill residents cling to their cheerful way of life."

An area of focus for the R/UDAT design assistance team was to consider the existing status of preservation efforts in the community and to provide information on how those efforts might be augmented or altered. This section of the document will discuss some of the issues regarding the role of historic preservation in the community and offer suggestions on how existing efforts might be augmented.

One of the most visually striking impressions the team identified upon arriving in the City of Boerne was the varied collection of significant historic buildings and the intact condition of the community's historic character. It is obvious to those entering the heart of the city that the people of the community value their built heritage as they value their sense of community and have worked to maintain both.

*Examples of adaptive reuse of buildings: The Dienger Building and Olde Towne, the former lumber yard structure, have been adapted from their original use to serve a civic need and to house multiple retail spaces.*

> "Boerne still has the charm, heritage, texture, and traditions that people expect. "
>
> Judy Musgrove

## Past Efforts and Accomplishments

**Establishment of a Local Landmark Ordinance**

Evidence of the value this community places on its built heritage can be found in many places. One of the places this is easily recognized is the local landmark ordinance passed by the City of Boerne in May 1985. Many historic communities around the nation have not yet put these legal protections in place, and the City of Boerne established this legal protection over 20 years ago. This is a testament to the community's recognition of the value of its past and the need to preserve for the future.

**Public and Private Adaptive Reuse of Existing Historic Buildings**

The city helped set the example for adaptive reuse of historic properties in a bold way by moving the City Hall offices into the former school building and by locating the public library in what was formerly a commercial building on a prominent corner in the downtown area. Merchants and service providers have found creative ways to make use of existing historic resources. It is hoped that the prevailing economic climate of the region, together with the protections the city has put in place, will serve to continue this creative reuse of existing resources. Increasing the density of the downtown area and surrounding corridors, while maintaining the existing historic character, will hlep to provide a more enriching experience for both residents and visitors.

## Selected Current Projects

**Application for CLG status**

The City of Boerne is currently in the process of applying to the National Park Service through the Texas Historical Commission for certification as a recognized Certified Local Government (CLG). The CLG status is recognition by the National Parks Service that the community's ordinance and commission meets or exceeds certain qualifying standards. One of the most important benefits that comes with CLG status is the financial and technical assistance it can leverage. It is mandated that

at least 10 percent of the federal funding received by the Texas Historical Commission be passed directly on to CLG communities in the state in the form of grants. These grant funds can be used for a variety of projects, including architectural surveys, research and documentation necessary for National Register listing of historic resources in the city; training of landmark commission members and city staff; and establishing design guidelines for historic districts.

**Architectural Survey of Select Significant Areas**
The City of Boerne is also completing an agreement with The University of Texas at San Antonio to conduct an architectural survey of the historic resources within the existing local historic district and to survey select areas adjacent to the district. By working toward a comprehensive inventory of these resources, the community will be better able to plan for their continued protection.

## Future Preservation Opportunities

**National Register Districts and Properties**
The National Register of Historic Places is a listing maintained by the National Park Service that includes a comprehensive catalogue of significant historic sites, structures, buildings, objects, and districts in the nation. Listing in the National Register is mainly an honorary designation and carries with it few protections and no restriction on the property owner. The value in National Register Listing is that it makes available to the property owner a variety of financial incentives.

Currently the city has four historic properties listed in the National Register of Historic Places. In addition, the Phillip Manor and Herff-Rozelle Farm are under consideration for National Register listing with the National Park Service. With so few significant properties listed, the owners of these properties are unable to take advantage of the incentives that would otherwise be available. Probably the most substantial incentive, and the one most relevant to this community, is the Historic Preservation Tax Incentive Program.

*Ye Kendall Inn: One of the four historic properties in Boerne listed on the National Register of Historic Places. Properties listed on this register are available for incentive programs like the Historic Preservation Tax Incentive Program.*

"Are there incentives for the next caretakers of our community to keep it the way it is?"

Mark Mason

**Historic Tax Credit**
The Federal Historic Tax Incentive Program was established to help offset the costs of renovating or restoring historic properties that have some form of income-producing use. These incentives can help offset the costs of developing upper-story commercial spaces and income-producing residential development of commercial properties within the historic district. The tax credit provides for a 20 percent reduction of the owner's federal tax liability in the form of a direct credit, as opposed to a tax deduction. These tax credits, sometimes combined with other available credits, can help owners complete renovation projects that might not otherwise be economically viable.

In addition to the 20 percent tax credit for National Register listed income-producing properties, there is a 10 percent federal tax credit available to owners of non-historic properties that were constructed before 1936. Documentation requirements for the 10 percent tax credit are minimal, and property owners in the community could easily take advantage of this modest financial incentive.

## Recommendations

**Develop a Historic Preservation Master Plan**
In reviewing the City of Boerne's Master Plan, the R/UDAT team did not find any specific reference to the topic of historic preservation in the table of contents or in the relevant sections examined. The team strongly encourages the city to develop a comprehensive historic preservation plan that addresses issues and goals adn is integrated into the city's Master Plan, rather than being a separate, stand-alone document.

**Develop Design Guidelines for the Historic Districts**
In an effort to provide clear guidance for city staff and property owners regarding the alteration of historic properties and non-historic in-fill development in historic districts, the city should work toward a set of design guidelines that will help property owners understand how to alter or add to their properties while maintaining the historic integrity and guide the local commission in their review of those changes.

**Periodic Reevaluation of the Historic Preservation Ordinance**
As with any long-range planning tool, the local landmark ordinance should be reexamined at regular intervals to assure its consistency with current conditions and policy developments. Due to the development pressures the community is facing, the ordinance should be reevaluated at least every five years.

One example of how the existing preservation ordinance might be amended to reflect recent developments can be found in the "Declaration of Policy" section of the current ordinance language which states:

> *"To insure that the mapping and designation of historic districts and historic landmarks effectively includes and protects all historically significant structures, without the degree of certainty and precision which would require actual surveys of the parcels. The City Council determines that the cost of actual surveys exceeds any relative benefit to the owners or the community."*

The city is currently working with The University of Texas at San Antonio to survey areas of the community at a price well below the market rate of private cultural resource contractors. In addition, Certified Local Government status would allow for potential funding from the state to conduct additional architectural surveys.

Another recommendation regarding the existing local landmark ordinance is to consider providing for some mechanism by which members regularly and predictably rotate off of the Historical Landmark Commission. This would encourage inclusion of a greater number of interested and qualified constituents.

**Consider Establishing a Main Street Program**
The Main Street program, administered by the National Trust for Historic Preservation, is a national program to assist historic downtown promotion and development. This program stresses

*1906 Boerne street scene with Roberts Drug Store on the right and the Ziegler Building three doors down on the right.*

*Boerne's Main Street Then and Now: At top is a picture of Main Street from 1906 and at bottom a picture of many of the same buildings in 2008. A Main Street Program administered by the National Trust could assist with downtown promotion and development.*

a four-point approach to downtown community development and enhancement that includes design, economic restructuring, promotion, and organization. While the Boerne business community is already doing many of the things advocated by the Main Street program, by enrolling in this program the city can take full advantage of existing state and national Main Street resources, including free training and workshop opportunities and collaboration with other established Main Street programs in the state.

**Texas Historical Commission Community Workshops**
If a strong partnership has not yet been established, the community should avail itself of the services and expertise of the staff of the Texas Historical Commission. In particular, the city should request that the commission host a series workshops and informational sessions to inform the community about the specifics of the programs, incentives, and opportunities mentioned above.

At a R/UDAT public forum held at the Boerne Middle School, Ms. Andrea Wood stood and spoke of her house which was built in 1908. She posed the question, "What are the incentives for the next person who possesses it to keep it the way it is?" With the groundwork already put in place by the people of the community and the continued dedication to the identification, preservation, and protection of the cultural resources of the city, Boerne seems well on its way to addressing the concerns of Ms. Wood and others like her.

# Community Preservation

*1930's aerial photograph of Herff-Rozelle Farm with downtown Boerne in the background. (note St. Peter's Catholic Church near top left edge of photo.)*

*Herff family members on the front porch of Dr. Ferdinand L. Herff's summer home in Boerne.*

*Both the Philip Manor (above) and Herff-Rozelle Farm have recently received eligibility status for placement on the National Register of Historic Places.*

**Karin Pitman, AIA, ASLA**
Albuquerque, NM

*A diversity of transportation and mobility alternatives can greatly enhance the quality of life, walkability and livability of a community.*

*"Encourage bicycles as means of reducing congestion, improving access, reducing consumption."*

*Bill Beall*

While many independent plans have been generated in recent years documenting various aspects of the city, it is the consensus of the R/UDAT team that a more comprehensive view of linkage systems is needed to improve the walkability of the City of Boerne. During the public participation phase of the R/UDATprocess, many citizens expressed a desire for greater walkability within existing neighborhoods, for connections of neighborhoods to Main Street, for extended sidewalk portions of Main Street, and for the addition of sidewalks to other key streets such as School Street.

Also expressed was a desire for natural pathways along Cibolo Creek, connections between Cibolo Creek and Main Street, and a trail system that ultimately connects Boerne City Lake to City Park and Cibolo Nature Center. Additional means of transportation such as bicycles, trolleys, and golf carts were mentioned. As a result, the R/UDAT team offers the following recommendations for the improvement of Boerne's walkability and connectivity.

## Parks and Open Space Master Plan

The *Parks and Open Space Master Plan*, adopted in 2007, states that annual reviews should be a part of the planning process. As such, it is the hope of the R/UDAT Team that the following items be incorporated into the next update of the plan.

**1. Trails**
Renaming the plan "The Parks, Trails, and Open Space Plan" would immediately begin to address these resources as a whole and suggest the types of connectivity desired by this community as well as other progressive communities. In fact, the current document already begins to address the idea of trail

connections, but additional aspects of that system should also be explored, such as a loop configuration rather than a linear one.

**2. General Walkability**
All citizens stand to benefit by improved walkability. While a lack of sidewalks is the most obvious obstacle to good walkability in Boerne, there are a number of other issues to be considered. These include the current speed of vehicular traffic on Main Street, which may be addressed by working with the TXDOT, and the possible establishment of a loop or by-pass road designed to reroute non-essential traffic away from Main Street.

**3. Inclusion of Broader Park Resources**
While it is understandable that the community desires an emphasis on recreational facilities, the plan should also focus on the non-recreational benefits of parks in the city. Just as recreational activities are important to the youth in the community, so are the more reflective and interpretive areas, important to older Boerne residents.

**4. Wildlife Corridors**
In addition to the enjoyment of parks by humans, a vast range of wildlife can be served by the parks system. A study of the types of migratory patterns formerly and currently served by natural areas in Boerne should be undertaken. Once completed, appropriate plant varieties can be added and cultivated within existing and new landscapes, so that essential connections between green spaces can be created.

*"Consider the natural resources that exist and make a place for them.... nature is going to do what nature does."*

*Nefi Garza*

**5. Educational Opportunities**
Boerne citizens have substantial pride in their history, which they fear will be lost as the leadership and stewardship of the town passes to younger generations and newcomers. The inclusion of interpretive elements throughout the parks, trails, and open space system provides a substantial opportunity to communicate this legacy.

**6. Regeneration**
While current trends include green building and sustainability, the R/UDAT team believes the City of Boerne should set its sights on the higher goal of regeneration. Regenerative design takes sustainability a step further by establishing new habitats. Planning and execution of all new parks, trails, and open space facilities should be required to strive for this higher goal. In order to repair the already compromised environmental wealth of Boerne's natural landscape, such a strategy is imperative. Potential benefits include improved water and air quality, less property and environmental damage from flooding, and the creation of improved plant and wildlife communities.

**7. Landscape Preservation**
Just as historical preservation of buildings is desired, Boerne residents should also preserve historic, cultural, and natural landscapes. To include this in the plan, an inventory of existing resources will need to be conducted. This will highlight the region's increased biodiversity and allow preservation and regeneration areas to be identified to complement the city's historic architectural resources.

*"Continue commitment to improving handicap access for our temporary and permanent mobility challenged citizens."*

*David Garlus*

*Top: Old #9 Interpretive Display. Using history it is possilbe to educate citizens of all ages on the unique character of the community*

*Bottom: Creating accessible routes will allow all citizens to enjoy Boerne's parks, trails, and open spaces.*

## Planning and Policy Issues

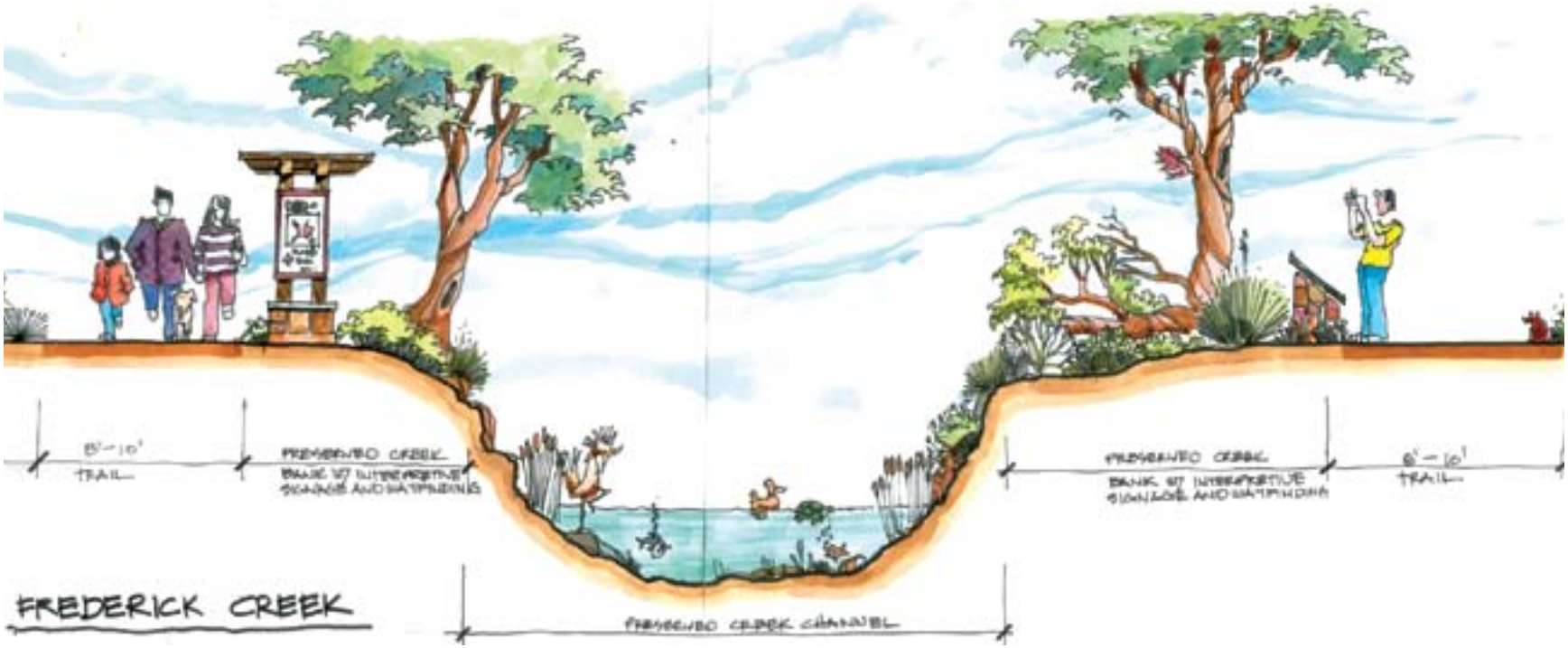
In order to implement the goals of the *Boerne Master Plan Update*, a number of planning and policy improvements need to occur. The following are recommended tools to facilitate the improvement of parks, trails and open space facilities as well as the overall connectivity and walkability of Boerne.

**1. Existing Ordinances**
An added modification to the existing *Parks and Open Space Plan* should be to make it more understandable and enforceable. Existing landscape and tree ordinances should be clarified:

- clearly defining terms in the various sections of the ordinance
- providing graphics to elucidate terms
- limiting tree listings to acceptable species for this region
- providing a definition for the Root Protection Zone (RPZ) to facilitate design and make reviews easier

**2. Design and Technical Controls**
Establishing of appropriate design and technical controls will begin to preserve and direct the character of the future development of Boerne. Recommended design guidelines to address such elements as signage, parking, trolley stops, and trail connections has been included in the next section of this report.

**3. Accessibility**
It may not be feasible for all elements within the Boerne parks, trails, and open space system to be accessible due to extreme changes in terrain, the limitations of historical construction, and other obstacles. However, the City should explore all options to make as many facilities as possible available to persons with all types of disabilities.




**4. Long- and Short-Range Goals**
Once an overall system has been identified and designed, priorities and goals can be established. Some smaller items can be addressed in ordinary practices as new facilities are being incorporated into the system. Other more involved items may require longer-term goals and solutions.

**5. Obstacles**
If existing obstacles can be identified early in the planning process and the appropriate political or citizen resources can be identified and enlisted to affect needed changes, more progress stands to be made in less time and with limited waste of public resources. Prior to attempting implementation, it will be important to garner a broad range of citizen support for revised plans. The following is a brief summary of obstacles for which improvement strategies need to be developed:

A) Land Ownership. In order to create many of the connections desired by residents of Boerne, city acquisition of existing private land is needed. Where acquisition is not achievable, easements for both use and maintenance will need to be established. Another option is the establishment of incentives for property owners to assist with habitat restoration on their properties through the creation of bio-retention storm-water structures, xeric plantings, and small wetlands.

B) Existing Drainage Infrastructure. While many spaces within the plan area have not yet been improved, it may be important to retrofit some existing features. For example, existing concrete drainage chutes that empty into creeks may need to be retrofitted with energy dissipation blocks to reduce storm-water velocity and creek-bank erosion.

**6. Maintenance**
Maintenance impacts need to be considered and addressed in conjunction with the evaluation of facility costs. Too often resources have been added to civic systems without a significant understanding of the relative impacts on maintenance staffing and operations. Concurrently, policies to ensure the appropriate protection and management of creeks and contiguous properties may need to be developed, if not already in place.

**7. Funding**
While city funding may be the primary source for new facilities and their maintenance, the community should also consider other sources. State and federal government entities, historical societies, special interest groups, and endowments should be explored, while acknowledging these additional sources may include matching-fund requirements. Among strategies that can be explored are property taxes, sales and use taxes, real estate transfer taxes, impact fees, special assessment districts, general obligation bonds, and revenue bonds. In addition to outside funding for the facilities themselves, maintenance agreements between the City and local businesses, as well as a park volunteer program and other innovative forms of assistance, should be explored. Funds already earmarked for Main Street USA may also be available.

**8. Implementation**
A wide range of implementation tools exists to implement some of the desired elements of the plan. Strategies to establish of broader connectivity in Boerne include, but are not limited to, design overlay zones, resource protection overlay zones, forms-based codes/flex zoning, natural feature setbacks (buffers), and easements.

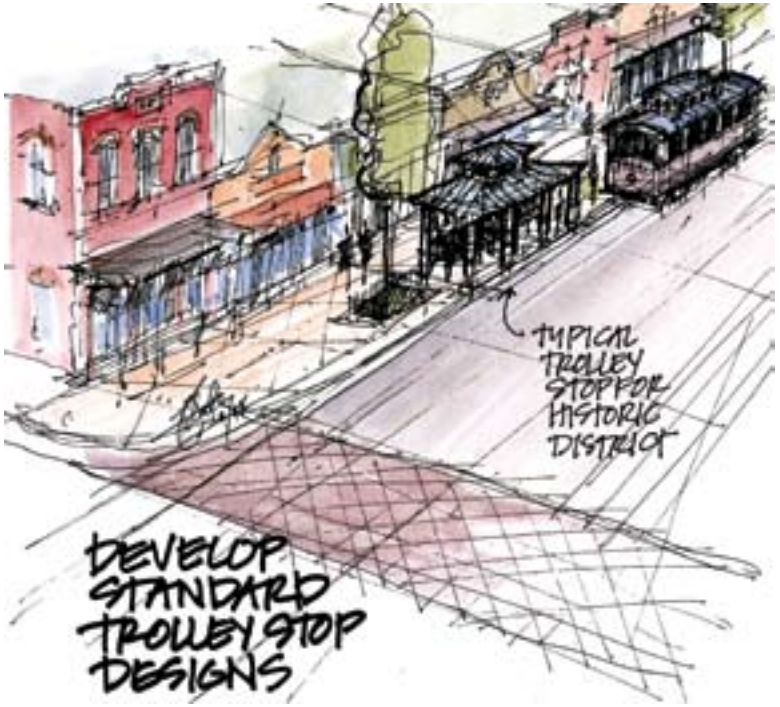
## Design Guidelines

Based on public input, the following are examples of the types of design and technical controls the R/UDAT Team feels are needed to ensure the creation of a more complete Parks, Trails and Open Space Master Plan document. The R/UDAT Team believes the character and heart of Boerne should ultimately come from Boerne residents themselves.

**1. Parking**
While suggestions have been made that parking be provided to serve those desiring to use a future trail system within Boerne, existing parking lots should be identified to serve this purpose wherever possible. Since the intent of the trail system is to provide residents with greater connectivity between existing facilities, new parking should be needed only in areas that already lack sufficient parking for local uses. Where not enough parking has been provided, the City should seek to

*"Imagine a public trolley circulating between shopping districts and residential hubs."*

*Juanita Herff Chipman*



partner with adjacent residents and/or businesses to create new parking lots that can be used for multiple activities.

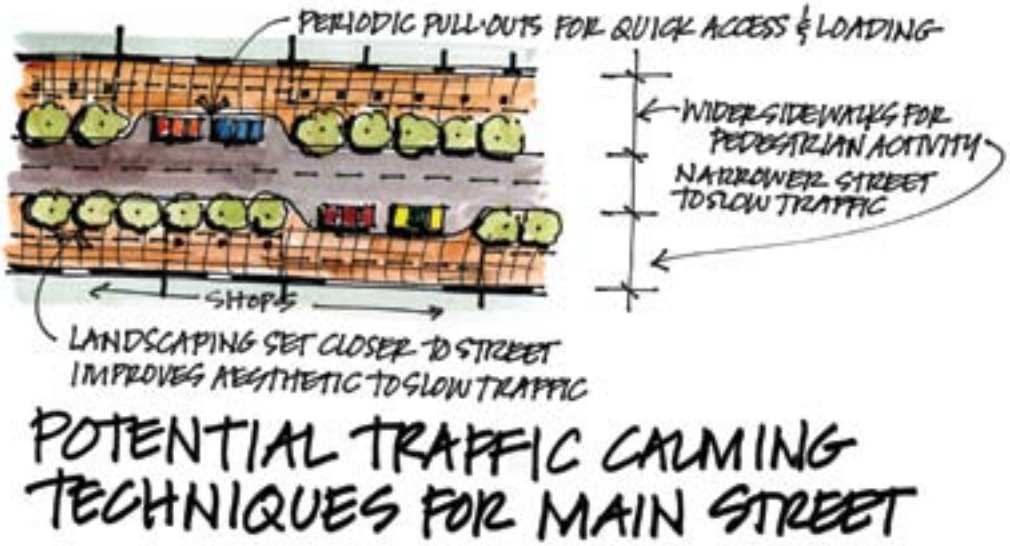
**2. Public Transportation**
While a trolley system has been suggested, in keeping with the goal of regeneration, an alternate means of transportation with fewer impacts to the environment may be considered. Appropriate routes for these human conveyors, as well as standards for the design of stops, signage, and marketing materials, will need to be established and frequently adjusted, based on assessments of various citizen needs for transportation.

**3. Signage**
Consistency of signage design within the historic district is needed, as well as in other areas of the community. Tighter sign controls will create a more aesthetically pleasing environment for all residents and visitors. Architectural controls for all privately owned signs and standards for civic signs will need to be established and enforced.

*This sketch illustrates the use of local elements for water collection.*

**4. Water Collection**
Innovative strategies for natural water collection from both surface drainage and precipitation should be explored, so a range of recommended techniques is available and required for all future development. In keeping with Boerne's existing natural beauty and the citizens' desire to preserve this character, such techniques should be selected with this aesthetic in mind.

**5. Traffic Calming Strategies**
A number of established methods for calming traffic have been developed and used effectively throughout the world. Techniques to be considered for Boerne and diagrammed here include curved roads, varied road textures and widths, as well as the strategic use of landscaping features.



# Civic Connectivity

**6. Natural Design Treatment**
Wherever possible, the existing beauty of Boerne's surrounding natural environment should be preserved and enhancedwhen adding site elements such as water-collection devices, walls, benches, and signage. Suggested examples of these types of treatment are included here.

**7. Technical Controls**
To further protect Boerne residents from destruction or pollution of the surrounding natural environment, appropriate technical controls need to be established. Such controls may include, but are not limited to, the following:

A) Restricting of certain plants from use within the city due to over-population, invasiveness, allergen production, or excessive water use
B) Restricting water usage
C) Restricting certain types of construction and/or construction materials.

**8. Additional Design Controls**
As updates to the plan are made annually, community conditions will need to be evaluated. Year-to-year additional design controls may be needed to improve environmental conditions not yet addressed by the plan or these recommendations.

*"Additional shade and seating along Main Street is very desireable."*

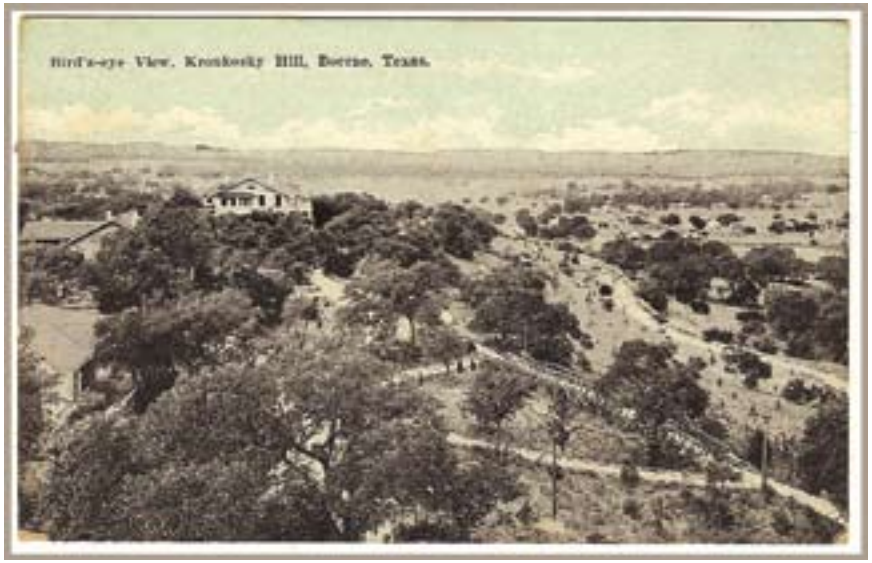
*Shaun O'Brien*

# Civic Connectivity

*"Sidewalks some distance from the water would be an enhancement."*

*Shelly Bryant*

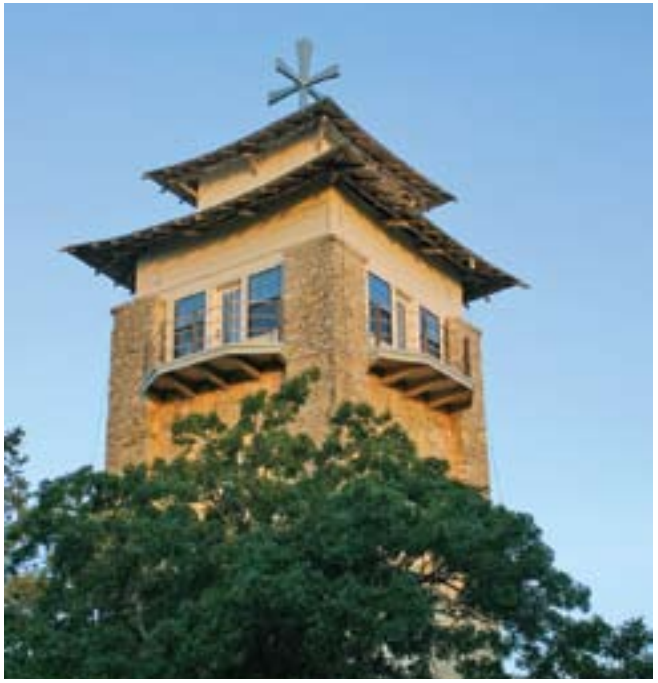
# Civic Connectivity




*Bird's-eye view, Kronkosky Hill, Boerne, Texas*

*"Numerous examples of regional Texas architecture have established the Town of Boerne as having a "different urban texture;" can we be likewise so generous to future generations with our own choices in building, planning, and development?" -James Abell, FAIA*

*Same view, a century later from atop the iconic Kronkosky Tower*



*Protect unique landmarks and viewsheds for future generations*

## James Abell, FAIA, LA

Tempe, AZ

*The strength of a community's vitality is often reflected in the in the level of commitment to civic pride often expressed in the fine arts.*

*"Boerne was a spa town, a free-thinking town, and a place of natural beauty and resources."*

*Robin Stauber*

The image of Boerne as seen by one of its citizens, Larry Lester, is one where "the downtown area is attractive in that it has the sense of a home town, kind of comfortable. At the end of the day, when you get home, you look for something comfortable to put on, like an old pair of shoes, or old favorite shirt. The lady probably sleeps in a night gown with her baby's spit-up stains on the gown, probably a bit thread bare. Someone else would throw it away, because it appears worn out. But to the person wearing it, it is comfortable, full of memories. There is a sense of genuineness here."

In the face of certain growth and change, Boerne's image as a city can be protected and enhanced by continuing to be a "different urban texture" than traditional suburban sprawl. Whether in terms of the city's identity on Interstate 10 or the civic identity one experiences at historic district entries, creek crossings, future plaza type entrances to a new civic campus, or incremental improvements to the central business district, the R/UDAT Team recommended enhancements will contribute to improved family outing venues, provide more general tourist appeal, and entice people out into the civic realm. This creates more of the community interactions and small town livability that many people hold as their image of Boerne today.

Whether considering major art improvements at the interstate scale or reviewing tiny improvements for a toddler's downtown park, the major Boerne message is clear: celebrate local values, highlight local wildlife, and burnish local traditions of outdoor living. Boerne's future teeters on this fulcrum of being different than the prevailing early 21st century southwestern suburban development trends.

## Regional Scale of Boerne

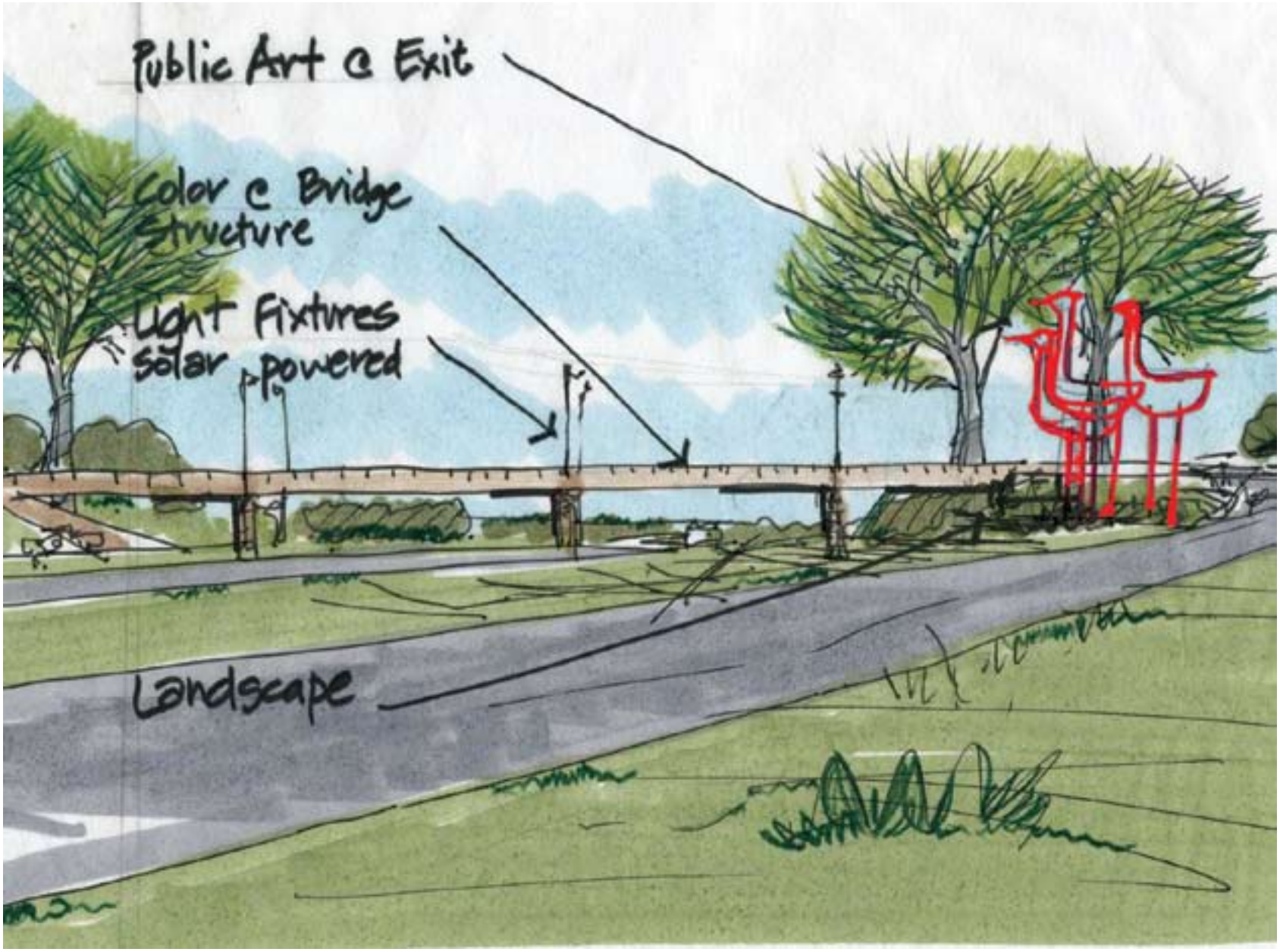
The character of the City of Boerne along Interstate 10 is fairly well unspoiled by strip development and “cookie cutter” national chain concerns, but it is clear from a regional standpoint that drastic change is soon to be at the city’s doorstep. The R/UDAT Team asks the citizens of Boerne to consider whether the character of the town from a regional perspective might be enhanced by signage control, strong landscape development ordinances, and themed screen walls for new development adjacent to the highway.

*Interstate HIghway 10 is Boerne’s main artery of transportation, connecting the city to San Antonio, America’s 7th most populous city.*

*Above: Sufficient scale of landmarks and public art is needed to view objects within expansive vistas at high rates of speed and with limited sight distance*

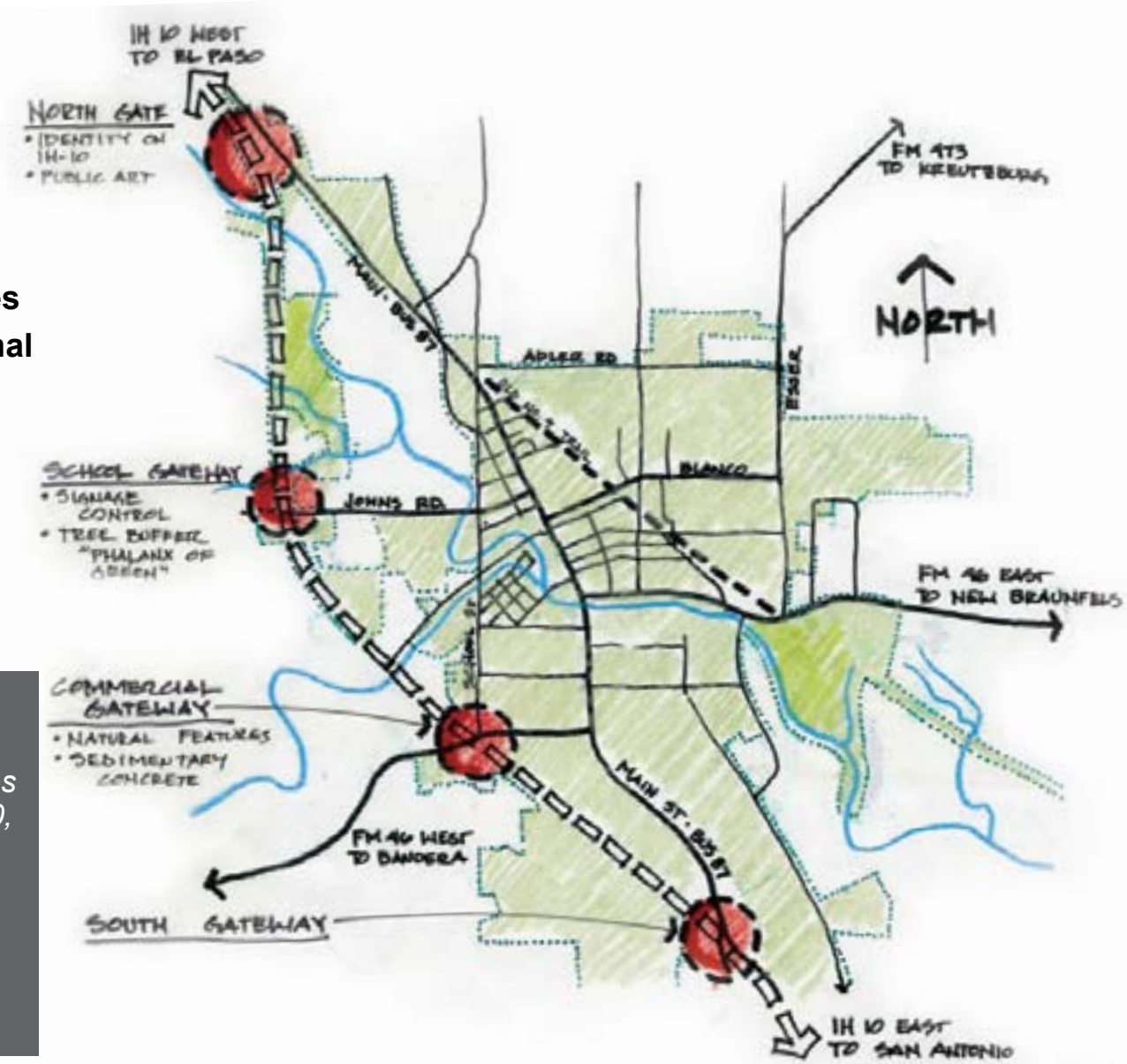
*Before (at left): Existing interchange at IH-10 and John’s Road is an anonymous expression of our highway culture.*

*After (at right): Significant improvements over time can include stately native cypress trees, monumental public art of regional character, and stone ledge slope embankments celebrating native geology.*


Public Art @ Exit
Color @ Bridge Structure
Light Fixtures solar powered
Landscape

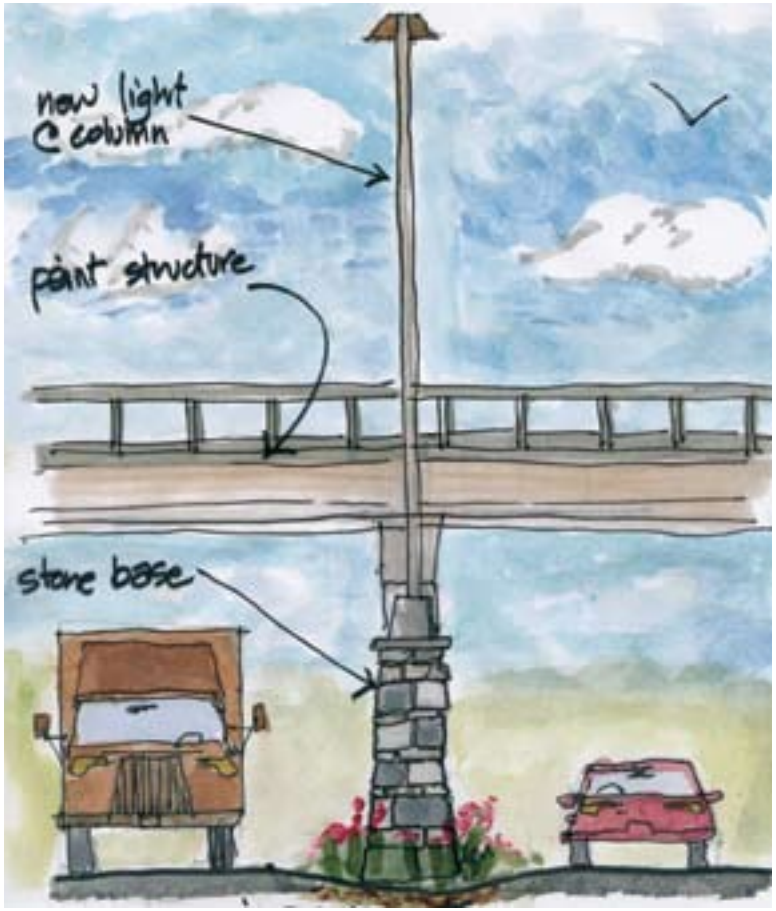
# Image of the City

**Four Major IH-10 Interchanges Define the Regional Gateways to the Town of Boerne**




*"Imagine Boerne having the most attractive four miles along Interstate 10, welcoming visitors to Boerne."*

*James Abell, FAIA*




Could this stretch of only four miles of a coast-to-coast highway become the most distinctive, the best landscaped, and the most regionally expressive stretch of highway in the southwestern United States? To attract a high quality of development and to keep Boerne as a premier community of the region, it is clear that no less may be asked for than the best quality of development that defines our city's most public "face."

The R/UDAT Team suggests that the four major highway interchanges into the city be enhanced with rock ledge retaining walls indicative of local geology, significant treescapes celebrating the Hill Country of Texas, and monumental civic art that creates memorable civic gateways making Boerne all

*Top: Embellishing existing overpass pylons with local stone and new light poles of distinctive character will give Boerne's four freeway interchanges improved identity and visability.*

*Far Right: Monumental civic art can be modern and abstract as well as expressive of the natural elements of the region at the four major I-10 intersections.*

*Right: Bas-relief concrete art additions depicting local flora and fauna can enliven existing highway interchange bridge spandrels and abutments.*

the more the envy of the region. Working with highway officials and local arts commission members and joining with other community partners, a fine arts district and masterplan can be generated to guide improvements and art enhancements over many years that will put the City of Boerne on the cultural map.

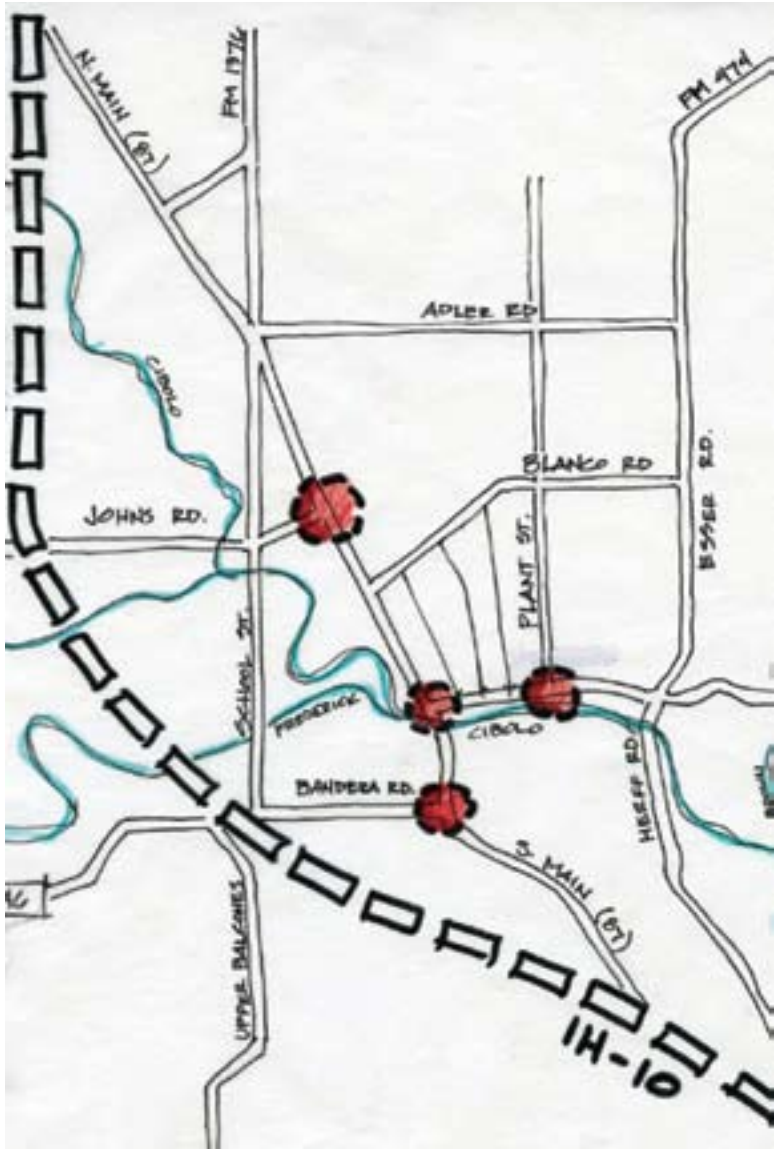
Implementation of this arts master plan can be undertaken with a partnership of municipal funds, the Cibolo Arts Council, and the River South Arts and Design District.

## Civic Scale of Boerne

The “Township Scale” of Boerne is experienced mostly by entrances on State Highway 87 heading northbound around Bess Road /Oak Park, from the east on Highway 46 roughly at Plant Street, and heading southbound on Main Street around Frederick Road/Johns Road. While these perceived civic entrances are arbitrary, they do define somewhat the historic core of the central city and provide opportunities to celebrate the intimate townscape scale of the area.

To advance the notion of civic identity and pride, while promoting traffic calming, it may be possible to introduce civic gateway

*Inserting decorative pavement patterns into the roadway surface at key intersections are a relative low-cost method to transition between districts of a community. The change in roadway surface, color and texture also serves as a traffic calming device by annoucing to the driver, bicyclist, and predestrian to be more conscious of vehicle speed, pedestrian crossings, bicycle lanes, and other forms of mobility infrastructure.*




**Four Prominent Junctures Announce and Celebrate the Civic Scale of Boerne**

# Image of the City

"Consider all of Main Street not just the four golden blocks."

Tom Dashiell

Before Main Street and John's Road (Left): no announcement *or traffic calming approaching the downtown area.*

*After (Below): Median art with civic landscape featuring traffic calming circle announces entrance to downtown.*

# Image of the City

*Railroad bridge crossing the Guadalupe River.*

*Before (Right): The "Y" of Main Street and State Highway 46 at Cibolo Creek. Narrow, dangerous bicycle and pedestrian access.*

*After (Bottom): New pedestrian bridge and recreation deck constructed to the west of existing vehicular bridge span.*

*New pedestrian bridge addition will increase citizen and tourist enjoyment of the Cibolo Creek.*

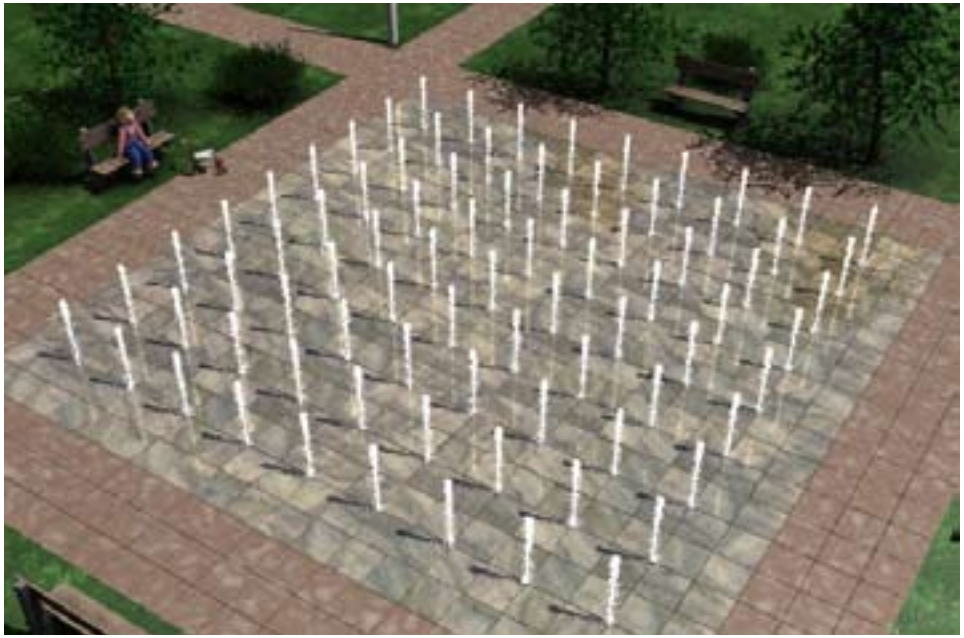
elements such as center median landscape statements, civic art of historical iconography, and possibly “speed tables” of slightly raised roadbed elevation and cobblestone texture that physically announce arrival to the traditional city center.

The R/UDAT Team recommends avoiding signage pylons commonly seen at city limits or gateway signage monuments at interstate interchanges in favor of these unique civic gateway elements that more completely express the history and culture of the community and the greater Hill Country region.

The “Y” at Main Street and Cibolo Creek where two highway bridges now exist presents an opportunity for civic enhancement and identity. The eastern span of this “Y” was recently reconstructed by TXDOT, while the western bridge span may well be in need of reconstruction some years in the future. The R/UDAT Team recommends civic improvements to this western span that currently offers such narrow pedestrian passage as to

# Image of the City

*Small civic improvements implemented one at a time, engaging children of all ages in water play and civic life, will enhance the City of Boerne's reputation as a premier community in the region.*



*"Boerne is walkable. All we need is to slow traffic down."*

*Debra Gracy*

be dangerous and intimidating to handicapped, elderly, bicyclists, and children, if not ambulatory adults.

One solution would be to add a pedestrian deck of significant width, either from the reuse of a nearby historic iron railway bridge that could be relocated for pedestrian and fishing deck use or newly constructed bridgeworks that significantly widen the pedestrian realm for strollers, fisherman, creek watchers, and tourists.

## Family-Oriented Activities

The R/UDAT Team has heard from Boerne residents again and again a heartfelt wish to have their town express the values of family, small town pride, and enjoyment of outdoor activities.

# Image of the City

*Top: Yesterday, Today, and Tomorrow. Lithograph of old Grist Mill portrays a lost way of life in Boerne.*

*Below: View of the old Grist Mill site near River Road and Plant Street - is an often used fishing platform.*

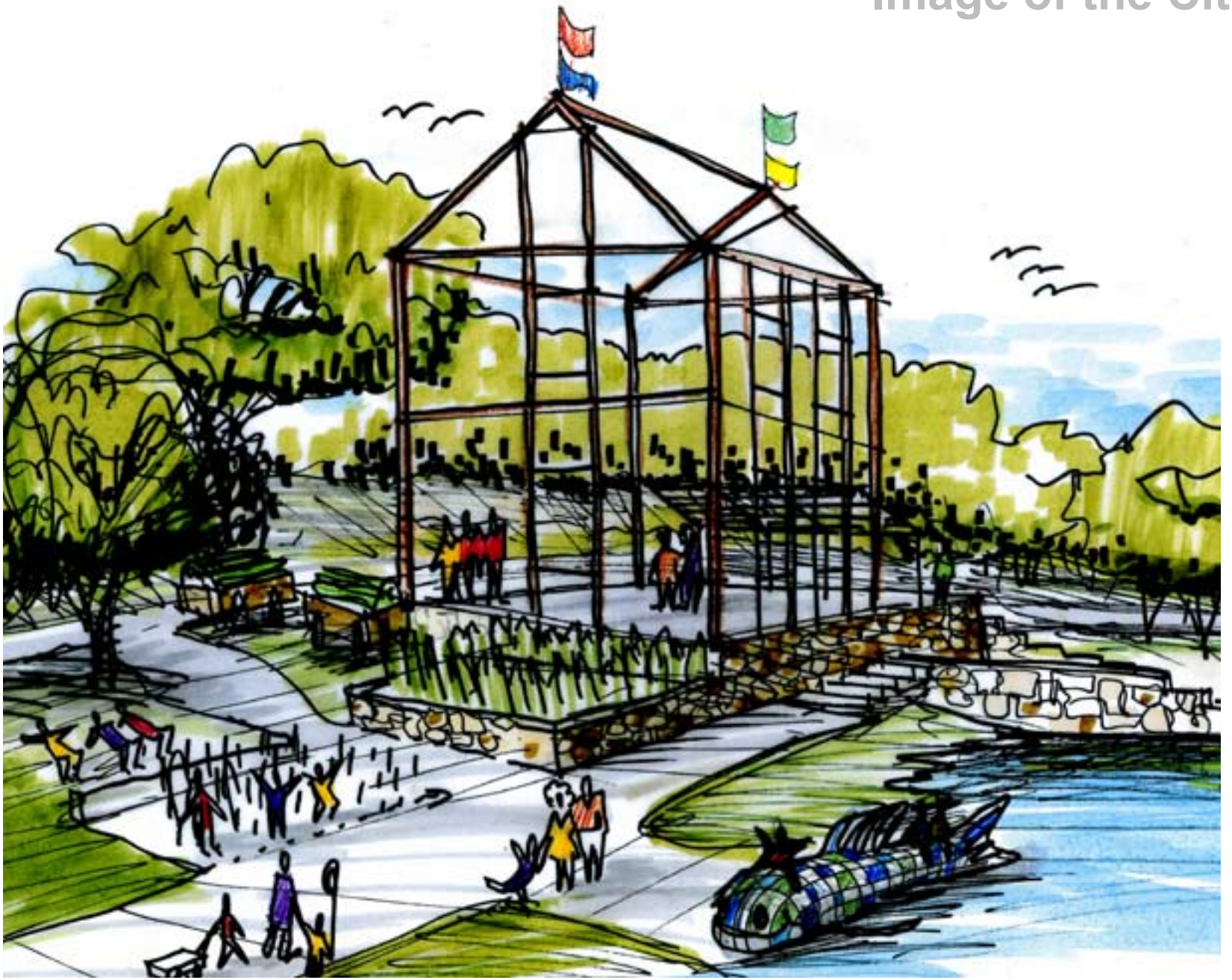
*RIght: Sketch of possible improvements that tell future generations the history of Boerne, while providing interactive play, gardening for seniors, and attractions for families.*

Many opportunities exist to celebrate Boerne's history that will engage children, moms and dads, and even grandma and grandpa in existing park lands along the Cibolo Creek, within the narrow confines of Main Street, and easily within the context of the planned new Civic Campus. Waterplay, civic sculpture, tot-lots, and even a climbing tower are examples of added amenities that will bring families downtown and get Americans moving for health and exercise.

Examples of intergenerational family activites suggested that could be implemented almost immediately include:

**Cibolo Creek Dam and Gristmill**
This old landmark already displays some history in its limestone rubble walls and rough-board-formed concrete and has been used as a fishing platform for years. Perhaps the rough massing and form of this mill could be erected in skeleton form to tell current and future generations the story of farming and settlement, while providing a fun attraction that displays the geology, the plant life, and the animals of the region, and perhaps its agrarian underpinnings. A small community garden

# Image of the City



# Image of the City

tended by seniors or a garden club could produce corn and other farm products that were once brought to this historic mill. Artists groups could be challenged to provide interactive sculptures of fish, waterfowl, or even farm implements that kids can play on and learn from. This park improvement can be constructed affordably and can be the beginning of many attractions along the Cibolo Creek built as the creek walk and other improvements are expanded in the future.

**Pocket Park on Main Street**

Downtown presents numerous possibilities for creating pockets of green and shade along Main Street that can provide family fun and attractions. The R/UDAT Team suggests a series of small street-improvement projects that will contribute to street life, encourage walking, and give children play opportunities that will bring seniors, parents, and active youth to Boerne's Central Business District. A small water splashpad for hot summer days, a toddlers' sand pit with buried faux dinosaur bones to be "discovered," a rock-climbing tower, and other small activity

*Before (Above): This city-owned parcel is just one example of an opportunity for simple improvements that can add to civic life.*

*After (Left): A rock-climbing tower that also teaches visitors about local limestone, a kiddie splashpad on permeable paving, and a "dinosaur dig" with new trees.*

zones that encourage sitting, active play, and civic interaction can be implemented over the years, one small project at a time.

Boerne can become distinctive in the region for a downtown that offers a series of small attractions that educate and entertain families along its retail spine.

# Image of the City

**Joel Mills**
Washington, D.C.

*Residents in Boerne cherish their customs, traditions and community organizations which help provide for an authentic Hometown feeling.*

*"Keep our town a place where people want to visit and live."*

*Sister Reyes*

Every community stakeholder, regardless of age, background, education, or any other factor, has a unique contribution to make to Boerne's quality of life. However, it is what we can produce collectively that is truly profound and can shape our community's future for generations to come. While Boerne faces some significant challenges, it also exhibits tremendous advantages and assets. Collectively, the citizens of Boerne exhibit the capacity and commitment to their community to keep it a healthy and vital place…if they work together.

During the public input process, the R/UDAT Team discovered that Boerne residents, new and old, place an enormous value on the city's shared sense of community and small town charm. Public comments during the town hall meeting captured this sentiment:

*"Boerne still has the charm, the small town feel. We take our history seriously here."*

*"Boerne is about community."*

*"Our greatest asset is our community. It's the people."*

*"What we have is really good."*

*"I don't ever intend to leave."*

Despite their love for Boerne, citizens are apprehensive about the city's future. Many participants expressed fear about the consequences of growth to the community:

*"We all fear what will be lost is the sense of community that I think is pretty special here."*

*Community coming together. The community gathers at the R/UDAT town hall.*

*"I'm not against progress, but I have to wonder…"*

At the apex of the current dialogue about Boerne's future is the issue of community change. Boerne residents spoke about the coming "population tsunami" represented by the Esperanza development in particularly clear terms, expressing fear that Boerne will lose its unique identity and sense of community when it doubles in size. The contentious debate that emerged over the Esperanza subdivision has fueled increasing frustration in the community. As one local newspaper described it, "nothing has done more to fuel local debate."

In addition, the city faces an increasing challenge in adapting to the changing lifestyles of residents, many of whom commute long distances to work in the San Antonio area. The uncertainty prevalent in the community has given rise to civic frustration and some emerging divisions about Boerne's direction. However, when asked to provide their ideal vision of Boerne, residents demonstrated a significant amount of consensus. Most Boerne citizens feel that the city should "maintain its small town feel" and "keep Boerne traditional."

The potential impact of dramatic growth and change has presented the city with a critical challenge: the community grows and changes how can it successfully maintain the characteristics and sense of community that make Boerne a wonderful community today? The R/UDAT Team heard residents struggling with this issue repeatedly during the public input meetings.

## Building a Framework for Community

Boerne is in need of a framework for analyzing its community health and building its capacity to address critical issues in constructive ways that build residents' trust in their government and each other. In identifying and measuring the future health of the community, two concepts that have significant currency regarding the civic health of Boerne are social capital and third places. These can serve as important tools with which to design appropriate community-building strategies.

### Social Capital

"Social Capital" refers to the collective value of all social networks and the inclinations that arise from these networks to do things for each other" in a community context. Social capital represents the amount of trust and reciprocity that exist in a given place, and the strength of our connections to others in the community. Considerable research has concluded that social capital is the 'community glue' that is critical to maintaining a healthy democratic culture.

In 2000 Harvard professor Robert Putnam popularized the concept of social capital in his seminal work, *Bowling Alone: The Collapse and Revival of American Community*. Putnam identified a pronounced decline in the membership of bowling leagues as a metaphor for our declining connection to community. Urban sprawl and the expansion of the television culture are two significant contributing factors in the decline of social capital, which has resulted in lower levels of trust in government and lower levels of civic participation.

**Third Places**

Third places provide settings for social capital to be produced in a community. Third places are gathering places, separate from the traditional social environments of home and workplace, that form important community institutions where social interaction can take place. Ray Oldenburg popularized the concept in his work, *The Great Good Place*. According to Oldenburg, third places "are the heart of a community's social vitality, the grassroots of democracy." Third places can include coffee shops, cafes, bookstores, main streets, and other gathering places that are widely accessible and walkable for many people and are frequented by 'regulars' who contribute to an ongoing sense of community.

Currently Boerne boasts several significant 'third place' institutions, including the coffeehouses, bookstores, hardware stores and cafés along Main Street. However, there is also some mixed experience with the vitality of Main Street as a social center, as evidenced by the decline of some potentially important institutions: such as the closing of the bier garten and the recent purchase of the Boerne Turnverein property. These developments could be signs of potential decline in the number of community institutions that will play an important function in future civic renewal.

*Is Boerne "Bowling Alone"?*

## Governance and Civic Participation

Boerne has a council-manager form of government. The council-manager system was invented during the progressive

era as an answer to the proliferation of machine politics and government corruption. It is designed specifically to provide non-partisan, professional government administration. Today, nearly 89 million Americans live in communities with council-manager governments. It is the most mainstream, effective form of governance in the United States. The council-manager form is well-suited to Boerne's community, particularly in an era of rapid growth and change that can produce political volatility.

Civic participation appears to be at healthy levels in Boerne. In the May 2008 elections 1,335 votes were cast, a healthy number relative to other communities of this size. In addition, Boerne boasts a number of volunteer organizations, and residents speak with pride about the level and quality of volunteerism in the community.

## Public Discourse

Formal public discourse in Boerne occurs through city council meetings that operate by parliamentary procedure. In many communities, the highly structured format of public meetings leads to dissatisfaction and frustration regarding meeting outcomes. Meetings typically generate more conflict than necessary, and they can leave important people out of the discussion. Esoteric procedural rules tend to produce winners and losers on every issue. People on the losing side of an issue usually leave feeling frustrated by the process and often complain that their voice was not effectively heard or represented in such a forum. As a result, disillusioned citizens can begin to pursue their interests through more confrontational forms of organized political action.

The connection between the formal decision-making process of local government and the informal public discourse that can take place through more collaborative processes is, therefore, critical. Informal public discourse in Boerne is generally characterized by respectful dialogue and interaction. The R/UDAT Team observed very healthy debate during its public input sessions. At times the debate was impassioned and heated, but it was also always

*Left: Former Boerne Bier Garten closure could be a sign of the potential decline in the number of community institutions.*

respectful. The opportunity to have community-wide processes that are both highly participative and express a more intentional search for common ground on community issues outside of the formal decision-making processes is essential to continued quality discourse.

## Mediating Institutions

Healthy and successful communities frequently form effective mediating institutions that serve convening roles by providing neutral civic space for citizens to engage in constructive dialogue about the community's future. However, effective community-wide mediating institutions are not readily identifiable in Boerne. To the contrary, one of the more disturbing trends evident in Boerne's civic life is the emergence of organized advocacy groups and political action committees. Typically, the formation of such groups is a sign of civic frustration, because it results when people feel as though their voices, are not effectively heard or when they feel threatened by potential public outcomes. The expanded presence of groups that pursue

a narrow interest rather than common ground can tear at the fabric of the community when rapid community change is driving public decision-making. The pursuit of a narrow agenda over the collective interest runs counter to the expressed values of Boerne's citizenry, who cherish their sense of community above all else. Entrenched groups also tend to have a negative impact on the quality of public decision-making when a community is faced with hard choices. The challenge for public officials is to make decisions that moderate the influence of such powerful groups and take account of broader interests. Mediating institutions play a critical role in providing the necessary platform for constructive dialogue among a host of divergent interests and the broader community. Therefore, they are fundamental to civic health and the maintenance of community.

## Boerne Gemeinschaft (Partnership): Analyzing Community

Civic health relates to both levels of involvement and participation, as well as the quality of public discourse and sense of connectedness and trust across the community. Boerne exhibits many positive attributes regarding its civic health, particularly the fact that most residents value the city's sense of community and people above all else. However, the R/UDAT Team identified some potentially negative trends regarding the future, including an increasingly contentious and divisive debate about growth and a broadly shared perception that the sense of community citizens value is endangered. Furthermore, the community's past experience with tough issues suggests that it occasionally struggles to find common ground among competing interests. The *Boerne vs. Flores* case demonstrates that local issues can escalate into confrontation and litigation if the community has no effective arbiter for negotiated agreement. As one resident put it, "It is a tough challenge to understand where we want to go when we are at odds with each other." Citizens also expressed frustration with the perception that the city and county do not work well together. One citizen commented that "the county is across the street, but it feels like miles." The R/UDAT Team concluded that civic health in Boerne is somewhat fragile and, without deliberate attempts to improve the environment for positive civic interaction, Boerne's sense of community could be threatened in future years.

## Learning from other Communities- "Working Together" Works

Successful communities are those that enable all of their residents, businesses, and non-profits to come together and collectively design approaches to critical issues that involve every sector of the community in a collaborative effort. There are several examples that demonstrate the profound impact of community-wide collaboration:

- **Chattanooga, Tennessee.** In the early 1970s, Chattanooga gained notoriety when it was labeled by the federal government as having the worst air quality of any city in the nation. Its downtown was in severe decline, the local economy was struggling, and race relations were at a flash point in the community. In response, Chattanooga's government, business, and civic leaders created Chattanooga Venture in 1984 to engage the city's people in working collectively toward a shared vision. It resulted in a highly collaborative process that developed Vision 2000, a plan for the community's future. The community continued the "Chattanooga Process" through the implementation, and its dramatic turnaround is well-documented with a vibrant downtown and significant investment.

- **Chelsea, Massachusetts.** In 1991, Chelsea, Massachusetts, became the first city to be placed in state receivership since the Great Depression. In response, Chelsea underwent a charter development process to reform municipal government. Nicknamed "the Chelsea Process" by some observers, it included more than 45 community meetings that were facilitated by local citizens who had been trained as part of the process. The results were extraordinary, rejuve-

nating citizen engagement and having a ripple effect in other areas.

> "It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."
>
> Charles Darwin

- **Hampton, Virginia**. Officials have worked tirelessly over the past two decades to reinvent local democracy. As one writer describes the transformation, "Hampton is one of the oldest cities in the United States, but it has changed rapidly over the past fifteen years through creative and painstaking efforts to expand the community's capacity for effective dialogue, deliberation, and collaboration on every kind of public issue." During this time period, Hampton has become widely known for its initiatives to address race relations, reinvent neighborhood planning, and engage youth. In 2005 Hampton received the prestigious Innovation in American Government Award from Harvard University for its Youth Civic Engagement initiative.

As Boerne considers its own strategies for civic success, it should learn from and incorporate existing models where appropriate.

## Recommendations

### 1. Connect the Physical Realm to Civic Health

Boerne has several significant opportunities to leverage improvements in its built environment to strengthen its civic health. Main Street has the potential to serve as the community's most significant public space by providing a vibrant place where residents can meet and interact. The city could leverage additional density in the downtown to bring more focus to Main Street. Enhancements to the streetscape and pedestrian experience could help provide Boerne with a central location for activity that contributes in significant ways to community health.

The Civic Campus can be designed to build social capital and enhance community vitality. The plans for the campus include a new public library that could expand the traditional library model to include serving as a social center, gathering place, and convening area for public dialogue and interaction. Given the commuting challenge faced by a growing number of residents, a telecommuting center could be envisioned as an additional space within the library or another civic building. Telecommuting programs reduce commuter traffic and allow local residents to work in town and participate in the life of the community. The R/UDAT Team heard a lot of community input about the potential to include a performing arts center on the campus. An arts center could also serve important functions by providing a public place for civic theater and social gatherings. The Boerne plaza currently serves as the city's most significant public gathering space, providing an area for festivals, concerts, and numerous public activities. Plaza improvements could further enhance the attractiveness of the space and increase its use by the community.

During the public input sessions, several residents raised the possibility of creating a community garden, which would further enhance the number and variety of opportunities for Boerne residents to gather and interact in constructive ways that support the sense of community. The overall connectivity of important public spaces and neighborhoods should be enhanced to further stimulate civic life and social interaction in new ways.

### 2. The Need for Identifiable Neighborhoods

Collective identity and shared sense of place are evident in Boerne at the community scale, but not the neighborhood level. In fact, most residents refer to Boerne as their place of residence, but have no neighborhood identity at all. During the R/UDAT Team's visit, the only distinct area that was identified repeatedly was the Flats. The city should work with residents to identify and create distinct neighborhood identities and related organizing structures where they do not currently exist in order to strengthen the community fabric. Particularly as the community

*Boerne Concert Band and Boerne Village Band perform at the kick-off event.*

begins to experience rapid growth, neighborhood identity will become a more important organizing mechanism to sustain Boerne's current small town sensibilities and aesthetic. The growth of area churches has also begun to exert pressures on neighborhoods, as exemplified by the recent attempt to purchase the Boerne Turn Verein. Neighborhoods and churches are going to need mechanisms through which they can collaborate successfully to manage growth and change. Successful neighborhoods form the foundation of a healthy community and reinforce a sense of place. The Esperanza subdivision will have an immediate and distinct neighborhood identity, regardless of whether it sits within the city boundaries, and must be successfully incorporated into the community by relating to other neighborhoods in Boerne in a way that contributes to the city's identity.

**3. Forward Together: Create a Boerne Collaborative**

The growth and development pressures Boerne is facing are significant. In order to have successful outcomes, the community must engage in constructive negotiated dialogue involving all community stakeholders. People with diverse viewpoints need to have mechanisms for constructive dialogue, negotiation, and agreement. Without those mechanisms, the community will be subject to the manipulation of powerful special interests. "Where there is no vision, the people perish." *Proverbs 29:18.* A community-wide collaborative could provide an important function as a mediating institution within the city, providing the neutral umbrella for healthy civic deliberation. It should exist beyond the bounds of local government and serve as a community-centric organization. The R/UDAT Team will complete its work and leave the community, but the Boerne Steering Committee can form the nucleus for a collaborative implementation group that continues to move the process forward.

> "We are all faced with a series of historic opportunities, brilliantly disguised as insoluble problems."
>
> John W. Gardner

**4. Civic Indicators: What Gets Measured Gets Done**

If the citizens of Boerne desire to maintain their current sense of community and civic life, they need to measure it, monitor it, and move it forward. There are numerous examples of community based organizations that have engaged in the "healthy communities movement" by leading Community Indicators programs. Boerne should consider creating an indicators program which involves residents through participatory mechanisms in identifying key issues of importance

and designing strategies to address them, identifying criteria for success, and measuring quality of life indicators to gauge community progress. One of the longest running examples is the Jacksonville Community Council, Inc., which describes itself as a "citizen think tank" that has produced over sixty studies of community issues during its thirty years of programming. There are additional resources at the national level. The National Neighborhood Indicators Partnership (NNIP) is a collaborative effort by the Urban Institute and local partners to further the development and use of neighborhood-level information systems in local policymaking and community building. The Saguaro Seminar at Harvard University focuses on "expanding what we know about our levels of trust and community engagement," including the production of a Social Capital Community Survey that serves as a model for communities seeking to measure community health.

*Forty-eight citizens participated in a four-hour world cafe discussion.*

**5. The Boerne Bearbeitet (Process)**

Successful communities create new ways of operating that involve collaborative approaches to public issues. Boerne needs to think deliberately and intentionally about designing a civic process outside normal public hearings to involve citizens in public work. It can institutionalize a collaborative way of conducting public business that is rooted in local culture and values, while embracing inclusiveness and participation. Boerne should design an ongoing public process to involve its citizenry and stakeholders in dialogue that reflects the city's authenticity while engaging in participatory mechanisms for decision-making. This process can relate to a number of strategic areas, including the following:

- Participatory Planning. The R/UDAT program represents just one event in the collaborative life of the city, but it should be leveraged for future public work.
- Community Indicators Program. The proposed program will rely on broad participation regarding input, data collection, and decision-making.

**6. Proliferate Partnerships**

In an age of limited resources, the "partnership premium" has become a critical aspect in building community capacity. Many great individuals and organizations throughout this community are doing enormous work in isolation. Residents were able to identify that many groups are operating in silos and would benefit from increased partnership efforts.

One of the most promising partnership opportunities that came to light during the R/UDATprocess was the coming addition of a community college campus near Boerne. Communities across the country have had significant success with town-to-gown partnerships. Boerne should seek to partner with the Alamo Community College District as it pursues its future goals, particularly as it seeks to train citizens in collaborative leadership skills. Existing models, such as Neighborhood College programs and Citizen Academy models, have proven successful in a number of community contexts, and the community college could contribute significant expertise and human capital to the community's collaborative work, as well as build capacity.

As it formulates a community engagement strategy, Boerne should also consider joining the National League of Cities' Inclusive Communities Partnership. The Partnership includes 178 cities and towns across the country, including twelve communities in Texas. Boerne could join the partnership by passing a city resolution affirming its commitment to inclusion and sharing its current program activities with the League. It would also be eligible for technical assistance and advice as a member of the Partnership. Numerous additional partnership opportunities should be pursued at the local and regional scale to address Boerne's challenges, particularly through multi-jurisdictional partnerships and processes to address common issues in the Hill Country.

### 7. Regenerative Civics

Boerne should pursue a number of strategies to build community by building capacity. The city currently has a local community leadership program, which provides a strong foundation. It should seek opportunities to incorporate collaborative leadership curricula within existing programs or pursue the creation of new programs that focus on facilitation, collaborative problem-solving, negotiation, and mediation. These skills will take on increasing importance as the community grows and changes because it will need people who can bring together diverse interests by providing neutral space to identify and pursue shared goals and renew community.

### 8. Celebrate Community Pride

During the R/UDATprocess, the team heard repeatedly from residents that the city "puts on a great parade" and "organizes a wonderful festival." The opening event of the R/UDAT on the Boerne plaza provided clear evidence of this capacity. Boerne should continue to expand its programs that build community pride and pass on its important heritage and local narrative as the city grows. The symbolic nature of the former *Wilkommen* program that sent individuals to meet new residents with welcome packages should be reinvigorated. Thousands of new residents in Esperanza can be effectively enrolled in the Boerne community through the shared narrative of history and opportunities for collaborative work. Boerne can also work towards becoming a model community for the region. Boerne has the necessary civic capacity to take on its challenges successfully if residents can work together on common goals and a unifying vision of the future.

> "Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."
>
> Jane Jacobs

# Civic Health

*These images illustrate some of the many community festivals, organizaitons and traditions of Boerne, such as Bergesfest, Boerne Village Band, Boerne Concert Band, Turn Verein, Gesang Verein, and Schuetzen Verein.*

**Bob Hermann, AIA, LEED AP**
Salt Lake City, UT

*The Civic Campus site has a diversity of ecological zones, interesting topography and desireable exposure to prevailing winds.*

"Reading books is better in the trees."

Daryl Daviduffe

As with other small towns established before World War II, Boerne's community fabric comprise a mixed-use downtown, surrounded by compact neighborhoods and bisected by a traditional main street. Until the advent of auto-oriented planning approaches following World War II, Boerne's residents found most of their daily needs within walking distance of their homes. The downtown had a mix of first floor shops and second-story flats, anchored by the court house, the high school, and the public commons (Boerne Plaza); and was threaded together by the riparian corridor of the Cibolo Creek. Much of this historic development pattern and architectural fabric remains. Spared the rampant growth of San Antonio and its more proximate neighbors, Boerne has remained a relatively compact and walkable community that is only now facing the challenges of gentrification and exurban growth pressures within this portion of the Texas Hill Country.

Boerne is a town on the brink of significant change. The growth that the community is experiencing affords equal measures of threats and opportunities, as it strives to secure its identity as a "small town" located within an astonishing natural setting. Attitudes are also changing about the way people get around: global warming issues, local air quality, and rising fuel prices are some of the concerns raised by citizens related to Boerne's auto-dependent tourism activity and its "bedroom" community relationship with San Antonio.

The new Civic Campus, a 15.5 acre site just north of the historic downtown, is a critical development in Boerne's 150 year history. It provides an opportunity not only to build functional new facilities for the library and city offices, but also to help realize two other important objectives: first, ensuring Boerne's ongoing role as the civic and cultural center of its region; and second, revitalizing downtown as a vibrant urban neighborhood.

# Civic Campus

"Encourage interest in a performing arts center."

Steve Valadez

*Above: The site is located between the historic residential neighborhood along North Main Street and the commercial core of downtown.*

*Below: Constructed in 1910, Boerne's original high school is a powerful example of regionally adapted Romanesque-revival architecture. Nearly a century old, the building is in excellent condition and has been modified to incorporate contemporary building systems and technologies.*

## Background

Based on a needs assessment recommending the development of a new library to serve their community's growing population, Boerne voters approved a $21,470,000 bond issue in 2007 to construct the library, as well as to make improvements to the existing public safety facility, acquire new trails, enhance parks, and add needed sidewalks.

In September of 2007, the city acquired approximately 15.5 acres of land to accommodate the development of a new library and future City Hall and recently selected an architectural team to proceed with the design of the library.

## The Site

Located on the east side of North Main Street, a major vehicle corridor serving north- and south- bound traffic through the Boerne Central Business District, the site occupies a key position to be both a community center and a gateway into the downtown. Formerly the location of Saint Mary's Sanitarium and Holy Angels Academy, the site occupies about 500 feet of frontage along the north end of the Main Street Historic District. The uses and architectural quality of the development of this portion of Main Street are diverse. The west side has substantial historic fabric, comprising historic homes, appropriately scaled recent infill, and Saint Helena's Church, a significant landmark to the community. Conversely, the east side of Main Street between the site and Frederick Street, is mostly undeveloped land, punctuated by more recently constructed single-family residential, group housing, and sundry commercial enterprises.

The site slopes to the south, as well as to the west towards Dry Creek, a large storm-water swale that crosses the site from north to south. At its western edge, the site also abuts the Old No. 9 Greenway, a pedestrian trail developed from an abandoned rail right-of-way. A site analysis prepared by the city indicates several vegetative types present on the site, including valuable and beautiful areas of wooded riparian, grassland, and oak motte

plateau. Viewsheds from the site (located at the highest points of the site and looking primarily south) are also indicated, which provide powerful vistas of the city. The site enjoys a substantial solar shed, as well as prevailing breezes from the southeast.

## Proposed Uses

There seems to be little debate about the need for a new library and City Hall at this location. However, beyond these two uses, there appears to be less consensus about what other facilities could be developed on this site or in the immediate neighborhood. Arts advocates, represented by the Cibolo Arts Council, have proposed using a portion of the site for the development of a visual arts and/or performing arts center. The Kendall County Economic Development Corporation (EDC) is also currently exploring siting options for a proposed conference and hotel center that may include multipurpose meeting facilities and auditoria. The Boerne Independent School District, a significant land owner in this area of downtown, is considering near- and long-term options for the disposition of the Boerne Middle School North facilities, which also include a recently constructed auditorium and several acres of open space. There are undoubtedly other needs or uses that either have not been identified or were not publicly articulated in the context of the R/UDAT input sessions.

## Things to Consider

**A Singular Opportunity**

The creation of the proposed Civic Campus is an extremely rare opportunity for the community of Boerne. City halls, libraries, theatres, public squares, and museums are the highest expressions of public space and are among the most important symbols of a community's social, political, and cultural aspirations. They should be the backbone of any downtown; and, if done correctly, they are the elements that reside insistently in the memories of both residents and visitors. In traditional town planning, these facilities invariably either ringed the public square or sat resolutely within the public square, a reflection of their iconic importance at the center of community life.

*Top: The new Austin City Hall by architect Antoine Predock demonstrates Austin's commitment to innovative and enduring architecture. Constructed of limestone, copper and glass, the building is carefully tuned to the local landscape and regional environment. As with other great buildings, the city hall is an expression of its time and place. The building has been awarded LEED gold-certification and employs a wide variety of regenerative design strategies. For example, the canopies shown above feature glass-integrated photovoltaic panels to both shade the structure and generate renewable energy. In addition to housing traditional municipal functions, the building also accommodates a café and city store.*

*Bottom: Located inside the Austin City Hall, this multi-story waterfall receives its water from the nearby Colorado River and is used to evaporatively cool the building.*

# Civic Campus

> "No more boring architecture, we want Boerne architecture."
>
> John LaRoche

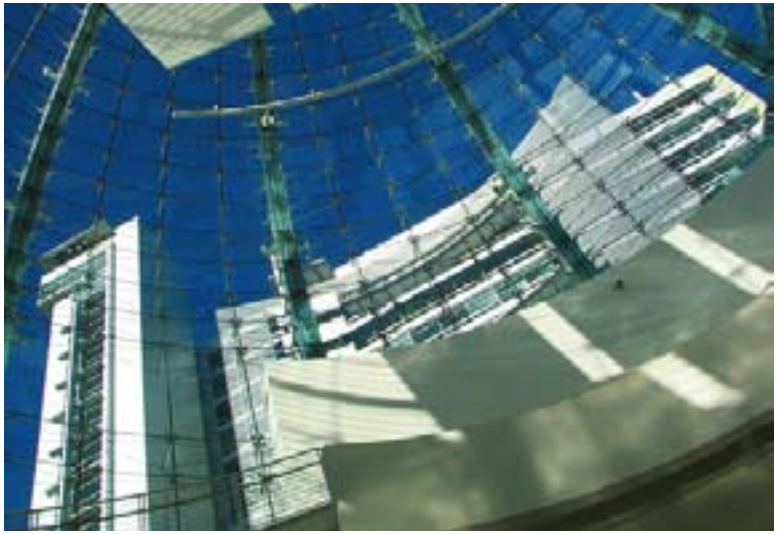
Because the life span of such public facilities can exceed centuries, the R/UDAT Team encourages the citizens of Boerne to assign a high degree of importance to planning and design and to invest an appropriate level of time and resources to creating an inspiring new symbol for their community.

**Public Architecture That Matters**

All architecture matters: public architecture matters the most. In America it represents a general compact among citizens to create places that are accessible, legible, and purposeful to the many, not to the one or the few. Public architecture is also a manifestation of a community's values. One only has to experience the historic architecture of Boerne to see the commitment of past generations to create a quality built environment. As James Abell, FAIA, observed, the current city hall (a magnificent 1910 Romanesque-revival school constructed of Texas limestone, strategically placed on an oak-populated brow) demonstrates a small community's desire to say something important about education's role in the life of its people. From the input received, it appears that this social commitment continues and should be reflected in the architectural expression of these new, key facilities of the Civic Campus.

**Buildings That Teach**

David Orr, the renowned conservationist and environmental educator, maintains that architectural design "is a form of pedagogy that instructs us well or badly, but never fails to instruct. When we get the design of buildings and communities right they will instruct us properly in how we fit within larger patterns of energy and materials flows.... They will tie our affections and minds to the care of particular places." What do the people of Boerne want their civic center to teach about their community? From the community's input, the R/UDAT Team learned that Boerne strongly values both its architecture and its natural setting and wants to find the most sensitive and responsible form of co-existence and relationship to the larger global ecosystem.



*The "rotunda" of San Jose's new city hall is a great community gathering space for both ceremonial and cultural events. The dome incorporates state-of-the-art technology, including dynamic shading elements and an innovative evaporative cooling system that blows water through "misting vanes" located in the main plaza.*

**Partnership Opportunities**

The Civic Campus is ideally positioned to catalyze a community cultural district. The R/UDAT Team learned that, in addition to the new library and city hall, there are several other potential projects affecting the area. These include a proposed conference center and hotel complex; a visual arts school modelled on the Southwest School of Art and Craft; and a proposed performing arts center for theatre, dance, music, and cinema. Forming effective partnerships with the champions of each of these efforts should be a critical objective in the planning and design of the new Civic Campus.

As an important neighbor to the future Civic Campus, the Boerne Independent School District is also a key stakeholder. The R/UDAT Team learned that the BISD is currently considering options for its existing facilities along Johns Road. Because neighborhood schools are critical components of vibrant, walkable, mixed-use neighborhoods and can be especially valuable to effecting work-force housing initiatives in central business districts, the R/UDAT Team feels that the BISD should be encouraged to maintain a school in the downtown area. Additionally, this school can also be an integral component in creating a critical mass of cultural facilities and programs anchored by the new Civic Campus. Because of this, special consideration should be given to designing the new roadways, sidewalks, buildings and public spaces to provide safe, secure and engaging places for children.

**The Library of the 21st Century**

Various forces, including changes in technology and the social, educational and cultural landscape, continue to redefine our ideas of today's library. Libraries are increasingly exploring unconventional and innovative services to ensure their relevance as critical institutions of information and culture. These in turn, are helping to reshape the library as an even more vital place for community gathering, learning, and cultural expression.

Robert Oldenburg, author of *The Great Good Place*, coined the term "third places" as locations outside both home and work where people can meet informally and expand their social networks. In addition to their traditional role as conduits for information, libraries have also become important "third places" in their communities, incorporating cafes, coffee shops, bookstores, multi-functional meeting spaces, exhibition spaces, performance venues, and indoor public commons.

**The Downtown Gateway**

*The Boerne Master Plan Update* has four key recommendations related to development in the North Main Street area of the community, based on the proposed creation of the Civic Campus and potential demand for additional commercial development

*Top: Great public architecture should provide community spaces like the "urban room" that anchors Moshe Safdie's design for the Salt Lake City Public Library. Functioning as a "third place," this space is not only a popular gathering spot for the community, but also becomes the "street" for a local bookstore, gift shop, art gallery, and coffee shop.*

*Bottom: Artist-designed bike racks enliven the entrance to the Salt Lake Library.*

in the Central Business District. The recommendation to extend the boundary of the Central Business District to Frederick Street will require a thoughtful approach to ensure the protection of the historic properties within the district, to create an effective gateway into the downtown, to encourage the creation of a critical mass of commercial and residential uses within the downtown proper, and to protect the "legibility" of the downtown.

The R/UDAT Team is particularly concerned about maintaining the current "legibility" of both Boerne's downtown and its historic Main Street. Kevin Lynch in his landmark book, *The Image of the City*, explored the concept of place legibility, defined as the relative ease with which people comprehend the organization of a place. He believed that legibility was a crucial part of any vibrant and attractive place. Just as a printed page "can be visually grasped as a related pattern of recognizable symbols, so a legible city would be one whose district or landmarks or pathways are easily identifiable." A highly imageable city, he asserted, would be well formed, would contain very distinct parts, and would be instantly recognizable to the common inhabitant. At present Boerne is a highly imageable place: the town itself has distinct edges (one knows when one enters or leaves the city because of the contrast between the built and natural environments). The town also has an imageable downtown (one knows when one enters the downtown because of the contrast in density, architecture, and uses between downtown and the adjacent neighborhoods). However, if residential subdivisions are allowed to sprawl into the Hill Country and downtown commercial development is allowed to sprawl into the adjacent historic neighborhoods, the legibility and imageability of Boerne will become increasingly compromised.

**Sustainable Design**

According to the U.S. Energy Information Administration, nearly half of all greenhouse gases are generated by buildings. Additionally, the U.S. Green Building Council (USGBC) estimates that buildings are the largest users of energy in the United States, accounting for nearly 40 percent of total energy consumption and over 70 percent of electricity consumption--exceeding consumption by both industry and transportation. Buildings also account for 12 percent of all potable water use.

The rapidly developing area of San Antonio is facing degradation of both air and water quality. Of particular concern is the ground water supply that is the life blood of the San Antonio metropolitan area. The San Antonio/Bexar County Metropolitan Planning Organization reports that continued construction of impervious cover over the recharge zone to the metropolitan area's sole source of water (the Edwards Aquifer) could create significant shortfalls of water starting in 2010.

Nationally, numerous organizations and initiatives are attempting to address these issues. Some of the leading efforts include Architecture 2030, which looks at reducing the carbon footprint of buildings to zero by 2030; the USGBC's LEED-rating

*Jody Pinto's design, "The Tree of Life," in Phoenix's Papago Park is a remarkable public art piece that not only creates a powerful sense of place but acts a functional storm-water management system. This piece is part of the Phoenix Art Plan, a comprehensive regional public art master plan (authored by urban designers William Morrish and Catherine Brown), which employs public artists and engineers as co-designers of bridges, roadways, trail systems, and other public works projects.*

"Apply standards that support maintenance of dark sky ordinance."

Sharon Mecke

system, which evaluates buildings relative to performance standards in five key areas (sustainable site development, water conservation, energy conservation, material resource management, and indoor environmental quality); and The American Institute of Architects, which provides both policy support and design tools for sustainable community planning (AIA Center for Communities by Design) and building design (AIA Committee on the Environment).

There is a strong resource conservation attitude in Boerne. It is reflected in the preservation of the town's historic buildings and its protection of such important natural areas as the Cibolo Nature Center. Underpinning much of the community input the R/UDAT Team received was the desire to expand the community's historic and open space assets through open space acquisition, protective easements on both valuable lands and historic buildings, and legislative controls relative to neighborhood planning and building design.

There was also strong sentiment to living responsibly as a community through more sustainable approaches to new developments and building design; limitations on sprawl, restoration of natural systems, creation and/or expansion of alternative transportation systems, and public transit and pedestrian networks, development of neighborhood mixed-use centers, and increase density in the urban core. It was indicated that the city has committed to designing the new Civic Campus to achieve a LEED-Silver rating as part of its dedication to responsible, sustainable design.

*Top: Bio-swales are landscape elements that are designed to slow and clean storm water typically flushed into storm water sewers. These swales can be designed with landscaping (as shown here) or stones that help trap pollutants and silts. Because of the intensity of flash flooding in the Texas Hill Country, bio-swales can be an effective tool for mitigating the Cibolo Creek's dramatic water level changes. Bio-swales can also be connected to bio-retention ponds that can also clean surface water before releasing it into the aquifer.*

*Middle: Library concept by UTSA student with rainwater-catchment system.*

*Bottom: The Cibolo Nature Center is a renowned environmental education facility and nature preserve that illustrates how good design can effect a positive relationship between the natural and built environment. The award-winning Lende Education Center by Lake Flato Architects demonstrates a sensitive and innovative approach to Texas regional design.*

## Civic Campus Recommendations

The R/UDAT Team made five principal recommendations regarding the design of the Civic Campus within its broader urban and regional context and the planning and development of the new library and City Hall as pieces of a holistic and long-term strategy to maintain downtown as one of the premier civic and cultural centers of the Hill Country. These recommendations are:

**1. Conduct a cultural needs assessment.**
With the development of the new Civic Campus, Boerne has a timely opportunity to ensure it remains the cultural and civic center of its region. Although it currently provides a lively cultural environment, Boerne's arts community is interested in expanding its efforts to better serve the growing population through increased program offerings and enhanced quality. Based on the input received, potential uses for this site or on contiguous sites include a performing arts venue, gallery space, lecture halls, conference facilities, visual arts studios, a historical museum, and a children's museum, among others. To best understand and address the near- and long-term cultural needs of the community area, the city should conduct a needs assessment as follows:

- Inventory existing or planned-for cultural facilities serving the greater Boerne area.
- Inventory existing cultural programming.
- Research comparable markets and the role of facilities and programs in their communities.
- Evaluate audience capacity and propensity to attend and/or support existing and new facilities.
- Assess current and potential uses and user groups and determine size, shape, and type of facility appropriate for their work.
- Determine benefits and impacts of the arts and proposed cultural facilities to the greater Boerne area.
- Recommend synergies among groups.

**2. Create a North Main Street Overlay District**
The *Boerne Master Plan Update* encourages the development of overlay districts to address the special requirements or needs of an area. An overlay district is a specific, physical area with mapped boundaries and written text articulating requirements over and above the underlying zoning requirements.

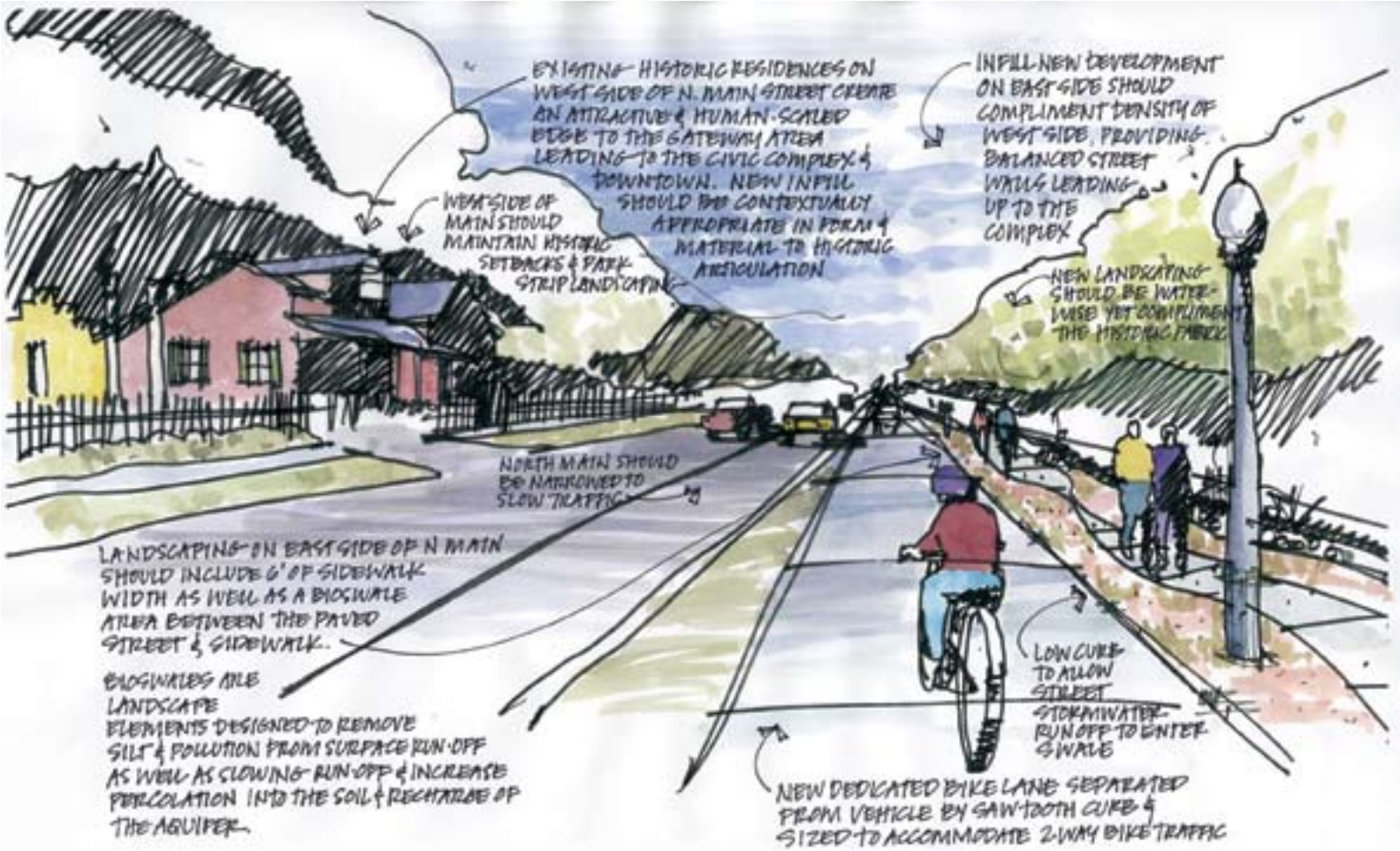
Because of North Main Street's strong historic residential fabric, its role as a major gateway to the historic downtown, and its relationship to the new Civic Campus, the R/UDAT Team recommends the area between Blanco and Frederick Street should have a development pattern distinct from both the downtown and the proposed neighborhood center. In order to ensure a consistent approach to the planning and design of this area, the R/UDAT Team also recommends the formation of a North Main Street Overlay District comprising two areas. The first area, encompassing the Live Oak Center and the existing commerical center on Frederick Street, should allow for compact, mixed-use development consistent with design of the neighborhood centers described in the *Boerne Master Plan Update*. The second area, located between Frederick Street and Johns Road, should complement the existing historic fabric along the west side of Main Street. This area should match the density, massing and setback patterns of the historic residences. Only uses that would ensure the ongoing residential use of historic houses along this section of Main Street should be allowed.

The overlay district's guidelines/standards should address both the urban design and land use transition between the residential areas of North Main and the more intensive urban core of downtown. The overlay district plan should include the following:

- Purpose (relative to the comprehensive plan) and its relationship to the downtown, the Historic District, and the proposed neighborhood center north of Frederick Street
- Bounded area
- Design standards for buildings, site development, streetscape, and signs for areas north of Frederick and south to Blanco

**Proposed Overlay District for North Main Street**

# Civic Campus




*Top: This sketch illustrates how Main Street (looking north along the historic residential area between Johns Road and Frederick Street) can be transformed from a high speed auto-oriented highway into an attractive and sustainable public space shared by cars, bikes, and pedestrians. Employing "complete street" and sustainable infrastructure design strategies, Main Street can also become a regenerative system, catching and cleaning storm water in bio-swales along the road for eventual aquifer recharge.*

Trail connection to Old No. 9

Civic campus buildings facing on multi-functional public square

High School as nonprofit center and connected to trails

New work force housing along Saunders Street with public parking in center of block

Possible location of proposed conference and hotel facility

Existing school with possible "arts magnet" focus to extend cultural district along Johns Road

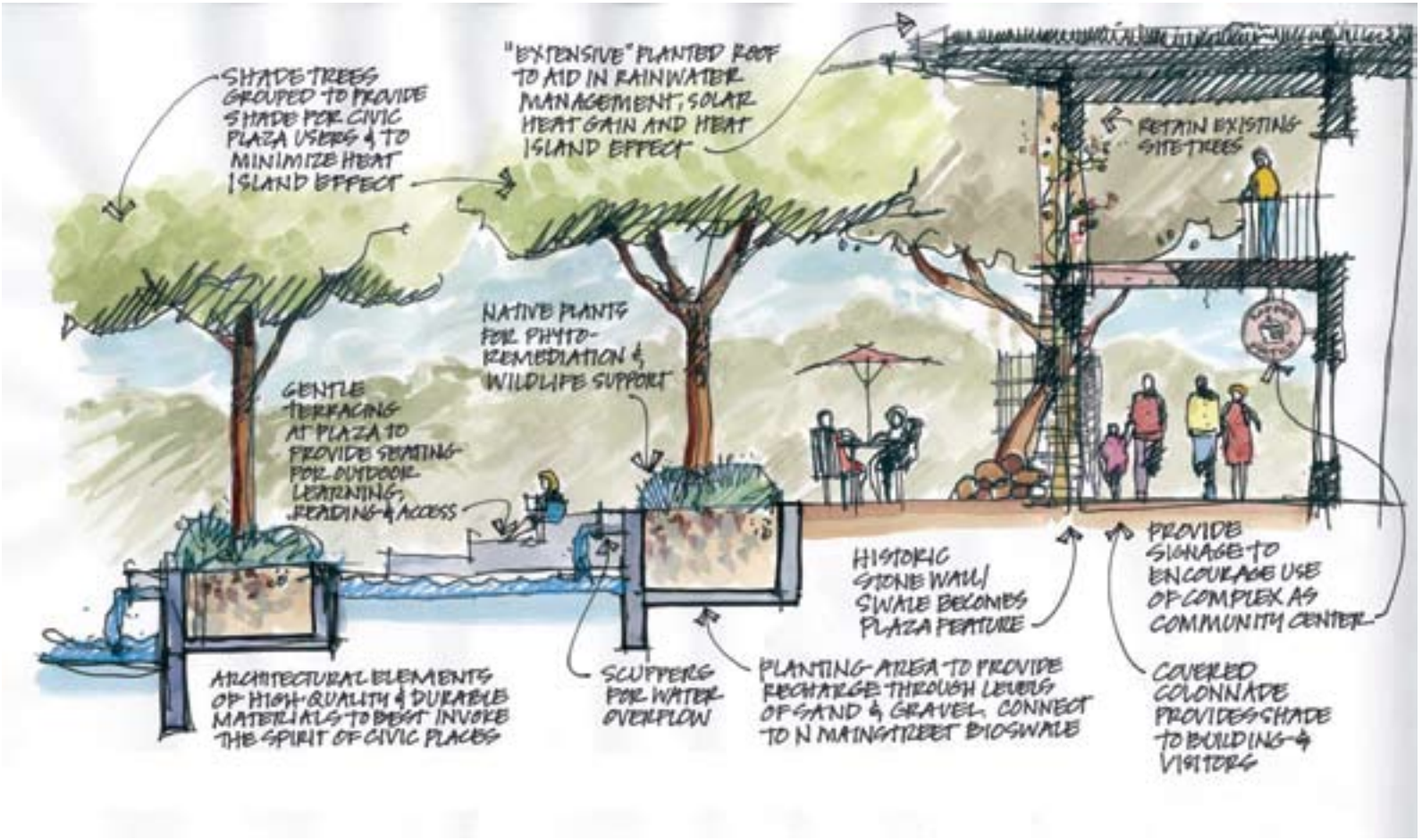
Possible urban trail extension

View to Kronkosky Tower

**Proposed Johns Road Civic/Cultural District**

# Civic Campus

*Right: This conceptual drawing of the new Civic Campus illustrates the innovative uses proposed for its public outdoor space. The "plaza" can incorporate regenerative storm water bio-retention strategies to irrigate organic gardens and orchards used by the campus's' "slow foods cafe." An important component of placemaking, the plaza's public art can celebrate local history and, in the case of the vertical sun dial, can be a sophisticated reference to both local and cosmological contexts. This drawing also demonstrates how the Civic Campus can be an anchor to a much larger cultural district stretching from the historic high school to a reinvented Boerne Middle School North. The district can be connected by a "complete street" redesign and extension of Johns Road as well as by new urban trails connecting Old No. 9 to the proposed Cibolo Creek "river walk."*




*Left: Rather than creating a sterile civic plaza, the design of the Civic Campus should integrate the buildings and landscape to create a variety of vibrant, comfortable, and sustainable outdoor public spaces. Consideration should be given to the careful placement of shade trees, the use of water elements for cooling and sound, the employment of thoughtfully designed and moveable furniture, and the incorporation of integrated public art. The design should also provide for a variety of seasonal uses, including a working organic garden and orchard; a Saturday public market; and places for dining, concerts, outdoor classrooms, and studio space. The building should be designed to become part of the "plaza" through the use of colonnades, pergolas, trellises, and planted roofs.*

> "What will become of the present City Hall and Library, I recommend preserving them as is."
>
> Melvin Carley

- Streetscape design that complements existing historic residential landscapes and that is distinct from the more urban street space south of Blanco
- Street design standards including traffic calming, separated bike paths, enhanced pedestrian connections, and regenerative storm water management strategies
- Land uses emphasizing services rather than regional services
- Provisions to ensure clustered mixed-use (commercial/residential) development at the proposed neighborhood center between Frederick and the Live Oak Center

**3. Redesign North Main and Johns Road as "complete streets" with "high-performance infrastructure."**

Although the means and timing for creating a true "Main Street" out of Main Street was not clearly defined during the public and stakeholder input sessions, the R/UDAT Team feels the city should continue to work towards resolving the inherent conflicts between vehicle traffic speed through the downtown and the complementary goals of creating a walkable and environmentally sustainable urban core. The development of the new Civic Center affords the opportunity to redesign both North Main and Johns Road as "complete streets" that incorporate "high-performance infrastructure." The objectives of complete streets (also known as context-sensitive solutions or CSS) are to increase walkability, multi-modal choices, public space design, environmental quality, and general quality-of-life an approach promulgated by the Complete Streets movement *www.completestreets.org* and addressed by such best practices guidelines as the Institute of Transportation Engineers' "Green Book," among others. "High Performance Infrastructure" is a term developed by the Design Trust for Public Space to describe the best management practices (BMPs) relevant to the design of public streets, utilities, landscaping, storm-water infrastructure and pedestrian/cyclist zones. It is an integrated approach to right-of-way design with the goal of optimizing all the systems involved in creating the entire roadway system and achieving the benefits of improved life-cycle performance; enhanced public health, safety and quality of life; and reduced impacts to various natural systems.

The context-sensitive solutions and high performance infrastructure approaches that should be considered during the planning of both the North Main Overlay Districts and the Johns Road portion of the civic/cultural campus/district master plan are: traffic calming strategies, dedicated and separated bike lanes, appropriately scaled sidewalks, pervious landscaping, pedestrian-scaled street-lighting, effective street furniture design and placement, shade trees to enhance walking experience and mitigate heat island build-up, wayfinding signage, integration of the Civic Campus public spaces, public transit infrastructure, innovative storm-water management (curb design, bio-swales, etc.), permeable and high albedo paving, integrated public art, appropriate adjacent land uses, buildings that address the street, and shielded parking lots.

**4. Create a Civic Campus Master Plan**

The new Civic Campus provides a significant opportunity to create a cultural and civic focus for the greater Boerne area. To ensure that this unique site is designed to take advantage of its location as a catalyst for additional off-site development, its numerous natural amenities, its present and future cultural and civic facilities, and its role as the northern gateway to the historic downtown, a Master Plan should be developed. The Master Plan should create a vision for the Civic Campus as well as the area between the campus and Blanco and between Old No. 9 greenway and the Cibolo Creek. It should address uses, facility placement and orientation, density, massing, infrastructure development (including regenerative design strategies), roadways, downtown parking, transit stops, a possible pedestrian/bike connection through the Civic Campus from Old No. 9 trail to the future Cibolo Creek trail, the disposition of the current library building and City Hall, uses for the existing auditorium, and expansion of the Saint Helena campus, among others.

The R/UDAT Team also recommends working closely with the BISD to ensure an ongoing school presence at its current location. Consideration should be given to reinventing the current middle school as a magnet school for the visual and/or performing arts. This school could provide unique curricula to take advantage of the proposed programs of the new library, the Southwest School of Art and Craft, the conference center facilities, and the existing and new performing arts facilities. This critical mass of cultural activity would further "brand" Boerne as a regional arts and entertainment center, as well as enhance its current reputation for educational excellence.
The elements of this plan should include:

- assemble the stakeholders
- establish project objectives
- look at alternative development scenarios
- refine and codify the preferred development scenario
- create design standards/guidelines as necessary
- create implementation strategies

**5. Build a model facility**

The new Civic Campus provides an exciting opportunity to create a long-lasting, high performance building, as well as an object lesson about the kind of buildings the community would like everywhere.

The conceptual planning undertaken by the R/UDAT seems to indicate that the 15.5 acre site has ample capacity for the new library and City Hall as well other uses that a cultural facilities Master Plan will define. Because of the unique physical attributes of the site, the team recommends the following general planning and design objectives and strategies:

**Civic Campus Design Objectives/Strategies**

A. Provide facilities that encourage use by diverse people

- Incorporate a variety of media and technology support.
- Ensure accessibility for people of various ages and levels mobility.
- Provide for life-long learning through strategic partneships with Alamo Community College, BISD, Southwest School of Art and Craft, Cibolo Nature Center, Cibolo Arts Council, etc.
- Pursue partnering opportunities with Boerne's non-profit social and cultural organizations.

B. Make the Civic Campus a local and regional draw.

- Incorporate a coffee shop or internet café available for Civic Campus functions.
- Incorporate multi-use space for special events, performances, lectures, etc.
- Form a Children's Museum.
- Relocate Convention and Visitor Center facilities to the Civic Campus.
- Locate park and ride facilities near campus.
- Plan for a future municipal trolley and regional transit stop in front of the campus.
- Create community and/or demonstration gardens.

C. Design a facility to be both durable and useful for a minimum of 200 years.

- Use life cycle assessment to establish the best long-term public investment.
- Choose quality materials with an appropriate level of durability.
- Provide a flexible and adaptable building framework to allow for changes in building systems, technology, and layout.

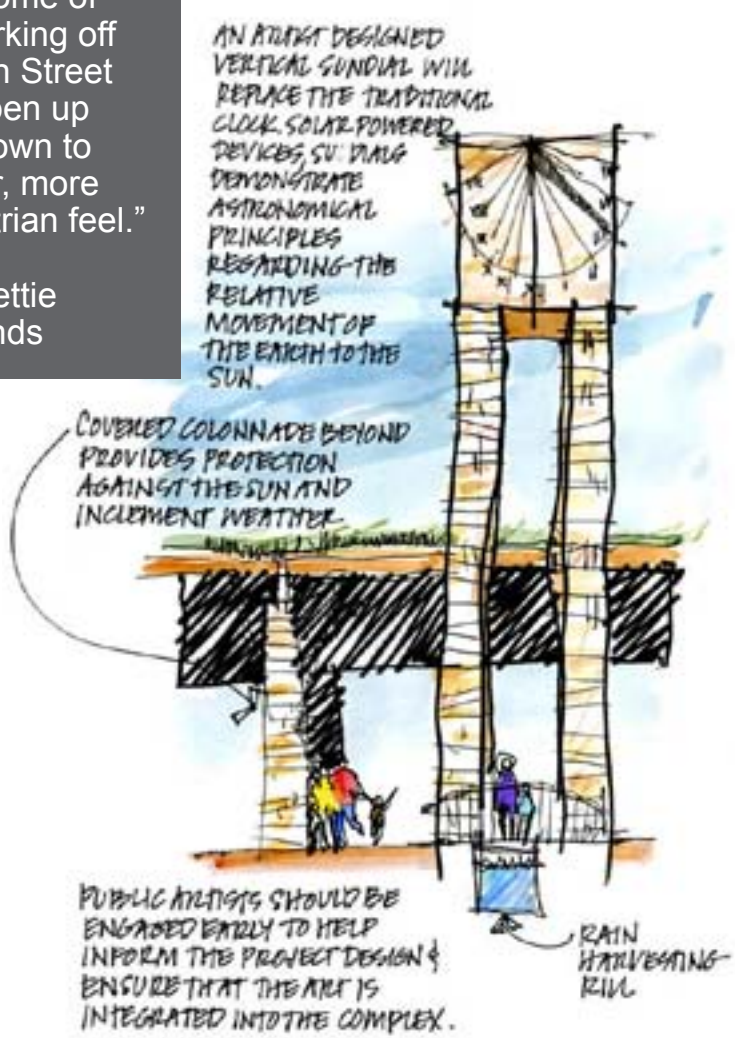
D. Create a facility that is a model of sustainable design.

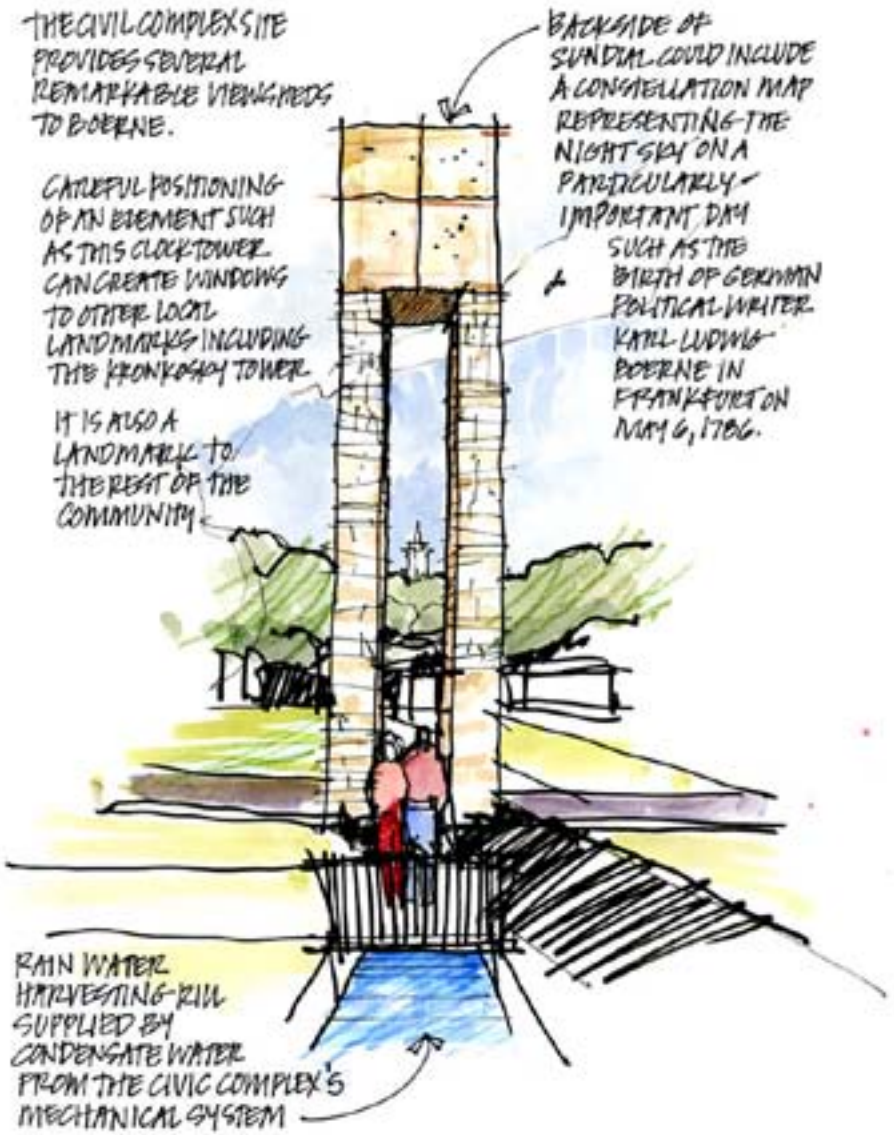
- Employ innovative design processes (eco-charrettes, "integrative design" process, etc.) to ensure a whole building/high performance approach to project.
- Require library to be LEED Platinum-certified with an emphasis on water and energy efficiency. The building should also be designed to allow for present and future

# Civic Campus

"Get some of the parking off of Main Street and open up downtown to a safer, more pedestrian feel."

Col. Bettie Edmonds




*Clock tower looking both south (towards Kronkosky Tower) and north towards City Hall colonnade and rotunda.*

on-site renewable energy and for a potential zero carbon footprint.

- Use the new civic square as a storm-water bio-retention area (incorporate innovative and regenerative strategies in potable and irrigation water use, waste-water efficiency and storm-water management; integrate with North Main Street regenerative storm water management strategies).
- Employ public artists and landscape architects as part of an integrative approach to storm-water management, rainwater harvesting, and landscape design.
- Use local and resource efficient materials whenever possible.

E. Create a building that teaches and is a symbol of Boerne.

- Create a building that is a living classroom about the local environment, culture, and history.
- Employ building interpretation of sustainable/regenerative strategies.
- Promote valuable and/or historical documents (such as Boerne's very rare Low German illustrated Bible) and other library assets through appropriate display and promotional materials.
- Install innovative public art that interprets history and the local environment/nature.

F. Encourage collocation of facilities with shared-use opportunities.

- Through near- and long-term master planning, coordinate facility needs and design for proposed city hall, art center and, conference center.
- Explore options for creating a central mechanical plant and networked infrastructure for the civic campus for long term cost savings and energy efficiency.
- Coordinate downtown and neighborhood parking needs to create a shared-use parking plan.

G. Connect the campus to the larger community.
Extend Johns Road and Saunders Street to and into the Civic Campus to create connected roadways.

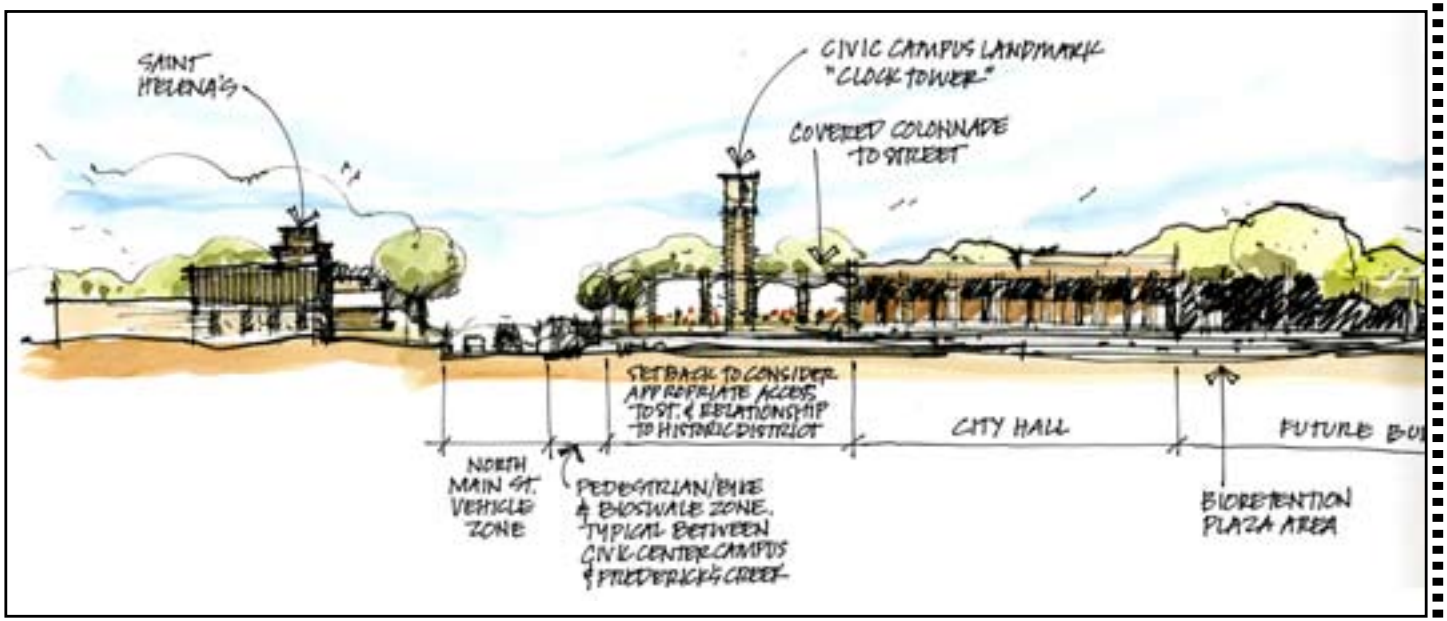
- Pursue opportunities to connect the Old No. 9 Greenway to Main Street.
- Pursue opportunities to attach campus to Cibolo Creek trails network through BISD lands/future conference center facilities/Kendall Inn.
- Coordinate planning of Civic Campus with Saint Helena's proposed facility expansion to ensure compatibility of project objectives and strategies.
- Evaluate downtown trolley circulator.
- Pursue discussions with San Antonio Bexar Metropolitan Planning Organization regarding future mass transit implementation in Kendall County and Boerne.
- Keep service and required fire access on the north side of the site.

H. Use the civic campus as a gateway to the downtown and as the hub of a cultural district.

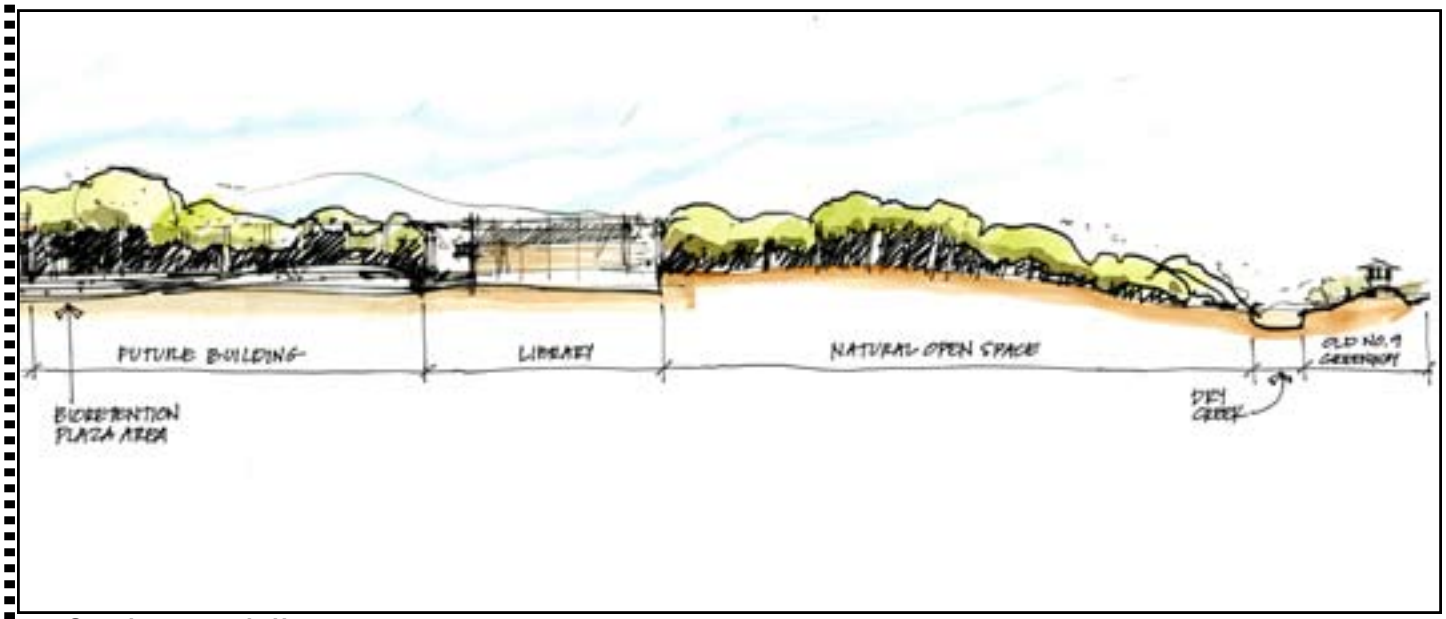
- Keep the developed areas close to Main Street.
- Preserve and/or restore existing natural areas and integrate with the Dry Creek and the Old No. 9 Greenways.
- Preserve open space for outdoor space and future buildings by minimizing building footprints and increasing floor-area-ratios (FARs) when possible.
- Enhance the intersection of Johns Road and Main Street to include public art, wayfinding, and traffic calming strategies.
- Locate the City Hall near Main Street to provide a "face" and symbol to the community.
- Create a major public open space at the intersection of Johns Road and Main Street that has multiple functions, e.g., a community garden, demonstration garden, passive outdoor space, sculpture courts, performance space, outdoor classroom, ceremonial space, etc.
- Locate the library and other functions to define the public square.
- Provide limited on-site parking, primarily for service vehicles and vehicles for the handicapped or other mobility-challenged people. As part of the civic campus/neighborhood Master Plan, structured parking should be considered to serve the the Civic Campus, the cultural district, and the north end of downtown.
- Utilize on-street parking on the new roads as well as on Main Street to encourage pedestrian activity on the sidewalks.

# Civic Campus

Section match line




Section through site looking north towards new buildings




Section match line

**Larry Rosenthal, JD, PhD**
Oakland, CA

*Main Street offers an abundance of mixed-use opportunities to create a more viable, sustainable, walkable and liveable downtown.*

"The population is here to insure that more will be happening in Boerne than is happening now."

Glen Hamner

## Zoning

The R/UDAT Team finds that the existing zoning in the City of Boerne harmonizes and locates a variety of residential-stock types and structure mixes at the neighborhood level. Large-lot reservations, sizeable setbacks and frontages, and substantial parcel dimensions are not atypical of the exurban regions in Texas and much of the South. The resulting uses are functional and fitting for the City of Boerne as a locality of its population, heritage, and civic culture. It is important that incumbents and newcomers alike continue to enjoy well-planned neighborhoods in which services are adequately distributed, commercial amenities are nearby, green space and trails are accessible, and adjacent uses do not conflict with one another.

With growth and changing housing markets, however, existing zoning may need to be reexamined at the parcel and neighborhood level in order to foster progressive land-use patterns and values. Particularly in large and growing metroplexes within the U.S., growth is to be disciplined, sprawl is to minimized, and central town densities are to be enhanced. As plans for the Central Business District progress and a future vision comes into focus, steering growth into more compact, dense urban forms will require continuing flexibility on zoning and the implicit property rights it allocates. Too often existing zoning is treated as scripture instead of the nuanced and balanced set of community choices it embodies. Those choices will evolve as Boerne's needs and character evolve. Zoning should be the tool of Boerne's voters and its government, not the master of them. Along these lines, the R/UDAT Team welcomes signs it has witnessed that those shepherding the town's land-use systems and steering the overall map towards the future are sophisticated, adaptive, and well versed in Boerne's collective

"Attract more businesses that support late evening entertainment and social interest."

Mark Mason

*This sign on the corner of Main Street and Blanco is a reminder of the throughway that Boerne's historic district becomes for traffic to and from IH-10.*

values and desires.

## A True Downtown Center: Compact and Taller

On arrival in Boerne to commence their work, the R/UDAT Team immediately recognized the most outstanding feature of the city's Main Street (its beloved "Hauptstrasse"): it connects origin-to-terminus with the IH-10 Highway. IH-10 is a bowed curve, and Main Street is a high throughput secant.

The essence of Boerne's form is thus spinal, and the town's veined-string-bean streetscape and grid generates pressure to host, eventually, an uninterrupted, low-reach, low-density sprawl of commercial activity from one end of Main Street to the other.

The promise of a vibrant and healthy Central Business District (CBD) is greatly constrained by the town's highway and traffic realities. To become convinced of this condition, all one needs do is to stand downtown on Main Street, watch the traffic whizzing by in dizzying volumes at midday, and wonder whether all that breeze is just weather, or rather mostly generated by the endless stream of autos, pickups, and tractor-trailers.

There is a sizeable catalog of good reasons Boerne should find ways to continue concentrating its key cultural, civic, and commercial activities and into a more compact and vertical downtown core over time.

**It's all about Cibolo Creek.** The intersection of the Hauptstrasse and Main Street and the city's planning, zoning, and development promotion should honor that legacy. The potential for a genuine "Boerne " presents the city with key opportunities: the development of a true regional attraction, blending history, commercial variety, civic centrality, and pristine natural resources in extraordinary ways. Building upward from the creekside will maximize water-view amenities far too few downtown uses currently enjoy or pay for.

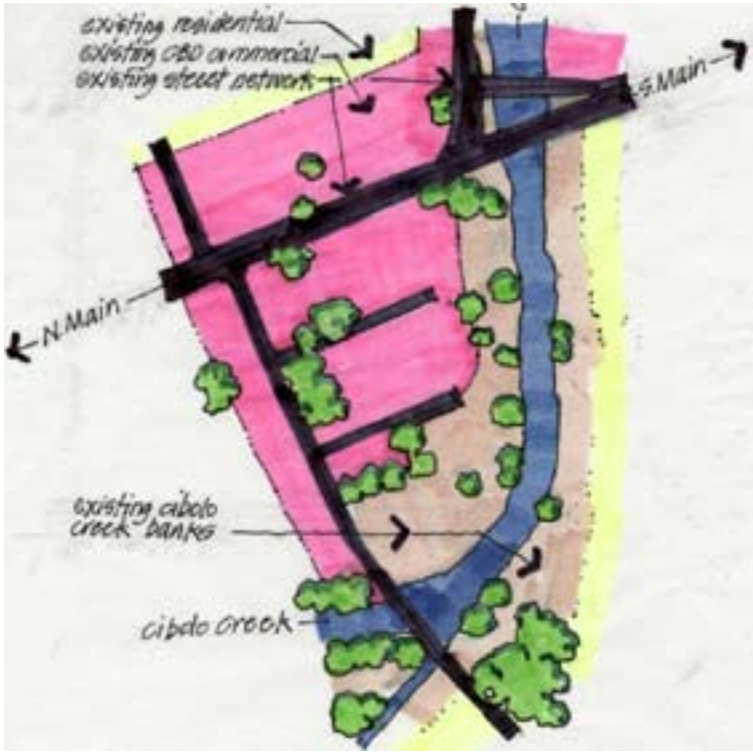
**Secure destination identity.** The R/UDAT Team held hearings hosting a variety of socioeconomic voices and interests. Numerous observers identified the promise of tourism securing the town's fiscal health well into the future. Many residents are concerned that, like all too many American suburbs, hotels and convention-related businesses will locate near the highway's on-ramps, diluting what would otherwise be a unique town center and replacing it with just another vanilla suburban plan. There seems some consensus that new lodging business should grow vertically, within reasonable limits, consistent with other features of the city's legacy architecture. A compact central skyline will enhance visitability and harmonize downtown uses.

> "The Central Business District is a huge portion of our quality of life in Boerne. It's why we are here, why we stay here and why people move here."
>
> Jeff Haberstroh

**Slow Main Street sprawl.** A defined center might provide smarter and more harmonic growth than a virtual strip mall defined by large setbacks, oversized streetside parking lots, excessively numerous driveways, and flat architectural features. Too much of the existing form honors habit over cutting-edge metropolitan practice. Smart growth begins at home, and Boerne can provide a fine example of how third-loop living can be made both aesthetically pleasing and fiscally rewarding.

**Match centered civic culture with centered commercial culture.** The existing concentration of civic nodes and commercial outlets in the reach from Frederick Street down to Cibolo Creek is an existing attraction, to be sure. Yet perhaps more of its lure is automobile-dependent than it should be, in the long run. Walkability for residents and visitors alike ultimately means collocating employment, residence, commercial venues, and cultural resources. Unless town leaders act assertively to centralize form and function, those long-term incumbents in the near-downtown residential neighborhoods will become ever more dependent on their automobiles to get to work, shopping, church, and school. The way to begin reversing the endless spread of urban form outward is to promote tasteful and insightful development projects moving inward toward the creekside core. New investment can attract additional dollars, as life-improving planning vision yields real opportunity for the right kind of new enterprise.

## Envisioning Appropriate Creekside Development Downtown: Cibolo CreekWalk Plaza



# Downtown Center

> "We have to realize that business needs to support residential and vice versa, it's not a we/they issue."
>
> Judy Edmondson

The fame and success of the San Antonio River Walk cannot be perfectly replicated, nor would a town like Boerne ever aspire to do so.

Nevertheless, the R/UDAT Team senses real opportunity to develop an ever-more-walkable creekfront, providing density, height, view amenities, environmental experience, and cultural richness. A modern, responsible inhabitation of riparian land in metropolitan areas must blend uses in a more cosmopolitan fashion. In Boerne's case, the team emphasizes connecting the natural flora and fauna of the creekshed both adjacently, with appropriate downtown uses, and horizontally, connecting the enhanced yet rustic creekwalk with the network of walk/bike trails to be established citywide.

A key element of the Boerne CreekWalk vision calls upon town residents to imagine new, multi-service complexes where people live, flourish, work, shop, and enjoy all that is Boerne in newly integrated ways. Development will be tasteful and disciplined, always honoring and incorporating water, woods, open air, native plants, and riparian slope.

In order to envision what this element of Boerne's future might encompass, the team's architects and support professionals set about crafting a stylized addition to the Cibolo Creek corridor downtown.

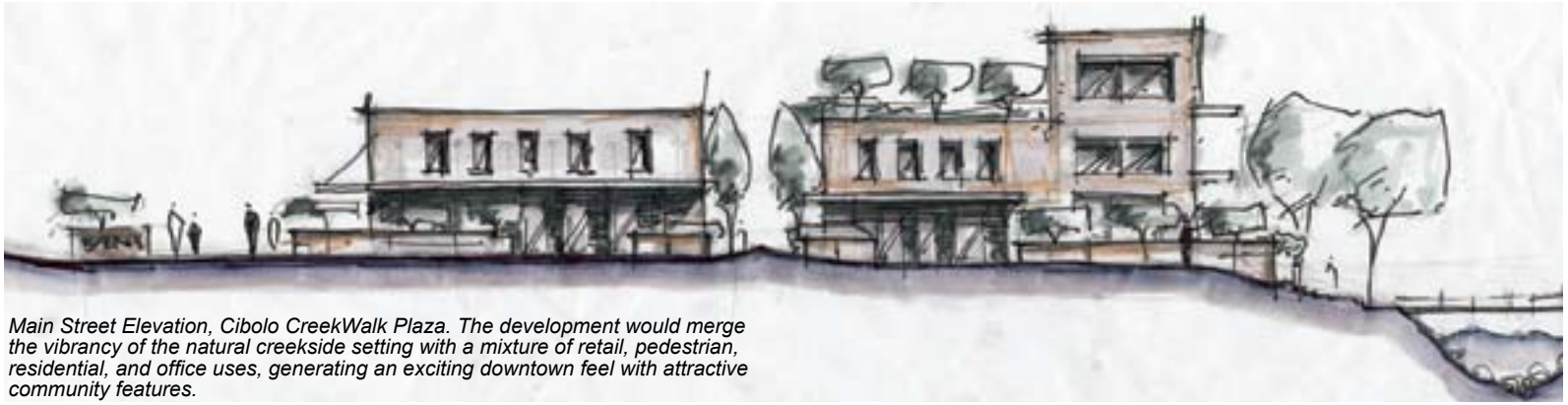
Since the team believes downtown densification and height enhancement are both aesthetically appealing and socially responsible, the location chosen for a potential template-development to be realized in the future is the creekbend from Main Street to the Theissen Street crossing. This segment of Boerne's core features a commanding confluence of form and function, nature and humanity, and the new structures' proximity to the River Road Park and corridor can potentially create a trans-Hauptstrasse flow which will only enliven the experience of residents and visitors alike.

Contributing architects working with R/UDAT's visiting experts were asked to design a template combining elevation and layered uses, with texture and nuance for the new buildings' residents, office occupants, employees, customers, visitors, and passing pedestrians along the new Boerne CreekWalk installation. What these designers envision is "Cibolo CreekWalk Plaza," a mixed-used development incorporating retail, office and residential townhome loft space in tiered elevations up to three and a half stories.

The intent is to allow for a natural transition in scale, from Main Street to the river side of the property. The format optimizes two-story elements of main-level retail, with access to the street, and transitions to office space above. Residential space with high-value creekside views graces a third level; the rear view is balanced with roof-based arboreal placements. The design adds height and depth to the legacy rural atmosphere and enduring environmental sensitivity of downtown. Use also flows harmoniously across the waterway into the existing residential neighborhoods enjoying specialized access to the newly invigorated Boerne core, as shown in the accompanying cross-sectional elevations.

Access from the riverside parking is provided with terrace-style amenities, thus allowing the buildings to be placed above the floodplain, on pedestals complying with flow management requirements. The adjacent CreekWalk can find fellowship with restaurant patio space and other lively activities within and adjacent to the pedestrian flow. Surface parking is provided for office and retail visitors, and parking garages are incorporated into the first level for office and residential users.

Three buildings, depicted here in cross-sectional elevations with creek-adjacent correspondence, will reflect and renew the creekbend with complementary uses. The Theissen I & II and Creekside Vista structures conceivably allow for a combined 25,000 square feet of third-story residences with loft-bearing interiors. Various configurations could host twelve to sixteen dwelling units per acre of land utilized.



*Main Street Elevation, Cibolo CreekWalk Plaza. The development would merge the vibrancy of the natural creekside setting with a mixture of retail, pedestrian, residential, and office uses, generating an exciting downtown feel with attractive community features.*

Existing city-owned parcels help provide an anchor for shaping a Cibolo CreekWalk Boerne can indeed be proud of. Consistent with the R/UDAT Team's environmental concerns, flood-control emphases, and green-building standards, the Plaza structures will maximize use of permeable ground-cover and walkways, architecturally sensitive cistern and related rain catchment and runoff-phasing systems, maintenance and restoration of native plant species, and energy generation and conservation facilities. Residents and office/retail occupants will receive financial incentives to limit their automotive use.

Promoting enhancements like the Cibolo CreekWalk Plaza, which harmonize and connect the ways residents and visitors work, play, exercise, hike, bike, shop, dine, and recreate in nature can help make manifest the kind of place Boerne yearns to remain, and become.

## Changing Affordability Conditions

The City of Boerne faces fundamental choices concerning its future housing stock, but unfortunately it is not entirely the master of its own fate. Regional price trends are determined by urban economic features of the San Antonio metroplex.

Of course, broader macroeconomic forces like the strength of the dollar and changing energy prices also come into play. The R/UDAT Team conveys a gentle reminder that, as part of a much larger and very complex modern economy, the City of Boerne finds itself as a taker, not a maker, of housing prices.

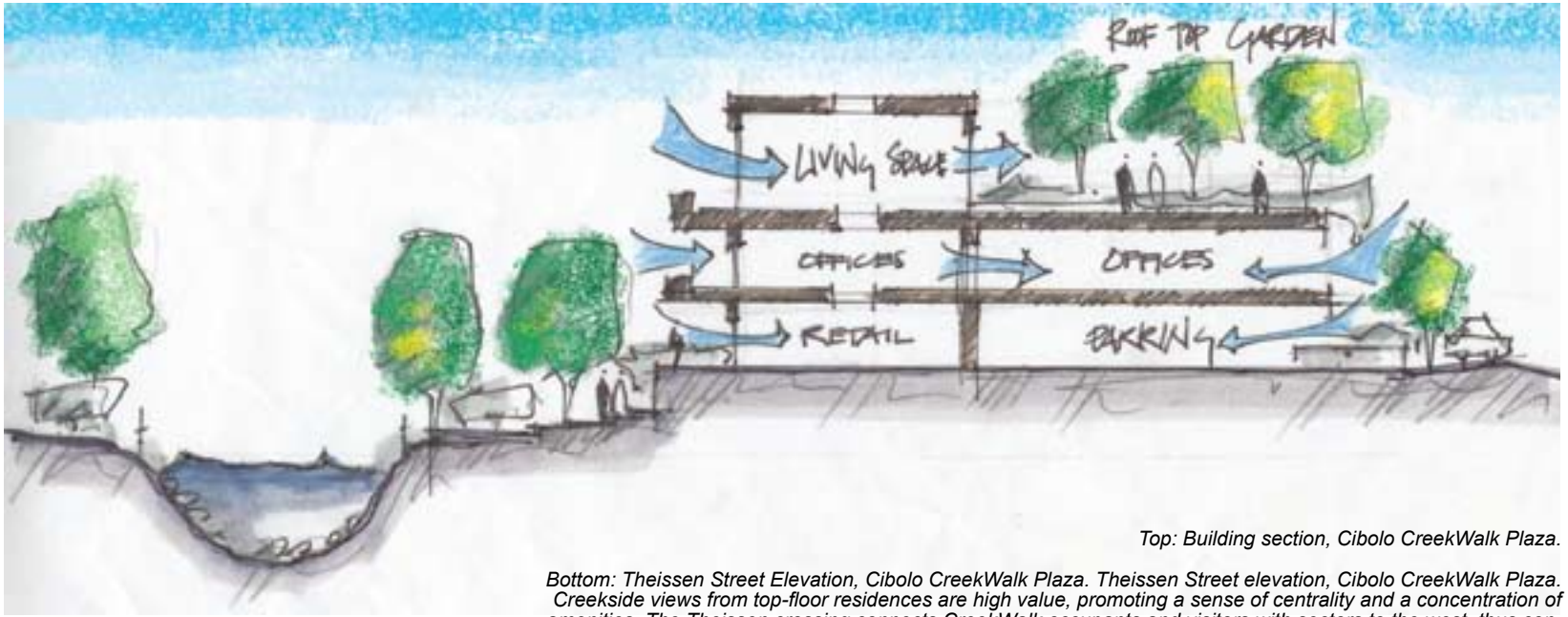
A key lesson for town residents is that this metropolitan area is not particularly exceptional when it comes to home price appreciation.

San Antonio is in the middle of the price-growth distribution of Texas metropolitan areas over the last few generations, in terms of gradual and consistent increases in real estate values. Prices have risen more pronouncedly in metro areas like Austin and Houston than in San Antonio in recent years, and overall the state's home price increases have followed smooth linear trends in and around all its major urban centers.

> "If we are not careful, we're going to price ourselves out of the marketplace."
>
> Dan Rogers

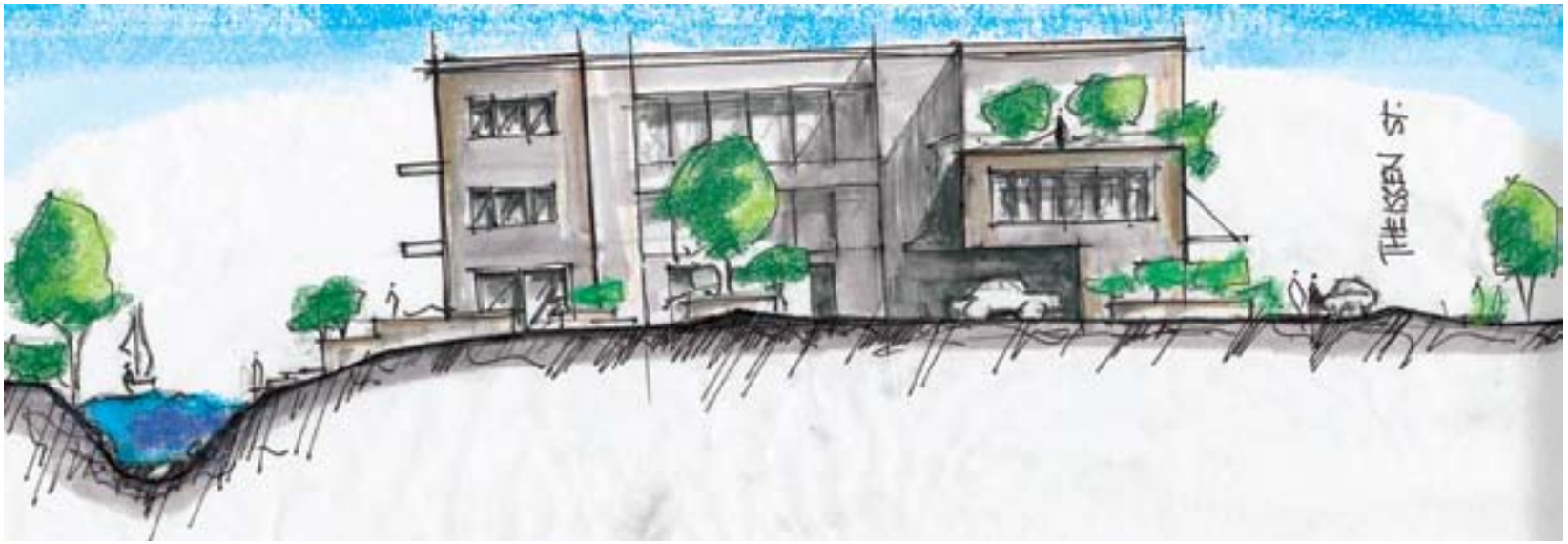
Accordingly, housing affordability is best viewed as a regional and statewide challenge: no single, small community can take definitive steps to ameliorate conditions altogether on its own. Rather, each locality must decide whether it wishes to remain part of the problem or contribute constructively toward the

# Downtown Center




*Top: Building section, Cibolo CreekWalk Plaza.*

*Bottom: Theissen Street Elevation, Cibolo CreekWalk Plaza. Theissen Street elevation, Cibolo CreekWalk Plaza. Creekside views from top-floor residences are high value, promoting a sense of centrality and a concentration of amenities. The Theissen crossing connects CreekWalk occupants and visitors with sectors to the west, thus connecting the River Road Park with a more inclusive segment of downtown neighborhoods.*



solution.

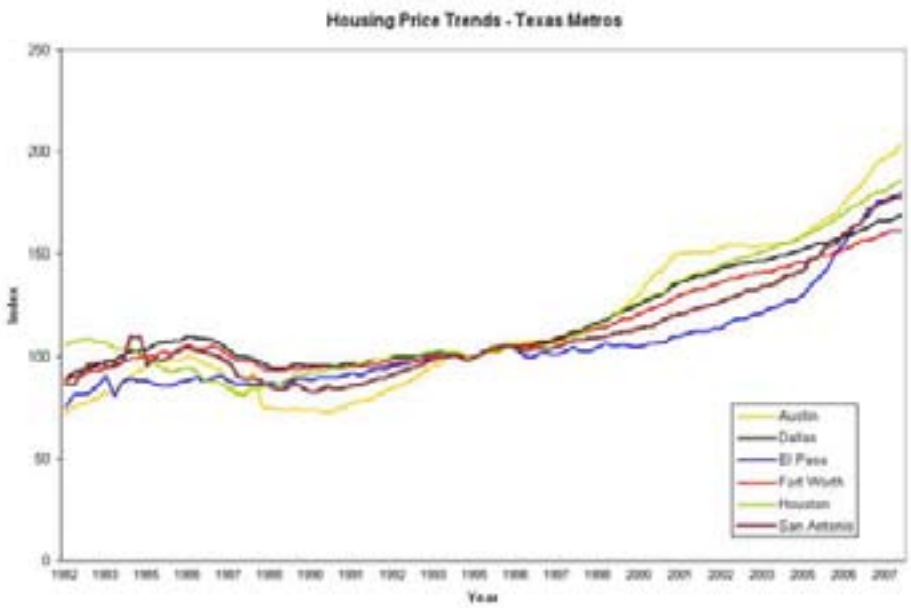
The R/UDAT Team confirmed, in its open hearings, focus groups, and survey research, that many residents of Boerne wish local housing policy to be inclusive of households from all economic strata. There appears some consensus that, if regional economic trends tend to leave low- and moderate-income working families in the Texas Hills Country struggling to afford rental homes, let alone attain home ownership, the City of Boerne should not stand idly by.

Rather, Boerne's civic leaders and voters seem interested in becoming involved in a measured public response to affordability challenges. Moreover, as the retail and service economy of the Hill Country expands commensurate with its population and income growth, Boerne residents wish to see commuting distances and automobile dependency kept within reasonable limits.

## Developing Below-Market-Rate Housing

The R/UDAT Team recommends that the City of Boerne continue and increase its involvement in tastefully planned, aesthetically consistent below-market-rate housing development. Boerne already sports the senior housing provided by Creekside Apartments and Terraces at Cibolo, on River Road, and the mixture of various low- and moderate-income multi-family units at Boerne Park Meadows on Calk Lane.

The anchor funding program for such efforts will continue to be the federal Low-Income Housing Tax Credit (LIHTC), administered throughout the state by the Texas Department of Housing and Community Affairs (TDHCA). TDHCA allocates tax credits amounting to $1.75 per capita statewide; in 2006, LIHTC allocations generated approximately $43 million in subsidy. The program has underwritten over 120,000 units of new affordable multi-family housing throughout Texas since the program's inception in 1987.




Source: Office of Federal Housing Enterprise Oversight. Index normalized to 100 for all metro areas

Boerne should regularly compete for its appropriate share of these and other tax credits and other subsidies moving forward. Toward that end, the town might consider partnering with existing non-profit and for-profit housing developers in the San Antonio metropolitan area. Such firms have sophistication and expertise regarding the complicated but necessary task of marrying LIHTC resources with other "gap finance" mechanisms to ensure that construction and operation of below-market multifamily buildings are responsibly and sustainably managed.

The city should continue to assure voters and stakeholders that as it grows regular promotion of below-market-rate construction has a key role to play in sustaining Boerne's socioeconomic health.

> "Create incentives for developers that will build affordable housing for the blue and green collar work force."
>
> Andrea Wood

## The Esperanza Experiment

The R/UDAT Team arrived in Boerne to find the town engaged in thoughtful and often heated debate regarding a now-approved subdivision project named Esperanza. The project's developer, Marlin Atlantis, envisions 2,480 new residential housing units, including apartments, town homes, and single-family detached homes on a 1,250-acre site east of downtown, with another 22 acres reserved for nearby retail and office development.

What the actual construction and sales volume over time will be remains to be seen. Developers can promote and invest today, and host towns will project the future as best they can in considering permit applications and other required rulings. But the success of any real estate development depends on a variety of factors; few of these influences can be predicted reliably. Planned unit developments of this magnitude must ride out the inevitable boom-and-bust cycles of the state's economy. In the current climate, for example, no one can be sure how deep and prolonged the crisis in mortgage finance will ultimately be.

TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

NEWS

FOR IMMEDIATE RELEASE
April 12, 2007

**Texas Department of Housing and Community Affairs to fund affordable senior property in Boerne**

*Terraces at Cibolo to receive bond, tax credit financing to create 150 units of attractive, high quality affordable rental housing*

The growth will take place within an expanded extraterritorial jurisdiction (ETJ), and eventual annexation of the project for full political and fiscal inclusion within Boerne's boundaries is quite likely. On paper at least, the project would increase the population of the greater Boerne area substantially.

Assuming continuation of Boerne's growth since 2000, full buildout and occupancy of proposed units in the project, and full annexation of the new residential areas in the ETJ, the town's population will likely arrive at 20,000 considerably sooner than if the project were rejected. If Boerne's existing growth rate is not displaced, but rather supplemented, by the construction and annexation of Esperanza, it is within the realm of possibility the city's population could reach 30,000 during the later part of the 2020s decade.

Members of the R/UDAT Team are not in an ideal position to advise the citizens of Boerne regarding the overall merit of the Esperanza project. Team members spoke with various stakeholders and constituencies, a number of whom addressed the team in full-throated "lobbying" mode. This kind of debate atmosphere is not at all unusual in fast growing metropolitan areas. However, it is neither a R/UDAT Team member's role nor inclination to referee what is obviously still a rather hot-blooded conversation within town.

It is quite apparent that the community is severely divided about Esperanza; the incidence of its cost, and benefits; and the integrity of the legal, procedural, and political processes which led to the project's approval. Likewise, it is quite likely that a follow-up visit by an AIA team to the community over the next few years would find the people of Boerne and Kendall County gradually adjusting in a variety of ways to the substantial increase in population and housing units the Esperanza project will bring.

The safest guidance the R/UDAT Team can provide at present is the following list of key principles regarding the Esperanza "experiment" moving forward:

• *Development Agreement.* The team's admittedly cursory review of the developer agreement and the recent amendments to the town's subdivision ordinance reveals some hopeful signs

regarding shared fiscal responsibility and risk-taking among incumbent residents, the developer, and their soon-to-arrive neighbors. A number of observers welcome the considerable extent and variety of community benefits and mitigated impacts the developer has been willing to incorporate into the transaction.

However, the devil is in the details. Implementation of complex agreements is challenging and sometimes costly. The project and the stakeholders will have to grapple with changed circumstances; potential diversions from the letter of the development agreement; and ongoing political, legal, and fiscal ferment in the city and the county. The success of the Esperanza project will depend greatly on how fair and inclusive the implementation process remains. If the burdens imposed and community benefits promised in fact change markedly from what has been envisioned and guaranteed contractually, support for the project may dwindle precipitously.

• *Transparency.* Team members, and the community-at-large, are hindered in their thinking regarding the project by often sharp disagreement among stakeholders regarding the basic facts of the transactions leading to Esperanza's approval. It is quite important that the process for implementation and decision making moving forward yield agreed-upon factual premises to facilitate constructive discussion and informed decisions.

• *Mixed Income.* The proposed rollout of new units in the project will include a variety of price-points for entry, ranging from apartments and attached units to mid-sized single-family residences and even larger estate-style homes. The more emphasis there is in Esperanza and future Boerne-area residential developments on mixed-income approaches, with reserved access for low- and moderate-income households needing workforce residences, the more balanced the housing stock and civic life of the town will be, as they continue to grow and evolve.

• *Enrollment.* The eventual residents of Esperanza who will join Boerne proper once details of the annexation are finalized will declare by their home purchase (or lease) and relocation to the area a desire to join the economy and civic culture of the town.

> "Promote residential development with firm and strict attention to development cost and benefits."
>
> Guy Chipman

The R/UDAT Team is hopeful that the same inclusive and proactive sentiments which have guided the town's development over its first 160 years will continue to point the way as Boerne navigates the road ahead. It would indeed be unfortunate if the heated debate over the project defeated genuine opportunities to unify and strengthen the city and county in the years to come. The R/UDAT Team speaks quite confidently in observing that the people of this town wish to live together in unity and harmony. Two Boerne's - one residing within the city's traditional boundaries and another isolated and independent - is the last result anyone would want.

*Willkommen to Boerne, deep in the Heart of Central Texas*

# Public Participation

"This is an amazing place and it can stay amazing."

Tammy Kegley

*Main Plaza was the place to be for young and old to celebrate the R/UDAT kick-off event and welcome the RUDAT Team members to the community*

According to AIA's R/UDAT planning guidebook, the success of the R/UDAT process for over forty years can be largely attributed to three specific factors - multidisciplinary expertise, objectivity, and community participation. There is no doubt that an exceptional R/UDAT Team, representing a variety of pertinent planning professions, convened to develop a vision for the Civic Campus, Central Business District, and Cibolo Creek. Secondly, the Team Leader, James Abell, quite emphatically informed many R/UDAT participants that the team is performing this as a public service and to be prepared to "hear the honest truth" about the community. Thirdly, and most importantly, community members must be willing both to participate and to engage in the democratic process and to share the honest truth with team members, neighbors, family, and friends to assist in identifying and developing ideas and alternatives to address issues of importance within the community. It is only through public participation that a community creates ownership in the results and will assist in ensuring that the energy needed to implement the community's own action plan will be maintained.

Understanding the paramount importance of community participation in this visioning process, the Steering Committee and city staff developed several ways to solicit a diversity of public discourse and opinions before, during, and after the drafting of the report. Initially, a single-page questionnaire was inserted into the monthly utility billing that reaches approximately 6000 utility customers. A similar questionnaire was printed and distributed to downtown businesses and local organizations. The same questionnaire was available to the public on the *www.rudatboerne.com* website, along with a variety of project

related materials. An effort was made to reach young adults and seek multi-generational input; several junior-year classes at Boerne High School were asked to complete the questionnaire and increase the diversity of local input.

The first face-to-face public input to the R/UDAT Team occurred during the 30-hour whirlwind R/UDAT reconnaissance visit in March, when James Abell, FAIA and Joel Mills attended six community-group meetings where they greeted and heard from over 125 residents, business owners, community leaders, civic organizations, and students. James Abell remarked that the efficiency, attendance, and enthusiasm of the group meetings made him feel as if he had just conducted the first half of an actual R/UDAT Team visit.

For the R/UDAT Team visit, the Steering Committee desired to continue the emphasis on public participation, so it was decided that several methods would be employed to solicit public input.

Thursday afternoon of the visit, a four hour café discussion with approximately 48 participants was conducted to formally kick-off the public-input process. Group roundtable discussions on specific topics were conducted and participants rotated to different tables and topics to generate a variety of ideas and comments. Critical to this process was the graphic recording of public comments and topic results.

*Both public meetings at Boerne Middle School North were well attended*

On Friday the R/UDAT Team spent the majority of its time attending four community focus groups that addressed the following primary issues; Civic Campus, Central Business District, Regional Partners, and Cibolo Creek. The active listening phase of the R/UDAT visit concluded after an evening town hall meeting held at the Boerne Middle School North auditorium, where a crowd estimated at 200 residents was in attendance and participated in an open-mic forum to express their ideas, desires, and aspirations for the community. The R/UDAT Team visit concluded with the Monday night R/UDAT report presentation by the R/UDAT Team members and UTSA students. Attendance at this presentation was estimated at 350 people.

*City Manager Ron Bowman and Boerne R/UDAT Steering Committee Member, Richard Chapman, interpret a model of the Civic Campus.*

Finally, for Boerne to achieve lasting strength, vitality and diversity, it must build upon a well-crafted and durable cornerstone, fashioned from perpetual public participation in the democratic process and the passionate embrace of a common community vision that will serve as a responsible legacy for future generations.

## Responses from the General Public Questionaire

### 1. What three words best describe Boerne?

- Historical
- Diverse
- Hallmark
- Busy traffic
- Historic
- Serene
- Quaint
- Relaxing
- Fast changing
- Crowded
- Safe
- Expensive
- Nostalgic
- Threatened
- Unique
- Charming
- Clean
- Small town
- Beautiful views of the hills
- Suburban
- Divided
- Good old boys
- Old
- Growing
- SUV
- Welcoming
- Comfortable
- Generic
- Friendly
- Ideal
- Tradition
- Great schools
- Hometown
- Loveable
- Closed
- Backwards
- Old world, yet new
- Beautiful
- Peaceful
- Affluent
- Homogenous
- Cute
- Overgrown
- Ruined
- Noisy
- Progressive
- Laid back
- Wonderful
- Out of control growth
- Special
- Active
- Community/home
- Thriving
- Pleasant
- Key to the Hill Country
- Sense of community
- Mayberry (Texas style)
- Convenient to airport
- Congested
- In-bred
- Innovative
- Accessible
- Pedestrian
- Commercial
- Family oriented

### 2. Please list the most critical issue for each of the three project areas.

#### Civic Campus

- Excellent landscape & architectural design, art center, small theater, programs for all ages.
- Noise, transportation, parking, public restrooms, cost, handicap friendly access.
- Accessibility and green spaces, not to over-develop, flood plain issue, safety.
- Abandonment of historical buildings in the Central Business District.
- Keep Hill Country architecture, outdoor pavilion for music, useful projects and businesses.
- Energy efficient, master plan for future projects, inviting design.
- No need, not important.
- More variety of music events, green building with hill country style, LEED certified buildings that are super high performance, well planned, a park-like atmosphere like Main Plaza.
- Design in keeping with Hill Country style, Boerne's heritage.
- Plenty of designated Library Only parking.
- Building library and other fine arts facilities.
- Don't know much about it, except they want to keep raising taxes, esp. on seniors who have no children in school.
- Extending the Central Business District feeling north.
- Bring Boerne's small Texas town character north of the present library site. Keep the pedestrian interest alive by moving people out of their vehicles and onto their feet.
- Have appropriate mixed-use facilities for public.
- Senior citizen friendly.
- Design flexible to accommodate future growth.
- The ability to offer venues that are of interest to all age groups in an affordable manner.
- The new library should be placed as far back on the property as possible. There are two main reasons for this: safety of the youth who gather at the library after school (with the

current library's location right on Main Street, these young people are in danger); reduction of street noise for all library departments.
- It needs to be a true community area. A place that is easily accessible and peaceful with lots of shady places to sit and read with possibly a fountain or some interactive water feature.
- Uniform, historic look. A campus that won't be too small in the next 5 years. Fountains.
- More conference center & community meeting rooms Plan for a Cibolo Cultural Arts Center for all the arts - performance, theatre, visual, literary, etc. in collaboration with Cibolo Arts Council, City of Boerne, and Kendall County; plus flexible educational and function space. Shared center for non-profits, especially the Cibolo Arts Council, Christian Women's Job Corp, and others who do not have facility.

## Central Business District

- Weed out non-historic buildings, create interior streets behind Main Street, prevent flooding with upstream "check" dams.
- Traffic, pedestrian safety and parking, public restrooms, congestion, air quality.
- Accessibility, green spaces, maintain historic look, matching buildings, no large business-like car lots.
- Diversify type of business, more streets, clean air/water, parking off Main St.
- High rents, walkability, making a small space, handle more people easier.
- Encourage retail-not offices, keep historic Texas architecture, not New Orleans or ultra modern.
- Keep retail, not commercial business. Walking by offices to look for shops/restaurants deters tourism. Marketing should embrace these retailers, they are the reason visitors look for a charming downtown to spend their leisure time and money.
- Parking, parking, parking and trolleys.
- Keep present appearance of library.
- For both tourists and residents, there needs to be a redirection of local traffic.
- Walkability/rideability. I think all of Boerne needs improvements so that people can get around without filling up the tank with gas. Main Street is also in severe need of more restaurants where a family can afford to eat.
- Take all highway traffic off Main Street and make it a walking area like Helsinki.
- Night activities, people living downtown (residences), people friendly.
- Controlled growth, needs parking space or build a parking garage.
- I like the different stores and boutiques, antiques, try to keep gas cheaper.
- Increase the pedestrian flavor. For those wishing to bypass our city's center, find a way for them to smoothly and safely circumvent our city center.
- Collaborate with the Cibolo Arts Council for Public Art & Public Art Programs throughout the city and county. Parking Increased. Make pedestrian friendly. Preserve & enhance heritage and buildings of our community not just down Main Street but also a few blocks east and west. Reduce traffic noise. Relieve congestion to promote pedestrian traffic and movement.

## Cibolo Creek

- Traffic and parking, public restrooms - widen and clean up and stock with fresh flowers.
- Accessibility, maintenance, green spaces, safety and beauty
- Walkways, bike routes, conservation of watershed, better park access needed.
- Wide 8' walking fishing pier, soft ice cream stand, cleanliness, impossible to walk.
- Duck safety, protect natural ecosystem, retain "creek look" no theme park.
- Contiguous trail for walking, preservation, open green-space for tourists/locals.
- Do nothing.
- Keep it green and clean.
- This is the heart of the city and should reflect it.
- It would be great to have paths to the creek, and perhaps a section of it that could be a dining destination like a mini-

Riverwalk.
- Picnic space and sidewalks.
- Hike and bike trails, and better facilities.
- Upkeep and cleaning.
- Develop River Walk as in Master Plan, beautification, amphitheater.
- Develop banks from bridge to Main Plaza.
- Walking trail from Main Plaza to River Rd.
- The Cibolo Creek connected with the business district.
- Preservation of the natural state of the creek.
- Shift through traffic from River Rd to another route so that the center of Boerne retains its pedestrian interest, and allows access to the CBD. Bring into 21st century.
- Flooding, retaining erosion, clean-up and maintenance, and who pays for it, how upper area of Cibolo affects downtown.
- Physical improvement for future development (i.e. river type walkway). Businesses along River Road given assistance in cleaning up their facades. Need cleaner walkway. Relieve congestion. Public green space the entire length up to CNC. Public art along roadway and park areas. Pathways and side street walkways to promote pedestrian traffic; trails along and over/under bridges going all the way to CNC and Agricultural Heritage Center.

## 3. What would be your ideal vision of Boerne, if you could design it yourself?

- Eclectic, non-uniform, built “slowly” over time, quirky. Academy store in Boerne.
- Rerouting of traffic to the outskirts of town . Shuttle service to business district. Walking “space” for everyone and much cleaner and quieter.
- A walking town with lots of green spaces . No developments covering the city. Roads to be better marked. Better pool and park areas. Cleburne has a great city water park.
- Easy, nearby parking, more awnings, keep old world flavor, prefer small town with amenities.
- Tree lined Main St., widen School St. to reduce traffic on Main St., restrictions on responsible building and less on paint color
- Extremely strict architectural codes, no car on Main St. central.
- Extreme wide Harley bike trails that all connect, so they could be utilized without having to get into auto traffic.
- Close Main to auto traffic from San Antonio Ave. to James or Theissen St. to allow pedestrian and bike traffic only. Then the City would provide electric shuttle service or horse drawn carriage service.
- Trolleys, all new 100% rock buildings with metal roofs, no traffic congestion in historic district.
- Like a small European Village, biking and walking made easy in town.
- Easy walking with crosswalks on Main St., gathering places with entertainment on weekends, water features, sidewalk vendors, more shops-less offices downtown, less good old boy network in gov’t and committees, green attitude.
- Higher density of population per square mile with easy access to business, recreational and conservation areas, sidewalks on every major street, outer loop for traffic.
- Widen Main St., more pedestrian-friendly, more sidewalks, trails, stay small, more green space.
- Modern business and urban planning with historical looking buildings.
- A place where people come and park, then explore on foot, with free events, outdoor dining, and eclectic shopping.
- Expand Old Number 9 Hike & Bike trail from Boerne to Fair Oaks Ranch.
- A small town open to all – let the beauty of the trees and land embrace all, clean up all junk lots.
- Kill vehicle traffic flow on Main St., Boulder Mall (CO), pedestrian commerce corridor, create County Municipal Management Commission for Cibolo Creek natural Riparian habitat.
- Keep the hometown spirit alive, blend the façade with historic nature of downtown
- .High tax to build anything more in Boerne. Build new roads

and streets to stop heavy traffic.

- Keep the price of the homes up, eliminate over population, keep apartments out, more quality entertainment, less police harassment by foot patrol in the downtown area.
- No buildings on hill tops, roofs no higher than trees, more natural prettier buildings, less traffic, accessibility, shops with more homemade items.
- A town of less than 20,000 people living in a community where the quality of life is maintained. A place that keeps its strong sense of community, less focus on residential growth and more on light industrial.
- Very controlled growth, retain uniqueness of small town atmosphere, limit chain box stores.
- No car traffic, Main St. walking mall, tree-lined streets, relaxing street music piped to all the mall, mini parks.
- Good general restaurant – not hamburgers, bar-b-que, or Mexican food.
- Keep it small that's why I moved here. I would have added a second floor or additional bldg. to the school. I voted against school instead of new land.
- A business alternative to San Antonio.
- North & south entrances to Main St. would be marked by Texas/German style gates to welcome people to downtown, public parking facilities would be available at each end of Main. People could park and ride a continuously running shuttle system getting on and off at designated stops. German/Texas music would be heard in the background in public areas. Main St. would have more easily accessible trash receptacles, public seating. Old world signs.
- More businesses on North Main, Schools on North and West sides of town.
- Distinctive signage to show off historic landmarks.
- Housing designs in the heart of the city would be restricted to maintain the original elements of homes built when Boerne was still a small town. Zoning would be restricted and enforced to keep residential areas separate from commercial zoning. Downtown area would be slow &"low" traffic, pedestrian-friendly, biker-friendly, with a source of mass transit to further restrict the need for cars. Truck traffic and commuting traffic would flow around the inner city. Schools would be located geographically in the areas of higher population and not close to each other.
- Don't redesign, you can only try to enhance what history has already done.
- My ideal vision of Boerne would include sidewalks and bike paths that go throughout the city. Everything from Boerne City Lake to the Cibolo Nature Center and now Champion High School should be easy to get to without a car… or something designed like a German or Swedish village. I would keep it as natural looking as possible with no strip malls but rather outdoor mini malls such as a very small version of La Cantera. A pedestrian friendly town. A village that does not look like any another indescribable suburb of San Antonio. A town square for strolling and picnics rather than market days or antique car showings. Those can be held in the periphery of town.
- Clean up North end of town to be more appealing, Entry over the bridge should be focal spot, paint railing, make pretty walkways, photo-op by the river.
- Every town should have an identity. San Antonio has one but Dallas doesn't. We should play up what we've got.
- Collaborate and integrate the City and County Master Plans, plus Parks & Recreation Master Plans together for Boerne and Kendall County. Preserve more parkland and green space. Developments required to give back up front on quality of life issues—green space, water conservation, historical & cultural arts centers/museums, library, recreational facilities, etc. Match growth with infrastructure. Pedestrian and bicycling system throughout Boerne & Kendall County. Standards set and enforced. Developments build to our standards not the other way around. Stricter design guidelines.

## 4. What businesses do you feel are missing from downtown?

- Office supplies
- Sporting goods
- Coffee shop
- Copy/print service

- Grocery
- Old-fashioned movie theatre
- 2nd floor loft apartments.
- Sandwich shop with outdoor seating
- High-tech industry
- Visitor Center where current Library is located
- Drugstore on north end of town
- None
- Theater
- Apparel store
- Shoe store
- Family café
- Chocolate shop
- Restaurants with outside setting
- Beer garden
- Benches
- Taxi
- Market-type stores
- Dinner theatre
- Kid-friendly businesses
- Places for men to shop
- Entertainment
- Asian food
- Farmer's market
- Bar
- Amphitheater
- Dancehall
- News stand
- Bowling alley
- German restaurant
- Small grocery store and produce
- Less gasoline station stores
- Recreation Equipment Incorporated (REI)
- Good bookstore
- Late night coffee shop
- Small plant nursery
- Kid-friendly dining areas
- Shop with dress-up in old fashioned clothes and get photographed in Boerne
- City bus or trolley
- Jason's Deli
- Expand existing bookstore to include national newspapers
- Affordable restaurants for families
- A great restaurant so we don't have to go to S.A. for a fine dinner
- Competition to Wal-Mart
- Entertainment at the restaurants
- Vendors that sell homemade items
- More night life
- Toy stores
- Quality, but affordable clothing
- Fewer antique stores
- I don't know of any
- Computer store
- Corporate Campus
- Large employers
- City Museum
- Information center with public restrooms
- Nice day spa
- Art Gallery District
- Outdoor recreation/entertainment
- Multi-use space with retail on bottom, loft spaces on top. Professional offices, including nonprofit network shared offices.
- We need a Recycling Center!!
- Cultural venues (Performing Arts Center, outdoor performance area/amphitheatre; Cultural Arts Center—Boerne version of Southwest School of Art & Craft, art/studio space).
- Retail establishments could extend their business hours, especially on weekends.

### 5. What should be done to make sure that downtown stays true to the City's character and history while changing with the times?

- Upgrade & make Plant & School Streets good traffic (N-S) conveyors paralleling Main St.
- Solve the traffic issues, pedestrian-friendly, accessible parking lots, large trucks, speeding.
- Help with traffic and parking. Control land prices so rent prices won't force out those cute little shops we love. Go back to "Dickens on Main" and lose that "Hill Country Christmas."
- New structures (need to be the same as historic ones), German café, more affordable housing.
- Too late.
- Make it pedestrian-friendly, limit street parking to one side
- Use Disneyland's Main Street concept.
- Keep large trucks off Main St. and no street parking. Provide loading zones for delivery trucks on side streets before public parking spaces. No left turn on Main St. and San Antonio Avenue.
- Rock and metal roof buildings. No chain stores downtown, govern building materials and use reclaimed materials.
- Encourage walking and cycling, keep it simple and clean, no opulence needed.
- Slow down traffic on Main St., make cross walks on Main St. south of creek, retail not office, encourage B&B's, keep architecture true to Texas Hill Country.
- Maintain low- rise buildings and stick to predominant architectural style. Discourage run-down buildings.
- Highway by-pass or parking garage to turn Creek Road and downtown into walking malls and green space.
- Expand Historic District, retain what little is left of downtown residential, downtown churches are converting homes into parking lots.
- Any new construction should match (in materials & quality) the existing historic buildings. Refurbish historical buildings.
- Restrict destruction of historical buildings, keep on-street parking, no cheap vendors allowed on street.
- Restore it to the city's history and heritage, architectural guidelines, no neon signs, small signs.
- Do not allow the construction of additional structures but focus on renovation and restoration of current buildings
- A building code to keep other buildings looking the same. Buildings like the one between Ye Kendall Inn and Library.
- Code that states that new buildings must look like the existing buildings.
- Make more laws, ordinances, like they do for citizens, no parking on Main St., widen Main St. from Bandera to School St.
- Curb the over population of small homes and apartment dwellings, protect the creek, more parks and open space along creek.
- The character has already been changed when old houses along the River were moved. This new look for Boerne, which isn't bad but it doesn't represent original Boerne.
- Keep architecture in character with "Boerne look", new building across from Main Plaza is an eye sore, how about using red pavers to make street in downtown to give a more historic look? How about gas lights? More to get mood on Main St.
- Architecture controlled to older Hill Country style, limit chain/box stores or keep them out of historic district.
- New construction and remodels that follow a historic façade.
- Correct codes of occupancy.
- Keep it small. Continue to get books for the library on the history of Boerne. Don't let me see another advertisement in the Wall St. Journal about Boerne being the ideal place to live.
- Maintain the old German flavor like San Antonio manages to keep the Latin flavor. Variety is the spice of life. If cities all begin to look alike we will all be bored to death and stay indoors to play with our Wii . Updated store fronts, wider sidewalks, and underground parking.
- Let current need win over historic silliness.
- New facades on some structures such as gas stations to make them less of a contrast with the rest of Main Street.
- Strict adherence to Master Plan, more landscaping Texas/German style, make existing street signs more prominent and easier to see. Add more information signs.
- Greedy owners charge too much rent.
- Adopt building, zoning regulations, and ensure that elected and appointed officials uphold these. residential develop-

ments :

- Planning to ensure that new developments haveacccess to Central Business District, transportation arteries (i.e.IH-10).
- keep retail in downtown and not office space. the lose of retail will destroy the tourism element. tourism is Boerne's greatest asset. Buildings out of character with existing buildings are "shocking" to the eye and are not assets received from growth. New can still be charming.
- Change Main St from being TXDOT Hwy 87, have a bypass for trucks so they're not downtown. Gas stations are not a welcome sight.
- Center Island down middle of Main St. with trees, plants, flowers and lights at night.

## 6. What can be done to make sure new residential developments are integrated within the City of Boerne and downtown?

- More road access to main highway and more parking on east end of Boerne. Stick to MasIter Plan.
- I think traffic flow will be the biggest thing to control.
- Quit development agreements like Esperanza, just annex and dictate to developers, make developments low-density to attract people with money.
- Stricter controls of water use and feasibility of the infrastructure costs and honest looks at "do we really want or need these developments?"
- The Esperanza agreement is unique and may provide part of the answer. Time will tell. The goal should be to keep Boerne from turning into just another major metro suburb.
- Sidewalks and trails that connect.
- Safe roadways designed with bike lanes, shuttles for those that can't drive, public transportation.
- I live downtown and would like to have restrictions enforced on parking. If a person opens a new restaurant, they must be able to provide enough parking.
- Stronger urban-rural zoning rules that bring density into town and maintain open lands.
- Replace city staff and elected officials with others more sympathetic to needs of Boerne, guides are useless if everything is waived.
- Don't build them.
- Update city's codes to allow for high-density housing, cottage living, more regional homeowner associations with large scale plan for the future.
- Limit them, make them walking accessible to downtown, control traffic patterns, do not build more houses in Boerne.
- No room for new developments and land is too expensive to make sense for residential development.
- Annex development to control by using zoning, and use binding development contracts and use Master Plan in planning process.
- If those developments use Boerne, they must pay the same taxes, utilities and service fees as city residents.
- Limit commercial development between neighborhoods and the downtown area. Ease downtown traffic.
- Limit the small size lots and buildings, keep a strong rules committee not swayed by developers or real estate agents.
- Maintain distance from downtown, include greenbelts, require setbacks/greenbelts along highways and interstates to main beauty of natural land, no KB on the interstate.
- Have good transportation plans that are integrated with city plans.
- Having the correct building codes.
- Need to annex or Bexar county will move in.
- Strict adherence to Master Plan.
- Develop a trolley for residents.
- Be absolutely certain that no commercial locations be allowed to back to residential. There should be adequate green space separating these two.
- Demand developers consider the small-town atmosphere, contribute to quality of life, no cookie-cutter tiny homes.
- To grow a residential core, building up is the way to bring more users into the center. This development should be at 2

or 3 blocks away from the present Main Street.
- The present older surrounding residential areas are not integrated now- no drainage, no curbs, no traffic control.
- Build residences on a smaller scale- one builder builds a few homes, instead of 1,000 homes. We could use some affordable homes ($100,00-200,000).
- Continue having friendly people come in contact with new residents, realtors, city employes, title companies and businesses. Welcome Wagon if we don't have one.

## 7. What would encourage you to come downtown on a regular basis?

- Already do.
- Get rid of the traffic, parking. Diversify business. Better space for walking and crossing streets safely (especially on the weekends)..
- More convenient parking, less traffic, leave current street parking, don't make it 87.
- A small grocery store and gardens.
- Lower prices. A wide variety of the cute and unique shops. Better crosswalks and considerate drivers. More park bench seating. A trolley would be nice.
- The ability to bike throughout city easily and safely. Not being afraid of being run over.
- Family café or cafeteria, walkability, galleries, bookstores, coffee shops, pedestrian friendly commerce corridor.
- We already do come downtown on a regular basis. Keep it like it is.
- With the right mix of restaurants, shops, galleries and the like, Boerne's downtown area would stay alive and well into the late hours.
- More family events. Fun, free outside entertainment.
- Entertainment for children on week days, unique events and not carnival-esque.
- More public activities, more trails, walkways, sidewalks, bike paths.
- If stores stayed open later, greater diversity of shops.
- Museums on the history of Boerne, a movie theater.
- Better traffic control/parking, events, clean air, more intellectual enterprises.
- Wi-fi access, public transportation, a trolley bus like San Antonio.
- We could use more activities in the park next to the Boerne Vistro.
- More like-able stores and restaurants versus antiques or expensive clothes shops.
- More country music entertainment, more night life, more restaurants and rest areas, forbid ugly buildings.
- The local artist - forged iron maker craft, glass craft, women's quilting, homemade herbs, plant shops, painters.
- More night life, movie theater that show off-the-beaten path movies.
- Maintain uniqueness, limit growth, better shopping
- Last minute emergency shopping.Otherwise, I avoid it as much as possible.
- Continue with the activities like fairs and Farmer's Market.
-
-

## 8. What businesses, housing and entertainment would fit nearby the Civic Campus area?

- Charming mall type development with small theatre, larger grocery on east end of town or maybe drug store grocery combination. Loft apartments and more reasonable rental housing.
- An outdoor café, outdoor music, skateboard park, museums, comedy club, outdoor lectures.
- Bookstores, coffee houses, art, non-Mexican food restaurants and housing.
- Movie theater/Drive-in, children's play area, bookstore, art studios, condos.
- Parks, water parks and restaurants.
- None.

- High density-residential (brownstone type living), theaters for arts/cultural events, restaurants cibolocreekactivities : hike/bike trails, water/splash park.
- A theater, miniature golf course. A restaurant that doesn't want your firstborn for payment.
- Visitors Center. Boys and Girls Club. An arts and crafts place for learning. A city auditorium. Local museum talking about the city's heritage. Extend the downtown to it, making it within walking distance.
- Pavilion for concerts, lectures, political rallies, plays, more restrooms, visitor center and parking, farmer's market.
- Business services from shipping, accounting, legal, apparel, higher density housing.
- Junior college, UT satellite, Chick-Fil-A, small grocery store, lofts, charity shops.
- City owned rental space to rent to county or federal agencies, future community center.
- Green space, bookstores, news stands, gift shops, light commercial offices, low traffic, sidewalk artists.
- Beer garden, small theater, movies, stage shows, classic country music shows, nice seafood restaurant.
- Do not allow professional office nearby, no more strip centers.
- Some historic structures that visitors to our city can photograph, displays of historic items and documents would be appropriate.
- Some type of discovery center for children, housing that is small and quaint to mimic the historic cottages of Boerne.
- Retail in downstairs with residential above.
- Museum of Hill Country living and occupations, food court
- I'm dead set against Esperanza. In years to come, where are they going to get the water. This a drought prone area and the aquifer is going down each week. We have wells in the country, a good German restaurant.
- Boerne needs a library like I need another hole in my head, it needs multiplex, quality dining, a bigger "Y", it needs to live.
- Indoor aquatic center with outdoor family water park, indoor jogging area over-looking the pond.
- Playground for small children with shallow fountain for them to play in.
- Public restrooms, children's museum.
- Capitalize on heritage tourism.

## 9. What activities do you participate in or would like to see happen along the Cibolo Creek?

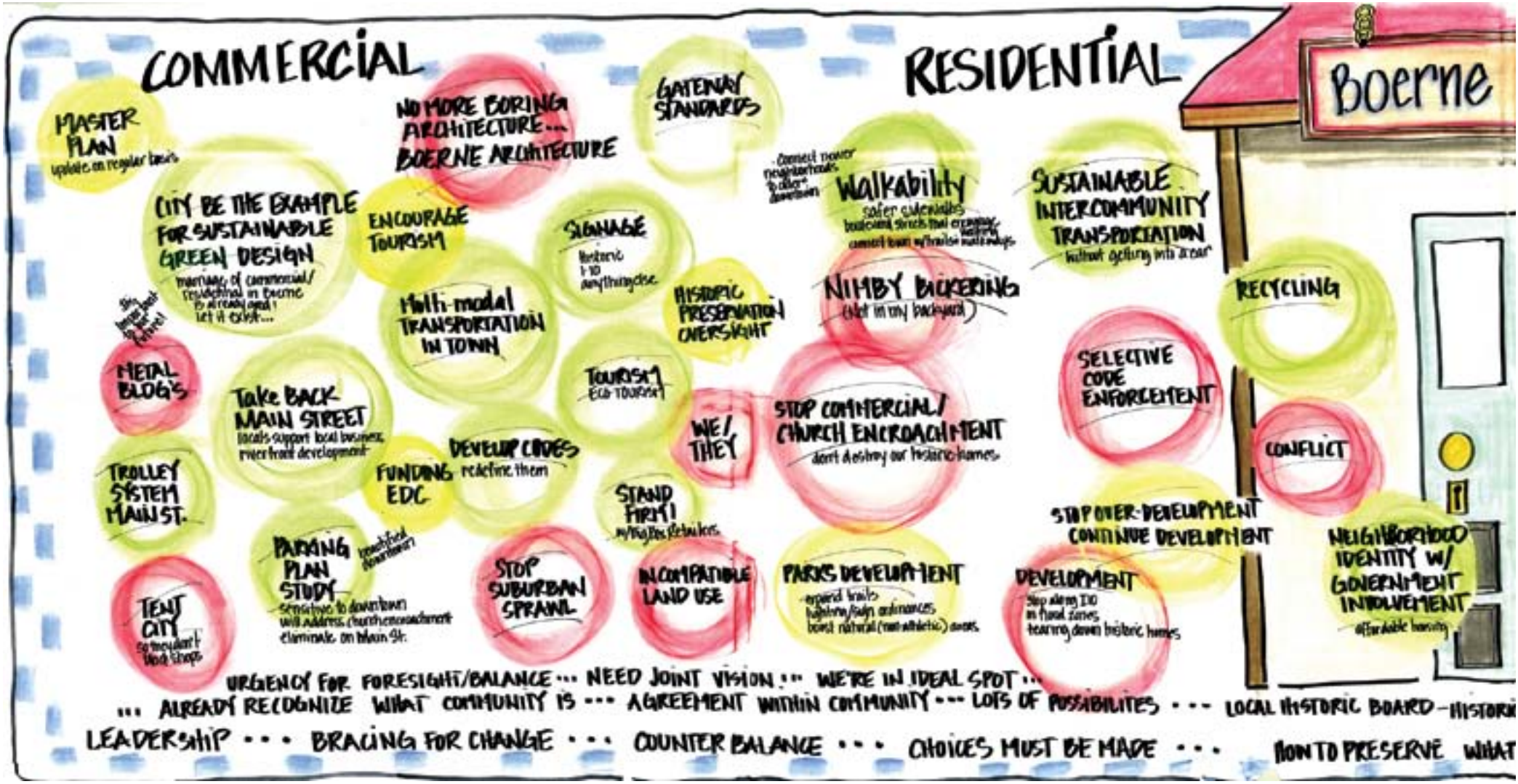
- Fishing and canoeing. Day walk from Cibolo to Boerne Lake.
- Charity events and fundraisers, city picnics and concerts (churches are doing their part).
- Bike/hike from Main Plaza to River Road Park, hike and bike trails, running trails (like in Austin) , Public Art.
- Walking, biking, hiking, dining, birding, canoeing, swimming, running, picnicking, fishing, paddle boats.
- No need for events Make improvements to the existing park, more parks.
- Save the ducks. miniature boat races, country music events, ability to walk on both sides of the creek.
- Nature conservation like Cibolo Nature Center, pool, agricultural center, touch and smell herb garden area.
- Duck food vending (stop feeding the ducks bread).
- Retain creek atmosphere for drive-by viewing, no walls, no theme park, undulating creek side walkway, fisherman friendly.
- Summer concerts at the Cibolo, outdoor music, duck population management.
- Sidewalks have to many geese and ducks, expansion to west side of bridge, food concessions for kids and adults.
- Make it like a small River Walk, more paddle boats, amphitheater, shallow water area for kids to play in.
- Natural riparian habitat, birds, native plants, aquatic wildlife management.
- Family currently does not visit Cibolo Creek. Traffic on River Rd. and dirty restrooms make the creek area unappealing.
- None. Live close to Cibolo bank and it is too noisy, can't take a nap.

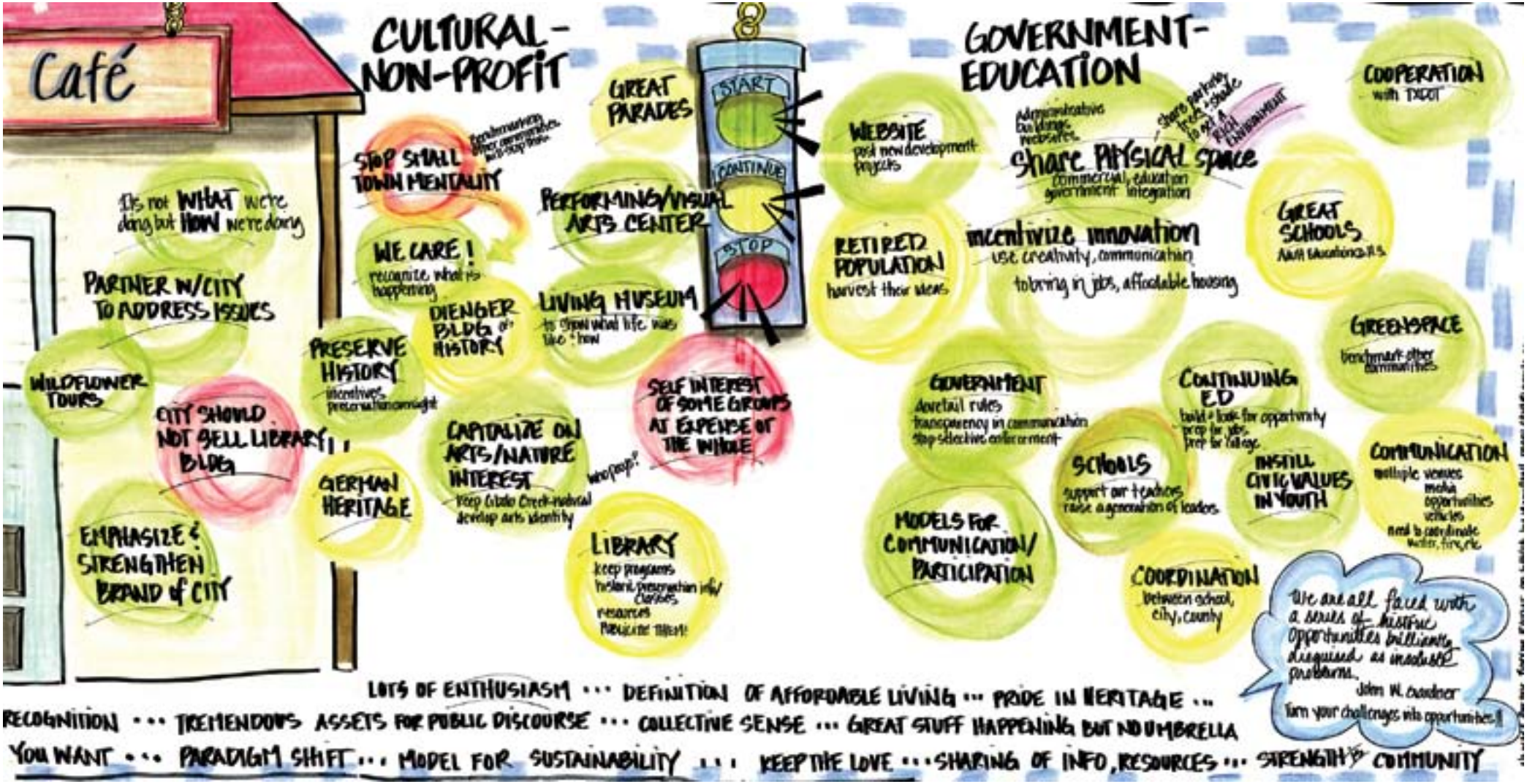
- More restraints on some roads that overlook park, Bergmann Well Drilling is an eye sore.
- A creek walk, a park environment.
- Educational signage about wildlife and plants.
- Bury the high wires and cables and replace these existing poles with working gas lanterns. Between the Central Business District and the Cibolo Creek District,these two issues should run hand in hand.
- Too old to be active other than spectator.
- Keep river clean, children's camps, preserving flora and fauna.
- Main plaza water "squirt area" revamp area near "old" pool for outdoor pavilion.
- Need quieter traffic flow along River Road Park—very noisy and scary with kids. Permanent public art and pad sites for temporary public art; Art shows.
- Stroller and wheelchair friendly pathways along the creek.
- A 'creek walk' to connect all parts of town along the creek
- I'd love to be able to walk my dogs along there without stepping on duck poop. It's not a river so let's not get carried away with an expensive "river walk" that would be embarassing during the 10-year droughts.

## 10. What activities downtown would you like to participate in with your family and friends?

- Sidewalk sales, outdoor art shows, music . Less car shows, more charity events. Berges Fest is nothing more than a drink-a-thon. Control the drugs and alcohol. Not family friendly anymore.
- Parades, Dickens On Main, The Village Band, Walking, fishing and window shopping.
- Dining, bicycling, picnics, small musical groups and shopping, puppet shows, outdoor movies, sporting events.
- Mexican band.
- A community center that had games like Bingo and dominos
- Movies in the Park
- Local Wine and food tasting festivals.
- Dickens on Main if it was a carnival atmosphere.
- Beer and wine oriented events with live music. We are only interested in adult oriented events. Separate events for children should be planned. Avoid trying to be everything to everybody.
- Music events, outdoor plays, family friendly local events, movie.
- Market days and art shows, Shakespeare in the Park, La Posada.
- Farmers Market, Rod Run, Berges Fest, Main Plaza concerts, walking, fishing along creek with grand kids.
- Free music festivals at the square, festivals, concerts, educational programs, Starbucks (larger version).
- Walk, shop, eat, other non-German music.
- Bear Moon pigs in blankets, little nature store, sitting areas for family photos, monthly market on town square.
- Public events geared less towards eating and shopping. Events that would allow children to participate and learn would be nice.
- Things that enhance Boerne's art persona, country music events, wading in creek, heritage trail.
- None. We want to move from this ruined little town.
- Need a good movie theater downtown.
- We have made great strides recently with the introduction of concerts and movies on the square, and events like the Chocolate Walk that introduced citizens to businesses they did not even know existed. More things along those lines that are promoted even more is important.
- Encourage multiple development nodes with similar business interest so that the community is able to walk or travel to the center of town and then leave their vehicles and walk to where they need to be. Having places to be and be seen are important to all aspects and ages of our population. Do it well with the heart of Boerne, and the rest will follow a good example.
- Want to stay in Boerne and not have to go to SA for cultural & performing arts.
- Eat, shop, relax & be entertained in one central area.

# Public Participation




Café
CULTURAL-NON-PROFIT
GOVERNMENT-EDUCATION
START
CONTINUE
STOP
GREAT PARADES
STOP SMALL TOWN MENTALITY
benchmarking other communities and stop them
PERFORMING/VISUAL ARTS CENTER
WE CARE!
recognize what is happening
LIVING MUSEUM
to show what life was like + how
DIENGER BLDG of HISTORY
PRESERVE HISTORY
incentives preservationists
PARTNER W/CITY TO ADDRESS ISSUES
It's not WHAT we're doing but HOW we're doing
WILDFLOWER TOURS
CITY SHOULD NOT SELL LIBRARY BLDG
CAPITALIZE ON ARTS/NATURE INTEREST
keep Cibolo Creek natural develop arts identity
who pays?
SELF INTEREST OF SOME GROUPS AT EXPENSE OF THE WHOLE
GERMAN HERITAGE
EMPHASIZE & STRENGTHEN BRAND of CITY
LIBRARY
keep programs
historical preservation info/ Classes
resources
PUBLICIZE TALENT
WEBSITE
post new development projects
RETIRED POPULATION
harvest their ideas
share PHYSICAL space
commercial, education government integration
share parking, trees + shade to set a RICH ENVIRONMENT
incentivize innovation
use creativity, communication
to bring in jobs, affordable housing
COOPERATION
with TXDOT
GREAT SCHOOLS
GREENSPACE
benchmark other communities
GOVERNMENT
detail rules
transparency in communication
stop selective enforcement
CONTINUING ED
build + look for opportunity
prep for jobs
prep for college
SCHOOLS
support our teachers
raise a generation of leaders
INSTILL CIVIC VALUES IN YOUTH
COMMUNICATION
multiple venues
media
opportunities
vehicles
need to coordinate
water, fire, etc
MODELS FOR COMMUNICATION/ PARTICIPATION
COORDINATION
between school, city, county
We are all faced with a series of historic opportunities brilliantly disguised as insoluble problems.
John W. Gardner
Turn your challenges into opportunities!!
LOTS OF ENTHUSIASM ... DEFINITION OF AFFORDABLE LIVING ... PRIDE IN HERITAGE ...
RECOGNITION ... TREMENDOUS ASSETS FOR PUBLIC DISCOURSE ... COLLECTIVE SENSE ... GREAT STUFF HAPPENING BUT NO UMBRELLA
YOU WANT ... PARADIGM SHIFT ... MODEL FOR SUSTAINABILITY ... KEEP THE LOVE ... SHARING OF INFO, RESOURCES ... STRENGTH of COMMUNITY

## Cafe Feedback- June 9, 2008

### Was this session a worthwhile investment of your time?

- This is why we made time to encourage the team to see what Boerne is and can become
- Yes
- It was OK
- Yes, I felt so
- Yes
- Yes
- Absolutely – The R/UDAT shows commitment from the city-I think it was necessary to support that commitment
- Yes – however it was too short-needed more time
- Absolutely
- Yes
- Absolutely, we are not alone in our thinking of what this community wants
- Yes, very well organized and displayed
- Yes
- Yes
- Yes
- Yes
- Yes, If these ideas(sharing of ideas) are implemented in some way, very valuable sessions as many issues were common
- Yes
- Most definitely! I felt honored that I was asked to participate
- Yes but not as much as I expected
- Yes – the time passed by very quickly
- Yes
- Yes
- This is not the first session of this type of planning – excellent
- Yes, not sure where this came in the timeline of decision making but enjoyed it

### Do you believe this session will help define the future of Boerne? How?

- Yes, If a public and commercial entity is developed to join with the city in keeping the momentum going
- Somewhat-a lot of ideas brought up are already being implemented
- Maybe, if the county government and city cooperate
- Yes, it will give it direction and focus
- Not sure, depends what is done with ideas by whom
- Yes, will guide future planning efforts
- Yes, the city has put investment through R/UDAT very forward thinking people who talk and come together in action
- Yes, diverse ideas
- Bringing the community together-creating a document that reflects citizens values
- I hope so
- We became a common voice today without diversions or arguing – maybe having a different viewpoint of how to get there, but willing to get there together
- If suggestions are followed-thought and committed to complete
- Yes, if we follow through and are willing to make the hard decisions that some may not like but can benefit from the whole
- Yes, if they take info and use it as given – not just what they want to do
- Yes
- Yes, although brief in time, the brainstorming session will lead to spark additional thoughts, ideas and projects
- I am concerned about how these ideas/visions for the city of Boerne will be “funded” and therefore implemented – If these ideas are funded and implemented
- Yes, it will give R/UDAT insight to our specific needs from a broad base
- Yes, there were many good ideas that were gleaned for this meeting when we were asked to think outside the box
- Yes, will be selectively used by city to do what they feel is

important
- Yes, I believe this info will provide needed input for the R/UDAT team
- Yes, by education of the community about what is desired
- Maybe, if residents become involved, educated and demand higher standards
- Hope so, control the carpet baggers
- If the ideas were really an integral part of the planning

## Additional comments:

### 1. Commercial Environment

- Provide greater diversity in the district by improving opportunity for development in core areas as proposed in the Master Plan.
- New design of big “box stores.”
- We don’t need another box store.
- What if we do get a trolley system and block off down town to golf carts and other transportation.
- Commerce brings revenue – must be planned in advance.
- Keep Boerne beautiful, with trees, parks, trails, small signs etc. keep/make Boerne green with sustainable practices.
- Good all sided comments.
- It was encouraging to hear so much about sustainability.
- Structural parking needed for expansion – expanding streets and alleys for commercial use – Master Plan very useful if followed.
- For all four; we talked a lot about walking, golf carts and Segways – but want to make sure we think about a bike friendly town as well.
- Keep parking on Main Street preserve city as much as possible as it is.
- Develop cardboard recycling in CBD – adapt the urban center concept to the existing CBD – encourages residential living – mass plantings – create draw – utilize river south as the entry to CBD.
- Marriage of residential and commercial – not “them” and ”us” – maintain downtown character- We are all a community and should share a vision not a conflict.
- Two types (both important) – tourism base needed – community service business.
- Expand Main Street commercial beyond existing downtown both north and south.
- Central growth.
- A regional traffic plan with county and TX Dot cooperation is needed commercial development must be carefully encouraged.
- More live music downtown, outside dining, improve bathroom facilities downtown, and church compounds.
- Excellent.

### 2. Residential Environment

- Town home development at the skirts of the commercial district.
- Gentle transition between residential and commercial.
- Be respectful to residential changes and its people
- Excited about walkiability.
- Inevitable must be blended with commercial.
- Walkable, connected,unique,fun,safe, historic preservation.
- Understanding that we have a need to balance a growing Boerne with out outgrowing Boerne.
- Growth is inevitable so preserving the uniqueness of Boerne is necessary.
- Stop encroachment – destruction of historic properties – encourage urban center living opportunities – boulevard streets – encourage innovative /stylish retention ponds (both residential and commercial) – continue to require developers to commit to our community vision.
- Enforce ordinances and give support to all areas of COB i.e.” The Flats” – equal representation.
- Community approach versus individual goals.
- Preserve historical residential homes throughout the city.
- Expand historical district to control church devastation of residential neighborhoods.
- Neighborhood organizations may tend to fragment the community there is a dire need for housing hourly workers
- Neighborhood associations more affordable housing mixed use / senior cottages – shuttle /public transportation trolleys

– Main Street on weekends – No main visitors center – save Menger Creek as well as Cibolo.
- I hope that a simple solution to solve traffic on Min street is by “re-taking “ it from TX Dot is considered in term of the larger picture of the alternatives impact on the greater Boerne area (a bypass loop) the Master Plan.

**3. Cultural and Non-Profit Environment**
- Performing Arts Center development.
- More structure in planned activities.
- Get the word out for free band concerts.
- Appreciated comment about agricultural museum and interest in making it a living history museum.
- Encourage the Boerne feeling and volunteerism.
- City support and recognition of non-profit value – nurture cultural and natural preservation.
- This is a unique community that has many people who care.
- Great use of public town square-expansion of Boerne asset – Cibolo Creek.
- Heritage tourism – we need to expand that meaning beyond “German” – we were a spa town, a freethinking town and a place of natural beauty and resources.
- Parks should be able to be used without charge – since we already paid for this.
- Keep Dienger Building under city control and use as a museum and non-profit center promote arts and area non-profits in a community sense.
- Just as important to nourish the body as food and water.
- Better marketing of cultural and natural resources.
- Historic preservation must continue – this can be done in both public and private sectors.
- Keep the history alive by making a history tape for purchase/ and to be played on trolley – remember our mission statement.
- Good.

**4. Government and Education**
- Allow development of an integrated government - education – commerce zone that is able to share assets and joint use of spaces (parking, classrooms,meeting hall, circulation).
- User fees – more equity from county.
- BISD – be more respectful to it’s teachers for more time to educate (thanks Admin. Duties!).
- Multiple use of buildings and collaboration with agencies seems workable.
- Keep ahead of the demand.
- Support from government for citizen involvement – collaboration and cooperation with city / county ; BISD / CCGWD / etc. on roads, water, trails, natural areas.
- Need government leadership with respect among themselves – collaboration must be missing for all the talk about needing it.
- Keep the quality schools that Boerne currently has with the residential growth upcoming.
- Cut down on permits and rules.
- More collaboration between COB and county – with county paying their “share” – government for all – commercial and residents.
- Learn form other cities accomplishments and mistakes – make sure we are not re-creating the wheel.
- Transparency in government expand inter – local agreements.
- Develop a retail space in the 711 property for county / state offices – would centralize and consolidate functions.
- The suggested changes should be compared to what is now being done – a lack of communication is based partly on a lack of interest because the information is unreliable.
- Collaborate resources – more user friendly info/maps – tap talent of retired residents – develop human resources to help solve the maze for finding services.

*Cibolo Creek focus group*

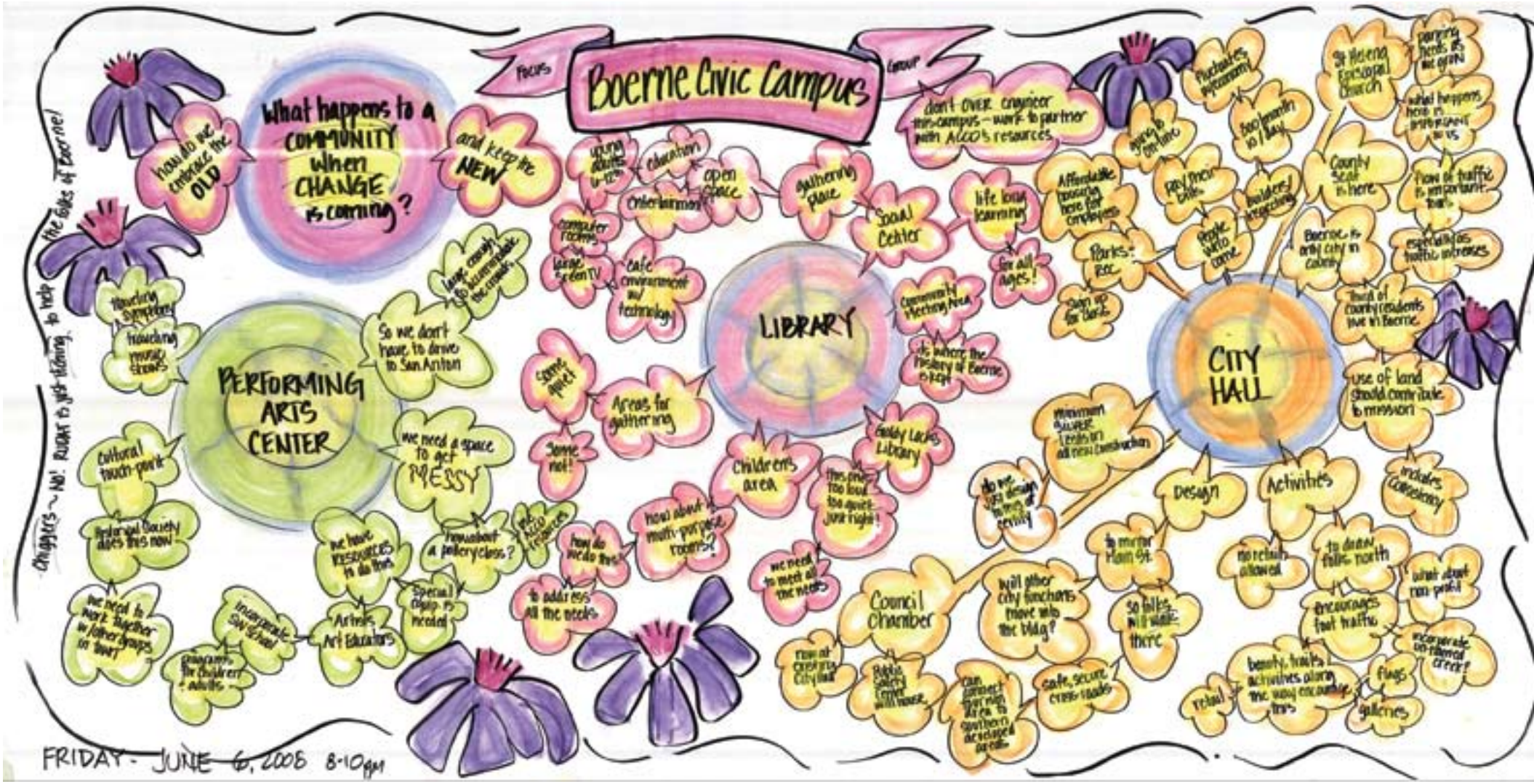
*Central Business District focus group*

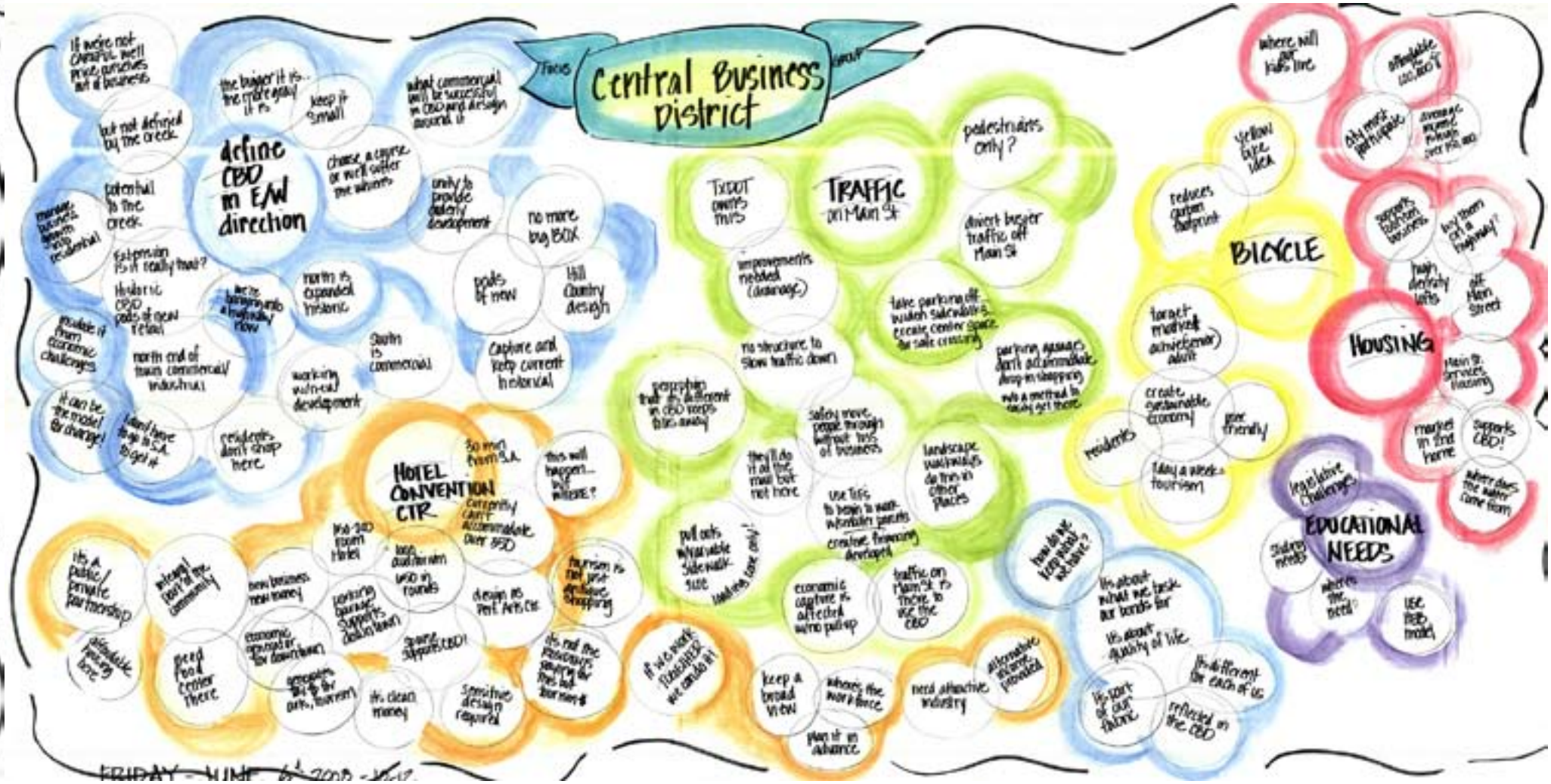
*Civic Campus focus group*

## Friday Focus Group Sessions

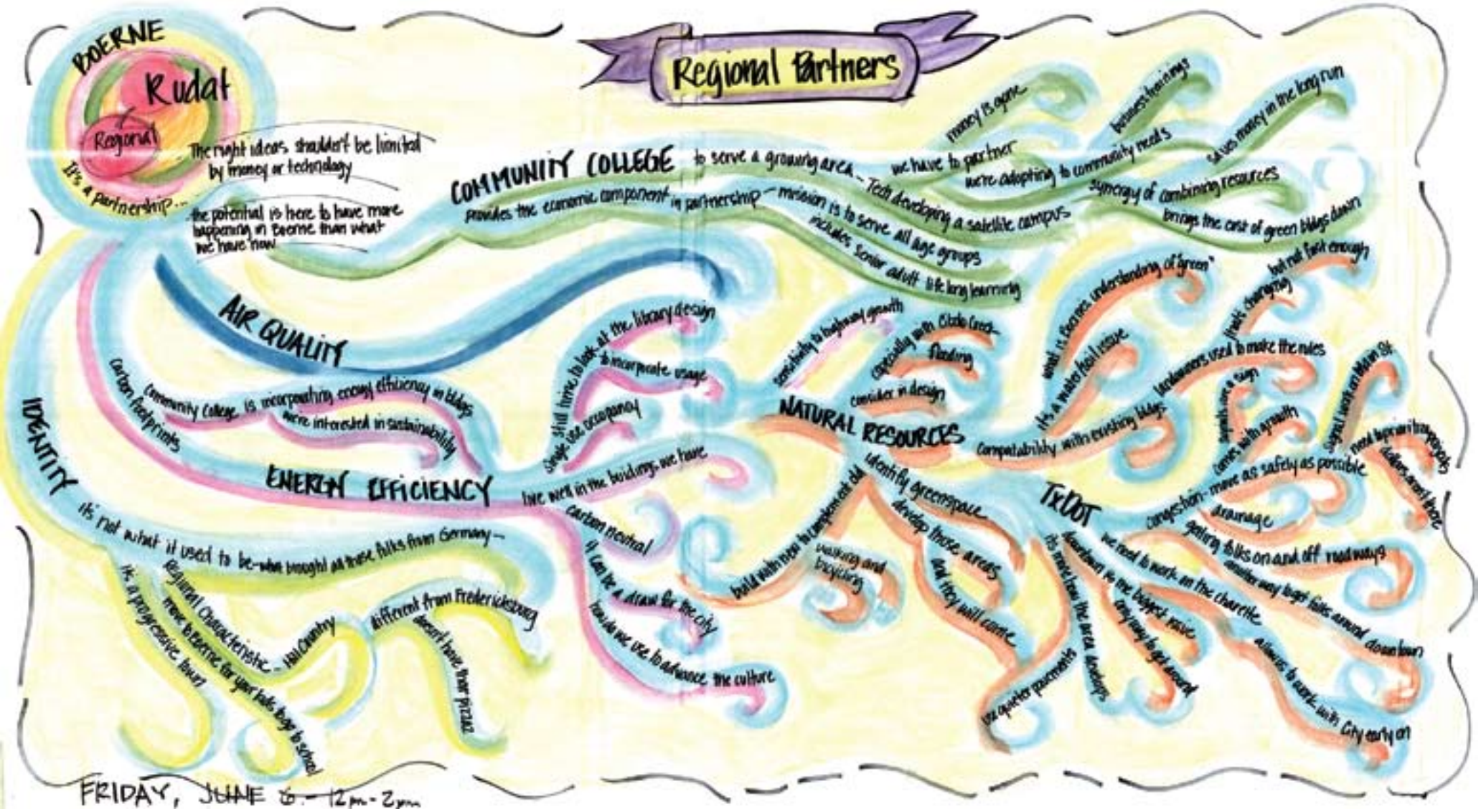
*Regional Partners focus group*

# Public Participation




Central Business District
define CBD in E/W direction
TRAFFIC on Main St
BICYCLE
HOUSING
HOTEL CONVENTION CTR
EDUCATIONAL NEEDS

# Public Participation




FRIDAY, JUNE 6 - 12pm - 2pm

don't want the
without the

Cibolo Nature Center

**Partnerships**
w/other agencies
to do what we do

Where are the people with developable land on the Cibolo??

You've inherited a changed creek...
how do you want to manage it now?
respect it for what it is —
enjoy it when its tame and
stay away when its wild

some areas have more
conducive to certain
types of development

people deserve a chance
to enjoy the riverbank
retaining the natural
doesn't equate to
easy access
leave the edge as is
and develop away more

Is the model for
Cibolo Creek in
CBD right here
at the Cibolo Nature
Center?

# Cibolo Creek

encourage groups to form
to support the creek
we all feel ownership &
pride
unifying principles so we can
work together

we need someone
who addresses
URBAN ECOLOGY

value to communities that they
don't recognize
manage urban ecosystem and
you manage rural ecosystems
ecological services
essential services that are
displaced by people
air, water, particle filtration
Value is the value to the community
city parks - preserving urban settings
study of urban environment
serves residents/visitors for
recreation not just physical
but spiritual as well as
the wildlife
as we grow, how do we tread lightly?
blend of parks/art/synergy
live amongst my fellow man-made
leave it as I found it = ECOLOGY
synergy between natural/man-made
compromise & strengthen relationships
optimizing the symbiotic relationship
between natural & man-made
understand human habitation in
harmony with all biotic &
abiotic systems
to defend and preserve the
natural resources

**PICNIC**
**TAKE A SWIM**

ECOLOGY
is about
change
evolution
movement

**VALUE**
is in the naturalness
of the river
how do we manage this
depending on where
on the river
concern is the speed
of the rising/lowering
of creek
how will CBD development
affect the creek?

OVERARCHING
PRINCIPAL

we must be willing and
have public policy to
support this
blend of dynamics - balance also
put in structures that make
it accessible to humanity
city & county policy developed

RIVER ROAD PARK PLAN

central to quality of life
many input of multi-generational
families
minimize erosion while
maintaining recreational value

**WALKING TRAIL**

UPPER CIBOLO CREEK
WATERSHED PLAN

safety
flooding
habitat
3 year grant from EPA
w/goal of addressing
issues that affect watershed,
stream flow, habitats
how the water is managed
upstream has an effect
volatile system that must
be recognized
manage toward a more
natural hydrology
slow it down, hold & retain it
permeable concrete
we need to live well upstream
sewage system discharge
should respect the creek
managed in a way to be
good stewards

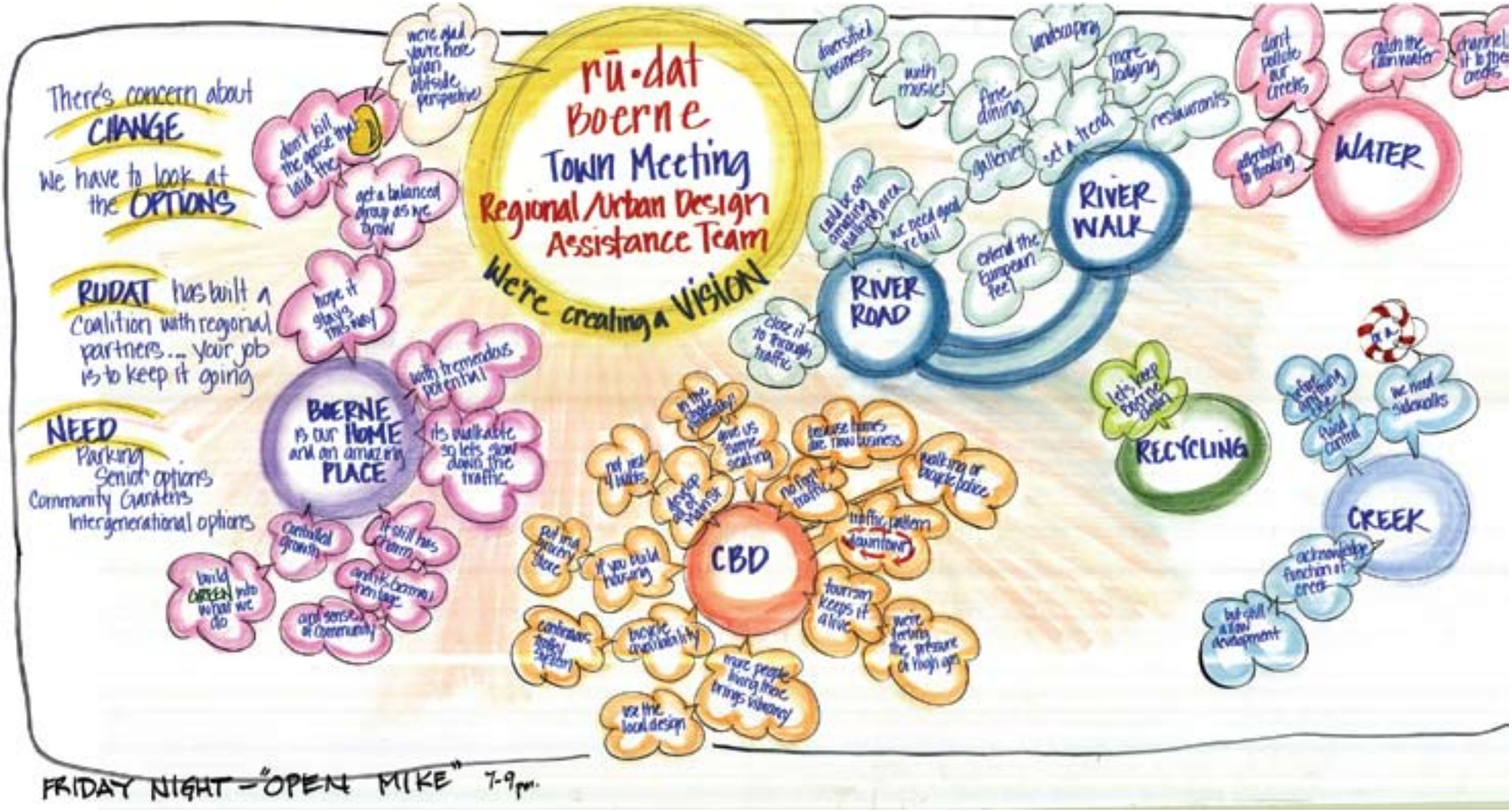
COMMERCIAL DEVELOPMENT

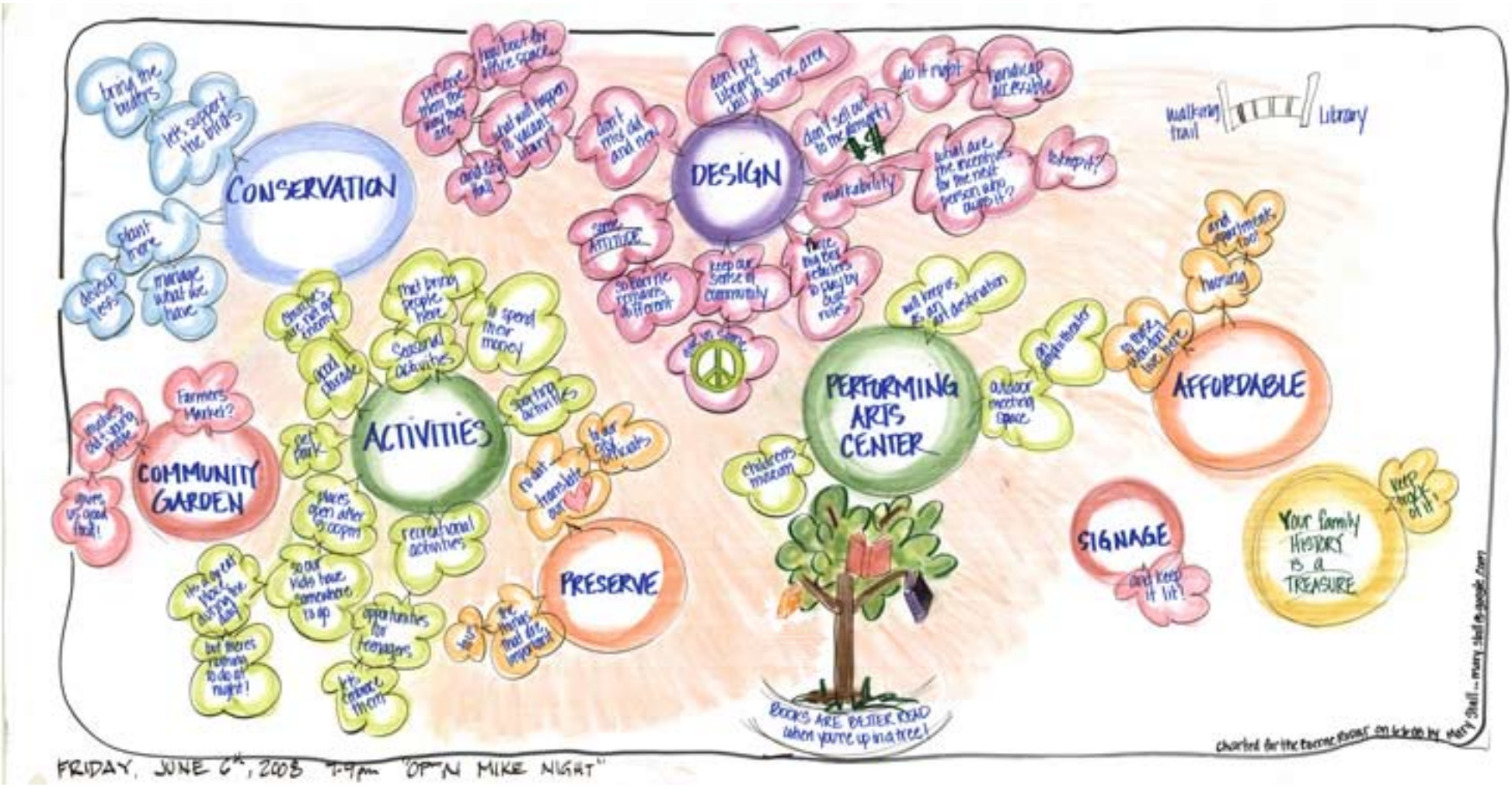
lets consider it off the main st
so we don't lose the economic
capture when it goes
somewhere else

**HIKING**
**BIKING**
**SIDEWALKS**

FRIDAY - JUNE 6th, 2008 2-4pm

# Public Participation




CONSERVATION
DESIGN
ACTIVITIES
PERFORMING ARTS CENTER
AFFORDABLE
COMMUNITY GARDEN
PRESERVE
SIGNAGE
Your family HISTORY is a TREASURE
BOOKS ARE BETTER READ when you're up in a tree!
walking trail
Library
FRIDAY, JUNE 6th, 2008 7-9pm "OPEN MIKE NIGHT"

# Student Perspectives

*Brandon Melland and Daniel Lazarine, both graduate architecture students at UTSA, participate in a focus-group discussion.*

"We control the outcome of this world, we only have one earth and one lifetime."

Veronica Ybarra

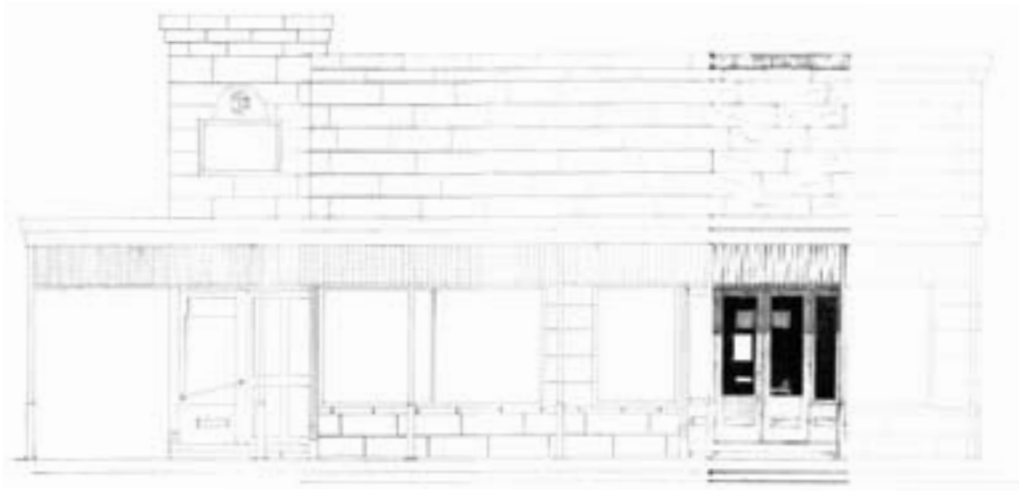
**UTSA College of Architecture Students**

A significant portion of the success of the Boerne RUDAT can be traced back to Boerne's preparedness for the team visit which was facilitated through a highly successful collaboration between the City of Boerne Planning & Community Development Department and The University of Texas at San Antonio (UTSA) Department of Architecture. Beginning in January 2008, Boerne's planning staff worked closely with a Spring semester Community Studio comprising a first-year graduate architecture studio led by Dr. Vincent Canizaro and third-year undergraduate architecture studio under the direction of Darryl Ohlenbusch.

Early in the semester, students researched Boerne's contextual identity location, physical, ecological, hydrological, historical, and demographic attributes. Inventories were taken of specific building materials, outbuildings, cisterns, architectural details, and more. An assortment of maps was created that illustrates natural and cultural resources and infrastructure within the community, such as topography, flood plain, tree canopy, habitat quality, scenic quality, growth patterns, historic areas, civic space, public space, sidewalks, parking, and commercial development. This baseline data was then used by the students to aid in the design of a specific individual project.

Thanks in large part to the meticulous editing and production efforts of Dr. Vincent Canizaro, the thousands of hours of student research, interpretation, and design invested in this community studio project culiminated in a published volume entitled *Document on the City, Boerne Texas.*

**Sketch Studies of Distinctive Boerne Vernacular Architecture by UTSA Graduate Architecture Students**



# Design Studios for the city of Boerne with RUDAT

UTSA CoA newsletter

*Design is Leadership.* 0816

Brandon Melland

Daniel Lazarine

Samira Ahmadi

During the Spring of 2008, **Vincent Canizaro** and **Darryl Ohlenbusch** guided 25 students through a design studio aimed at providing a vision for the future of the community of **Boerne**, Texas. Graduate students in Canizaro's and junior students Ohlenbusch's classes worked on design proposals for different buildings in the city, engaging the community in the process of the design development. This impetus was the granting by the **American Institute of Architects** of a **Regional/Urban Design Assistance Team** (**RUDAT**) aimed at helping the City of Boerne work through its present and future development pressures. **Paul Barwick**, who is the city of Boerne's senior planner and initiated the process, was concerned about increasing pressure on the local ecology and the loss of its heritage and small town character as Boerne's population booms, turning the 158 year-old German settlement into a bedroom community for San Antonio. Such rapid growth has brought a host of residential and commercial developers to the area, adding traffic, strip centers and big-box retail to an area known more for pioneer Texas architecture, Main Street, creeks, and ranchland.

In response, the studios focused on projects that would help inform the RUDAT team and local residents. Environmental and cultural sustainability emerged as guiding principles. The students engaged in intensive research, studying and drawing key historical buildings, mapping, and working to determine key themes that contribute to better understanding Boerne's underlying ecology and what makes it a desirable place to live. Design projects varied. Ohlenbusch's studio focused on proposals for Boerne's new "city campus" including a city hall and library. Canizaro's studio developed a wide range of independent proposals, including a downtown grocery, parking garage, recycling center, spa, plaza, garden housing complex, and a variety of installations aimed at both preserving and enhancing the quality of life in Boerne as it grows.

The result of the studio was exhibited at Boerne Public Library at the end of the semester. All of the research and design proposals culminated in a publication entitled *Document on the City: Boerne, Texas: A Manual for Growth and Preservation*. It was presented to both the RUDAT team and the citizens of Boerne. CoA will continue its relationship with the city of Boerne with the future projects.

Special thanks to the following students:

Graduate Students Samira Ahmadi Jacob T. Brown Rebecca Greathouse Clifton C. Holt Jonathan Ibarra Daniel Lazarine Keishi Matsunaga Brandon Melland Rebekah Negrete Jason C. Sandoval Anna Wulfe

Undergraduate Students Joseph A. Cruz Rachel L. Kronick Hector B. Nanez Brady D. Renner Carlos T. Ornelas Casey L. Reagan Claudio A. Resendiz Karla Solorzano Matthew A. Tompkins Brian D. Towle Blanca E. Vasquez Allison N. Warren Natalia M. Wieczorek

**BISD Junior High School Students**

Too often today's youth is overlooked in many community planning processes. These individuals will be the leaders of tomorrow and should be an integral part of most community discussions, especially by tapping into their interests and insight into trends, technologies, and transportation issues. Often it is the case that young people can point out through observation and experience what is missing to attract and challenge young adults in their own hometown. With this in mind, a concerted effort was made by the Steering Committee to partner with the Boerne Independent School District and engage local students in the R/UDAT visioning process through participation in the community questionnaire and the creation of local projects that would be of interest and draw on their creativity.

Projects were intended to draw upon fresh ideas for the community "gateway" entrances leading into the Heart of Boerne and the three R/UDAT project areas. Junior students in both U.S. History and Art classes were asked to participate in this exercise. The assignment was to either submit responses to the R/UDAT questionnaire that was distributed throughout the community or create civic designs with narratives that illustrate conceptual

*Gateway designed to use local, durable materials that reflect Boerne's heritage.*

"What do tourists do when they come to Boerne? They check out the town, see the antique stores, and walk along Main Street. What bout their kids? Do their kids want to go look at antiques or walk down Main Street?"

Matthew
Jordan

projects related to the project areas. It became quite evident after the review of questionnaire comments that little in the way of youth social activities and places is locally available and open at times to fit their schedules. The R/UDAT Team noted this and developed opportunities to provide social gathering places focused on youth interests.

Thank you to all the students who participated in the R/UDAT visioning process and to BISD staff - Superintendent Dr. John Kelly, Melissa Harris, Jeff Haberstroh, and Steve Stewart - for their support and participation. The following are samples of various submissions that reflect the general opinions held by these citizens of Boerne's future. Special thanks to Michele Harris for all her efforts in coordinating this youthfully insightful collaboration.

Some fresh ideas were proposed by the students on the subject of public art. Veronica Ybarra wrote, "The project that came to mind is a fountain with a globe in the middle of it. The globe is going to be held off the base (1mm) by the pressure of the water shooting up underneath it. The meaning behind the globe is that the earth is in our hands. We control the outcome of this world. We only have one earth and one lifetime."

Laura Hooge talked about the importance of making Boerne accessible to all citizens. "The town of Boerne is known for its small, natural appearance, however, when someone in a wheelchair comes to this town there are limits to where they can get. Quite a few of the buildings are not handicap accessible. On Main Street, the town's main tourism attraction has shops and restaurants that might get more business by placing a ramp at their entrance. Another issue is the visible lack of crosswalks. There are several intersections on Main Street that do not have crosswalks on every intersection, and the appropriate ramps to go with them. This issue is that unlike San Antonio, Boerne has no areas where pedestrians can walk without fear of car traffic."

Matthew Jordan and Stephen Killo had ideas related to the Civic Campus and family activites.

"What do tourists do when they come to Boerne? They check out the town, see the antique stores, and walk along Main Street. What about their kids? Do kids want to go look at antiques or walk down Main Street? Maybe, depends on the kid. But chances are no they will want to do something that involves fun. That is where a miniature golf course comes handy. Tourists can take their overly bored kids to somewhere near so they will not spend their sightseeing time driving to San Antonio to play miniature golf."

Laura Linscott thinks that the civic campus should include "a library, coffee shop, sandwich shop, juice bar, ice cream shop and a book store. I believe the civic center should have these things, because it will give teens a safe place to meet together."

*Youth activity center designed by Michael Morrison and Colton Edmondson, complete with putt-putt golf, go carts, and laser tag.*

Townsend Raspberry and Tim Dudas have some innovative ideas about the use of materials for future building:

“The materials we would use would be simple building materials. The exterior of the building would be stucco, so that the graffiti and the art could be drawn on the side.”

Brittany Weynard has some ideas of how to entertain tourists and citizens of Boerne. “Because Boerne is without an entertainment area it is undefined. It is yet another drive through town in which people get gas on their way to some other exciting destination. What the city needs is a place to entertain like an amphitheater. I have seen smaller towns like Big Sky, Montana bring huge artists, bands and really fun activities to the town every weekend over the summer for no reason at all. Boerne has the space, the only thing stopping it from doing this is the facility. So lets build one and keep up with the times. The Civic Campus would be the perfect place to build a multi-purpose entertainment center. With R/UDAT’s help, all this can be possible for Boerne. If we really want to be a tourist town and still make the residents happy this entertainment center needs to be built.”

“Hello, I am Jordan Muller and I would like to share with you the few ideas I have on developing a more modernized Central Business District. Firstly, I had the idea for Boerne to have a dance club which would be exactly like a club but for the younger crowd. Secondly, I think Boerne would benefit from having a bookstore/café. The bookstore/café would be a café that you can buy a coffee, hot chocolate and donuts.”

Alexis Valenciano and Julie Kampa focused their thoughts about what Boerne needs on outdoor activites. “The first thing we would like to do is create a mountain bike trail or walking trail, it will be made of mulch with rocks along the edges, there will be benches along the way for a quick rest stop, and a swing set and merry-go-round, next to the new and improved snow cone place! We will also be adding more trees along the trail, to enhance the visual appeal and help the environment. We think that these improvements will create a great atmosphere for the Boerne Cibolo Creek area. It will be a wonderful place to bring the family or just a great place for a quiet walk alone.”

*Townsend Raspberry and Tim Dudas propose “The Lounge” to serve as a place for teens to meet and socialize after school hours.*

> “Boerne is without an entertainment area, it is undefined. It is yet another drive through town in which people get gas on their way to some other exciting destination. What the City needs is a place to entertain, like an amphitheater.”
>
> Brittany Weynard

C.J. Gracian and Dylan Budnik had this to say: “At the Civic Campus we have a few ideas on how to make good use of the location to suit most of the Boerne community. Outside of the library there is a nice area with trees and a few benches so you can get a book, come outside and relax while you read your book, listening to water run from the pond nearby. Next to the pond there is a park that includes fun for the young kids and also has a soccer field, basketball court, and picnic area. Then there is a walking trail that goes through some trees and it leads to the observation deck that you get on and can observe downtown Boerne and watch the traffic on Main Street.“

## Questionnaire: Responses from Boerne Junior High School students

**1. What three words best describe Boerne?**

Traditional, nostalgic, conservative, artsy, reserved, forward thinking, historic, country, old, old-timey, growing, peaceful, too commercial, too big, quaint, expanding, old-fashioned, natural, charming, lively, bucolic, populated, adorable, original, small, pretty, antiques, boring, humble, stuck, eclectic, family-friendly, easily reached, rural, homogenized, spacious, quiet, trees, crowded, entertaining, beautiful, walkable, calm, interesting, friendly, hills, captivating, hill country, unique, expensive, busy, traffic, events, Germany, conformed, developing, urbanized.

**2. Please list the most critical issue for each of the three project areas.**

**CIVIC CAMPUS:** Place for locals, needs more housing, shops similar to downtown, park area, keep the trees, keep it natural, make it fun with entertainment, park and theatre by the library, I like the old library building, entrance over the road, less noise around library, library needs computers with internet, provide enough parking, food or coffee shops, grocery store, fast food, skate park, modern entertainment, traffic concerns.

**CENTRAL BUSINESS DISTRICT:** Shops for tourists and locals, no more ugly buildings, extending it would lessen residential area, perfect as it is, more pedestrian-friendly, more trees and landscaping, bad intersections, parking, traffic, improve roads, don't widen Main Street, keep parking on street, too many parallel parkers, too crowded, preservation of historic buildings, power lines underground, less antique shops, more entertainment for a young generation, Internet café, dance hall, too many businesses that we don't need, arch or sign over river for Downtown, renovate old restaurants.

**CIBOLO CREEK:** Entertainment, picnic areas, fishing, canoeing, no water to fill it, perfect as is, gazebo or sitting area by river, restrooms, better facilities at fairgrounds, cleaner area, playground with swings and sitting area, wildlife preservation, use river to our advantage, more appreciation of the river, flooding, no walking areas currently, bike trails, sports facilities such as basketball, more activities, develop banks form bridge on Main Street, walking trail from Main Plaza to River Road, trash issues.

**3. What would be your ideal vision of Boerne, if you could design it yourself?**

Keep Boerne traditional. Try to separate Boerne from San Antonio or other surrounding areas. Preserve Historic District. Maintain its small town feel. Think "Stars Hallow" with a 6th street feel. I like the Historic District, I'd like to see a movie theater. Integrate traditional and modern architecture, while maintaining a small town feel. Keep new development at a minimum so that the town doesn't lose its unique characteristics. More trees, fresh paint, more parks. Old outside with a modern inside. Place to go to relax and have fun activities. Keep historic and have more family and youth activities. Same rustic look, more clean cut. Keep the old historical area the way it is, but make a new district with recreation and things for the youth. Like a Santa Barbara without the beach. Less people, a quieter town. More green space, walking trails on creek. Clean, accessible and aesthetically pleasing. More modern, and less old-fashion. More restaurants and things to do at night. Make it cool and hip with more youth oriented businesses, keeping some antique appeal. More open areas, more main roads to minimize traffic. Take all the apartments and hotels away and have it like it used to be. A place for all ages. Small country town with little shops. Keep it like it is. Keep it old but unique, no KB homes. New stuff that doesn't look 'high-tech.' I'm for moderate growth, but I don't want Boerne to lose its historic charm. I would like to see that all new construction in downtown is made to appear historic to maintain some type of continuity with our existing historic buildings. More parking, more attractions. Back to the way it used to be; less people, no more growing. Artistic and unique. I would like to see a skate park so that kids can go skate there instead of just everywhere. More entrance signs. Like a tropical resort with games and a mall. Leave the town the way it is, but improve the river.

**4. What businesses do you feel are missing from downtown?**

A movie theater, not enough restaurants, too many gas stations, Valero should leave, pizza parlor, no big franchises, no more antiques, bowling alley, arcade, mini golf, high-end chain restaurants, recreation center, more local businesses, a music hall, Arby's, Chick-fil-A, record shop, comic book store, business that appeal to men of all ages, drive-in movie, teenager hang-outs, Bill Miller BBQ, a zoo, live music venue, more restaurants, less antiques, more clothing stores, bars, clubs, shoe store, Internet café, restaurants on the river, health food, dance hall, specialty stores.

**5. What should be done to make sure that downtown stays true to the city's character and history while changing with the times?**

New buildings need to be made to look like surrounding buildings. No more gas stations. Keep big business out. Continue to create architecture that remains true to Boerne, incorporating new materials. Keep buildings same, but make Wi-Fi available in all places. As long as you maintain Main Street, everything else can change. Only allow franchises in non-downtown areas (Target shouldn't go in front of the Daily Grind). Keep downtown historic, create new district to appeal to newer times. Maintain old time feel of store fronts. No more modern looking buildings. Renovate old buildings. Boerne needs to take appropriate and effective measures to require property owners to clean-up. Buildings should be historically Texan, German in appearance, but contain modern trendy shops. No unsightly chain stores, restaurants. No tall buildings. Keep chain stores close to I-10. More strict laws concerning historical buildings and their use. Get a lot of public input. Keep traditional festivals and preserve historic buildings. Keep traditions like market days and Dickens alive.

**6. What can be done to make sure new residential developments are integrated within the City of Boerne and downtown?**

The area of the Civic campus is large enough to incorporate new residential development. Restrictions on housing so it looks prettier (no more KB homes!). Keep some land, not everything has to be developed. More lofts, not as many tract homes. Keep houses away from business district. Residential areas should be kept to a minimum. Water conservation, preservation based on what Boerne is and history. I don't think they should be, it will encourage too much growth. Have specific rules on the way they should look, don't detract from old-time feel. Bike lanes and paths, limit high-density. No more residential, there are already too many people. Cottage-style homes and apartments. Keep them close to the city. No more KB homes, unique housing. As a teacher, I appreciate neighborhoods that are affordable. I would rather see smaller neighborhoods developed with their own unique personality than huge neighborhoods being developed. Don't overpower the old buildings, they should blend. Make sections of town, and have at least one residential development in each section of town. Make sure there are going to people to move into the houses. If the center of Boerne was more fun, people would come from residential areas around Boerne and bring it closer together. Put shops next to houses. Make them easy to get to.

**7. What would encourage you to come downtown on a regular basis?**

Different businesses, bike trails, tournaments on the square, attractions geared toward youth, more festivals, more shops for young, stores with things that I could/would want to actually buy, modern downtown with open businesses, open areas to walk, more things for the youth, instead of fooling around Wal-Mart, electronic store, candy shop, less vehicle traffic, entertainment (movies), good food and activities other that shopping, movie theater, bowling alley/arcade, more crosswalks, more restaurants, the variety of shops and unique eating establishments are what draws me and guests to downtown, I'm always proud to show off my hometown, parking, music, museums, more teen-oriented attractions, more places to sit down and hang out, nightclub and cafes, places to hangout and meet.

**8. What businesses, housing and entertainment would fit nearby the Civic Campus area? (This site will be the location of the future Boerne Public Library)**

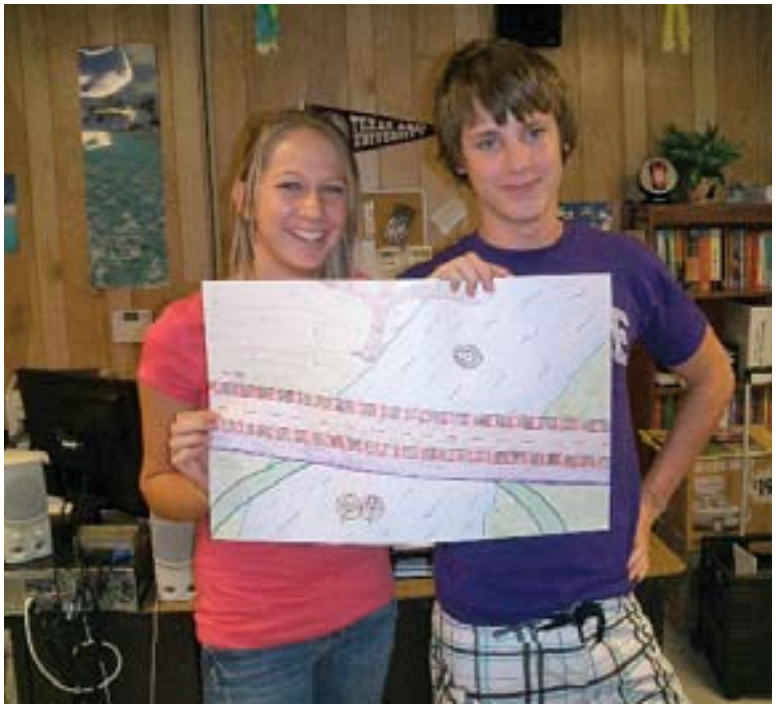
Entertainment like live music on weekends to get together with family and friends. Show off local art. Bring locals into the library with cafes and healthy food. Housing, so people can live downtown. Bike trails, parks. Movie theater, healthy places to eat. Basketball, laser tag, concert stage, putt putt, golf. Bigger open field parks. Coffee shop near library, no housing. Bakery, H-E-B plus. Dining, hotel, rec center. Trendy, more appealing to new residents. Lots of benches and trees to eat lunch, read or visit around. Drive-in theater. NO Housing! Downtown, I feel has enough established homes/apartments. I think it would be neat if we could offer teens safe establishments to have fun, instead of having to go to SA. Wal-Mart is closing fabric section, we need a fabric and arts/crafts store. Outdoor concert venue. Place to hang out, shade canopy. Arcade, gym, skate park. Town houses. Go carts, a place to ride motor toys, like dirt bikes. Place to study all night and eat. A fountain. Fast-food and clothing stores.

**9. What activities do you participate in or would like to see happen along the Cibolo Creek?**

Something like the famous river walk with restaurants and entertainment. Areas to relax while walking down the creek. This will help bring tourists with money. Canoeing, fishing, trails to walk and bike, tubing, better picnic tables, live music, and river trails. It's fine as it is. Rod Run, and I like Market Days. Maintenance of trails. Basketball and soccer. Different activities at fairgrounds, other than rodeo and motorcycle rallies. More community activity during the summer, paddle boats, more outdoor restaurants, better parking, bike lanes, and water needs to be cleaned or at least have more movement to limit algae growth. Ducks need to go, they block traffic and attack people. Horseback riding, slides, swings, concession stands on weekends, science explorations, go to summer concerts and picnic there. Why not connect railroad trail with a trail along the creek. Cross-country runs, a Cibolo Creek hotel resort, skate park, benches and tables.

**10. What activities downtown would you like to participate in with your family and friends?**

Local shopping is a tradition, but there should be parking lots that aren't on the Main St. and more crosswalks for people to walk from one side to the other. Fishing, ultimate frisbee, parades. Music stores, book stores. More festivals. Friday night fairs with various venders and booths. Music, picnic, go-cart, putt-putt, concerts with bands more people like, less polka bands. Walking along Main Street, dining, local art galleries, food tasting, art galleries with free entrance for artists, book sales, drive-in movies, Dickens on Main, parades, Market Days, concerts on Main Plaza, barbecues, skate park. A place to go play video games. Anything to appeal to a young generation.



*BISD High School Juniors share their visions for Boerne*

# Acknowledgements

## rū·dat Team

Members of the team gather for a photo.

First row: Chris Kimm, Natalia Wieczorek, Kara Holekamp, Daniel Lazarine, Jeffery Williams,

Second row: Daniel Ochoa, Amanda Pepmiller, Mark Oppelt, Lloyd Jary, Brandon Melland, LK Travis, and George Barrera.

Third row: James Abell, Larry Rosenthal, Brain Driscoll, Robert Herman, Prescott Gaylord and Rachel Kronick.

Forth row: Paul Barwick, Joel Mills, Karin Pitman, and Walter Heard.

## James Logan Abell, FAIA, LA

Team Leader
Tempe, Arizona

James has owned and operated Abell & Associates Architects, Ltd. continuously in Tempe, Arizona, since 1979. He has 36 years of experience in architecture, landscape architecture, and community planning throughout the western United States and the United Kingdom. His projects have won numerous design awards and have been published in the regional and national architecture press, including *Progressive Architecture, AIA Memo, Frank Lloyd Wright Quarterly, and Arizona Architecture.* Often a visiting Professor of Architecture at Arizona State University and the Frank Lloyd Wright Foundation, he has also lectured frequently at regional and national AIA symposia. James is a registered Architect in Arizona (1978) and California (1986), and a registered Landscape Architect in Arizona (1981). He has participated in R/UDAT's and community design workshops in California, Ohio, North Carolina, Utah, Texas, and throughout Arizona. For 3 decades, Abell & Associates Architects have specialized in the integration of architecture, landscape architecture, and urban design.

## Brian Driscoll

Little Rock, Arkansas

Brian Driscoll is the Technical Services Coordinator with the Arkansas Historic Preservation Program, the state preservation office in Little Rock, Arkansas. His work as a carpenter and woodcrafter led him to the field of historic preservation through an appreciation for the materials and workmanship inherent in historic properties. He earned his degree in Historic Preservation from Southeast Missouri State University and served as chairman of the Local Landmarks Commission in Cape Girardeau, Missouri. He has taught classes and conducted workshops in the conservation of historic building materials and in state and national historic preservation policies.

## Prescott Gaylord

Baltimore, Maryland

Prescott Gaylord is the president and co-founder of Baltimore Green Construction, a full service green contractor and builder in Baltimore, MD. He has overseen commercial and residential green construction of many flavors, including Zero Net Energy and LEED. He is on the board of directors for the US Green Building Council's Baltimore Chapter, and is a member of the Built Environment committee of Baltimore's Sustainability Commission.

He has helped to found several socially responsible companies in the Baltimore sustainability world, including City Life Realty – a ECO-Broker and neighborhood based real estate brokerage – and Baltimore Landmark Homes – a green development company.

Prescott has done environmental systems consulting for large companies, including Wrigley's, Polaroid, International Specialty Products, Exxon Mobil, BASF, and Whirlpool. He designed the emergency response tracking system for the American Chemistry Council's CHEMTREC and was a contributing author to the Primer for the Global Environmental Management Initiative entitled "Environment – Value to Business."

## Robert Herman, AIA, LEED AP

Salt Lake City, Utah

Robert is an architect and urban designer with EDA, Inc., an architecture, planning, and interior design firm based in Salt Lake City, Utah. He directs EDA's Master Planning and urban-design projects as well as its civic, cultural, and educational facility design studios. He is chairman of EDA's sustainability group.

Mr. Herman is a past president of the Utah Society of the American Institute of Architects (AIA) and the current president of The Utah Foundation for Architecture. Recently, he served as Utah's champion for AIA150 (the AIA's sesquicentennial anniversary), helping to coordinate two of the AIA's Blueprint for America urban planning initiatives in Salt Lake City and Mountain Green, Utah. He was also a local team member of the 2005 Cache Valley AIA Sustainable Design Assessment Team (SDAT).

Mr. Herman is a member of the University of Utah's College of Architecture + Planning Advisory Board and the Ogden City Planning Commission. He has lectured locally and nationally on historic preservation, sustainable design, urban planning, and public art Master Planning.

## Joel Mills

Director, AIA Communities by Design
Washington, D.C.

Joel provides process expertise, facilitation, and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, he works with AIA components, members, and partner organizations to provide technical assistance to communities across the country on stainability and urban design.

His experience includes community-based technical assistance, process design, facilitation, and training across a number of fields, including juvenile justice reform, local government, education, family strengthening, civic media, and emergency management. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, and civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights, and civil society capacity building. He maintains active memberships in the International Association of Facilitators (IAF), the International Association for Public Participation (IAP2), and the Mid-Atlantic Facilitators Network. He also serves on several public and private boards.

## Karin Pitman, AIA, ASLA

Architect/Landscape Architect
Albuquerque, New Mexico

Architect/landscape architect with Van H. Gilbert Architect in Albuquerque, NM, Karin has over twenty-four years of experience, including site selection, funding procurement, facility/Master Planning, programming, design, construction documents/administration, and graphics for both private and public sector projects. Clients she has worked for include cities, school districts, universities/community colleges, Native American pueblos, government entities, and numerous commercial corporations and non-profits.
Known for her creativity, Ms. Pitman has juried art/architectural

exhibits and has been invited to speak about creativity, community planning, regional architecture, presentation graphics, and xeriscape design. Holding a 1984 Bachelor of Architecture from Arizona State University, she has been a participant in over twenty-five building/site study, programming, and visioning charrettes. While freehand drawing is her strongest asset, Ms. Pitman is proficient in AutoCAD, Revit, and Sketch Up. With AIA, Karin chaired the national Young Architects Forum Advisory Committee, served as the 1997 AIA Albuquerque President, and was honored with the national 1998 Young Architects Award for her contributions to housing the homeless in Phoenix.

## Larry Rosenthal, JD, PhD

Oakland, California

Larry serves as Executive Director of the Berkeley Program on Housing and Urban Policy and Lecturer at the Goldman School of Public Policy at UC Berkeley. He is coeditor, with John Quigley, of *Risking Housing and Home: Disasters, Cities, Public Policy* (Berkeley Public Policy Press, 2008), a collection of symposium papers commemorating the centennial of the 1906 San Francisco earthquake and fire. Earlier he coauthored, with David Kirp and John Dwyer, *Our Town: Race, Housing and the Soul of Suburbia* (Rutgers University Press, 1995), an award-winning social, legal, and policy narrative of the historic Mt. Laurel housing rights cases in New Jersey. He has also written a variety of articles, book chapters, and research reports. Larry's research has addressed land use and regulatory barriers, rental subsidy, housing affordability, effects of prevailing wage legislation on low-income housing development, effects of construction-defect litigation on the supply of condominium and attached housing, and the efficacy of various methodologies in estimating the homeless population.

Originally trained as an attorney, Larry served as law clerk to the late Justice Marcus M. Kaufman at the Supreme Court of California and was Governor George Deukmejian's appointee to California's Dispute Resolution Advisory Council. He later was associate at the San Francisco law firm of Hanson, Bridgett et al. and acted as statistical consultant to the United States District Court for the Northern District of California in its implementation of the Civil Justice Reform Act. He also served as policy analyst for the National Park Service's Presidio Transition Team, studying redeployment of the Presidio's housing stock. He has served as consultant to a variety of public and non-profit bodies regarding housing development.

## Haley Adam

Texas A&M University

Haley Adam is a seventh generation Texan (Boerne) and, a 2006 graduate of Boerne High School currently attending Texas A&M University majoring in Environmental Design with a minor in Art & Architecture History. She is a member of Texas A&M student chapter of the American Institute of Architects (AIAS) and a founding member of Freedom by Design, a design-build organization assisting low-income, elderly citizens by providing handicap-accessible homes.

## Kara Holekamp

The University of Texas at Austin

This fall Kara begins her third year at the University of Texas in Austin, where she is pursuing a degree in Geography with a minor in Urban Studies. Born and raised in Boerne, Kara visits often to stay with her parents. Since attending UT at Austin, she has developed a passion for studying the urban environment and landscape. Kara finds Austin to be an ideal place for a young urban planner to spend time, since there are currently many major changes occurring in the city's composition. Over the next several years, Kara hopes to watch the ideas of R/UDAT take shape in her home town of Boerne.

## Rachel Kronick

The University of Texas at San Antonio

Rachel is a senior at the University of Texas at San Antonio College of Architecture. She happened to stumble upon this major two years ago and has not for one minute regretted her decision to pursue a career in the design field. Her love for design has grown significantly ever since. In 2009 she will graduate with a Bachelor's Degree in Architecture and plans to move forward with her studies to graduate school at the University of Houston. Once licensed, Rachel desires to focus her expertise on health care design, as the medical profession has always held an interest for her. Her first two years of college were in preparation to become a doctor.

## Daniel Lazarine

The University of Texas at San Antonio

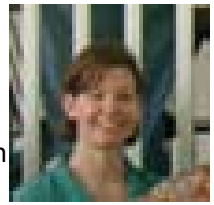
Currently a graduate student at UTSA's College of Architecture, Daniel has enjoyed the opportunity to learn the wonderful profession of architecture. As a former member of the military stationed abroad, he was fortunate to experience the culture of Germany. Boerne has provided Daniel with a platform to recall many of those experiences there and offered a landscape to explore the possibilities of uniting his past and present endeavors.

## Brandon Melland

The University of Texas at San Antonio

Brandon is a graduate student of Architecture at the University of Texas at San Antonio. He is a Boerne native with interests in Historic Preservation, Community Development, and Ecological Restoration. Currently employed with an architectural firm in San Antonio, Brandon plans to pursue his career within Boerne and the Texas Hill Country. He currently lives in Boerne with his wife Wynne, and they are expecting the birth of their first child in October.

## Amanda Pepmiller



Bookmaster

Amanda graduated from Fontbonne University in St. Louis, MO, with a degree in Art concentrating in Graphic Design. She currently works for an Educational Publishing company in San Antonio as a Project Manager coordinating Art, Design, and Manufacturing. Although she is a Texas native, Amanda grew up in Southeast Missouri. She has fond memories of visiting her grandparents, aunt, and uncle who have operated Western Auto, now WA Automotive, in Boerne for over 30 years.

## Mary Stall

Graphic Recorder

Mary Stall works in Organizational Effectiveness at Southern Methodist University. She draws on a diverse background in education, sales, marketing, and management to coordinate programs for the Department of Human Resources, such as new employee on-boarding, e-learning programs and department communications, and branding. Mary uses the tools of graphic facilitation to process work with groups. Graphic facilitation incorporates the use of icons, words, and images in real time documentation. In creating a living image of group conversations, individuals, and the group as a whole may reflect on their progress, and see where they are going, where they have been, and what they may be overlooking. Graphic facilitation engages each person in the group process and speaks to a variety of learning and personality styles. The result is increased engagement, creativity, productivity, and memory recall.

## Matthew Tompkins

The University of Texas at San Antonio

Matthew was born and raised in Pennsylvania and came to Texas while serving honorably in the U.S. Army for eight years. He is currently a student of Architecture at The University of Texas at San Antonio, with a passion for “green” architecture, community, and social development. Matthew plans to continue his education as a graduate student while working for an architectural firm. He currently lives in San Antonio with his wife Lizette and their son Ian.

## Natalia Wieczorek

The University of Texas at San Antonio

Natalia is going to be entering her final year at UTSA in the Fall of 2008. Her goals after graduation include entering graduate school and pursuing a degree in Architecture with a concentration in Urban Design and Planning. She hopes one day to design civic and commercial buildings, and at least one skyscraper.