



# CITY OF BOERNE

## Arts & Culture

## Master Plan

2024  
—  
2029



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## SECTION 1

# Introduction



Dancers perform at Dickens on Main  
Courtesy of City of Boerne

## Introduction

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With a charming downtown, rich history and the natural beauty of the Texas Hill Country, Boerne, Texas is as unique as its name.

The City of Boerne (“City”) engaged Keen Independent Research in February 2024 to create a five-year Arts and Culture Master Plan to help guide City-wide efforts in supporting its creatives and enhancing the community’s quality of life.

### What is an Arts and Culture Master Plan?

An Arts and Culture Master Plan offers a city direction with planning and decision-making regarding arts and culture as drivers of economic development, safety and preservation of local history and heritage. The term “arts and culture” encompasses the visual arts, performing arts, museums, historical preservation efforts, City-run festivals and the ways that the community gathers to celebrate its identity.

### Why Invest in Arts and Culture?

Arts and culture drive economic development and support education and career success. They also contribute to a community’s safety and security. See Appendix C for more information on the value of investing in local arts and culture.

### How to Use this Plan

The Arts and Culture Master Plan will be primarily utilized by the City to guide decision making over the next five years. Individuals and cultural organizations can use this Plan to help guide their planning efforts, as well as highlight how their goals align with the Plan. The City’s Arts and Culture Master Plan is the result of a thorough community engagement process and builds upon previous City outreach, such as the citizen survey. It is not designed to pick winners or grantees, nor to develop specific programs. Instead, this Plan is a guide for the City to support its community through arts and culture.



## Introduction

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This five-year Arts and Culture Master Plan was made possible by the leadership and staff of the City, as well as Boerne's residents and community members. Special thanks to:

### City Council

- Mayor Frank Ritchie
- Ty Wolosin, District 1
- Sharon D. Wright, District 2
- Quinten Scott, District 3
- Bret Bunker, District 4
- Joseph Macaluso, District 5

### City Staff

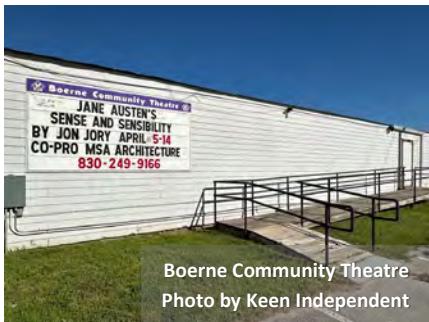
- Ben Thatcher, City Manager
- Kristy Stark, Assistant City Manager
- Danny Zincke, Assistant City Manager
- Nicholas Montagno, Operations Manager/ Special Projects

- Lissette Jimenez, Director of Parks and Recreation
- Chris Shadrock, Communications Director
- Mary Woods, Special Projects Manager

### Keen Independent Research

[www.keenindependent.com](http://www.keenindependent.com)

- Alex Keen, Principal
- Jennifer Tuchband, General Manager and Senior Consultant
- Dr. Roksana Filipowska, Consultant



Boerne Community Theatre  
Photo by Keen Independent



River Road Park  
Courtesy of City of Boerne



Display at the Old Jail Museum  
Photo by Keen Independent



Athena's Prayer by James Muir  
Courtesy of Art Al Fresco

## Background

Boerne is celebrated for preserving its Old-World charm while attracting businesses, talent and tourism. German heritage, introduced by immigrants during the 19th Century, continues to shape the city's culture through the German-style buildings that line Main Street and Berges Fest, an annual festival of music and food. This Plan defines the City's role in supporting existing arts and culture as an economic driver in a way that is unique to Boerne and rooted in its history and heritage.

### City Plans

Many of the City's plans identify goals and priorities that relate to arts and culture. For instance:

- **One third of the 1,200 respondents** to the Boerne 2023 Citizen Survey reported that using tax dollars towards beautification is one of their top priorities.<sup>1</sup>
- Most City plans present goals and strategies for improving Boerne's well-preserved **Historic District**, which the 2018 Master Plan refers to as "**the heart of Boerne.**"<sup>2</sup>
- Public art and placemaking can **improve mobility and increase safety.**

For an analysis of City plans and how arts and culture can help support existing City efforts, see Appendix B.



Downtown Boerne  
Courtesy of Southern Living

<sup>1</sup> Boerne 2023 Citizen Survey (2023). Retrieved on August 20, 2024 from <https://app.displayr.com/Dashboard?id=363e5dab-b012-4305-bd82-69f7b8e98fcc#page=b94acb96-8f0b-4a4e-a889-78fc4da62b14>

<sup>2</sup> Boerne Master Plan (2018). Retrieved on August 20, 2024 from [https://www.ci.boerne.tx.us/DocumentCenter/View/9546/Boerne-Summary-Plan\\_ADOPTED-180828](https://www.ci.boerne.tx.us/DocumentCenter/View/9546/Boerne-Summary-Plan_ADOPTED-180828)

## Methodology

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The following methodology was used to develop the findings and recommendations in this five-year Arts and Culture Master Plan.

Keen Independent conducted virtual and in-person stakeholder engagement with City leaders and staff, arts, culture and business leaders and community members. Over 250 people shared their perspective on the Plan through the following efforts:

- In-person public meeting;
- In-depth stakeholder interviews and focus groups;
- Virtual workshop survey;
- Virtual draft Plan presentation to the public; and
- Study hotline and email feedback.

Keen Independent also:

- Performed background research, including learning about Boerne's history and heritage;
- Conducted mapping and inventories of existing assets;
- Analyzed demographic and population trends;
- Reviewed existing City plans;
- Surveyed recommended practices for managing municipal public art collections; and
- Assessed the benefits of investing in arts and culture for city governments, as well as potential barriers to developing local arts and culture.





## SECTION 2

# Executive Summary



Downtown Boerne  
Courtesy of Film Boerne

## Key Findings

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This section describes the Arts and Culture Master Plan stakeholder and community engagement process and presents key findings.

### Stakeholder and Community Engagement

Keen Independent engaged Boerne residents and community members using a range of methods between February and September 2024.

**Stakeholder engagement.** The planning process included in-depth interviews and focus groups with over 50 stakeholders, including members of City Council, City staff, local community leaders, business owners, historians, artists, performers and creatives. Stakeholders were asked a series of questions, including how they describe Boerne's culture, strengths of art and culture in Boerne and markers of success regarding the City's support of art and culture.

**Community engagement.** Boerne residents and community members were invited to participate in multiple ways throughout the planning process.

**Public meetings.** Keen Independent facilitated an in-person discovery meeting in April 2024 and a virtual presentation of the draft Plan to residents and community members in September 2024.

**Virtual workshop survey.** Building off the findings in the Boerne 2023 Citizen Survey, Keen Independent developed a virtual workshop survey that focused on arts and culture. The virtual workshop survey was live from April 2 to May 12, 2024.

**Study email and hotline.** Residents and community members could provide feedback on art and culture in Boerne, as well as the planning process and the draft Plan, through the study email and hotline between April and October 2024. Keen Independent hosted a study website with the email and hotline for the duration of the project.

**Methodology.** Analyzed together, the community engagement tools provided a breadth of community perspectives on art and culture in Boerne, while the stakeholder interviews and focus groups offered depth and lived experience regarding developing, sustaining and supporting arts and cultural initiatives.

See Appendix E for an analysis of stakeholder and community engagement. Stakeholders and community members also provided feedback on the study teams mapping and asset inventories, which are discussed in detail in Appendix A.



## Key Findings — Culture

Boerne's culture is **refined while also being rooted in its heritage and the landscape of the Hill Country**. Boerne residents and community members provided input on the city's culture by answering such questions as: what makes Boerne unique? Figure 2-1 illustrates virtual workshop responses to this prompt while examples of stakeholder input are highlighted on the right.

*"Boerne is the filet mignon of Texas."*

*"The landscape, the spirit of philanthropy ... it's the people [that make Boerne] unique."*

*"The vibe of Boerne is a cute downtown with unique dining."*

2-1. Word cloud illustrating responses to the virtual workshop survey prompt "What makes Boerne unique?"



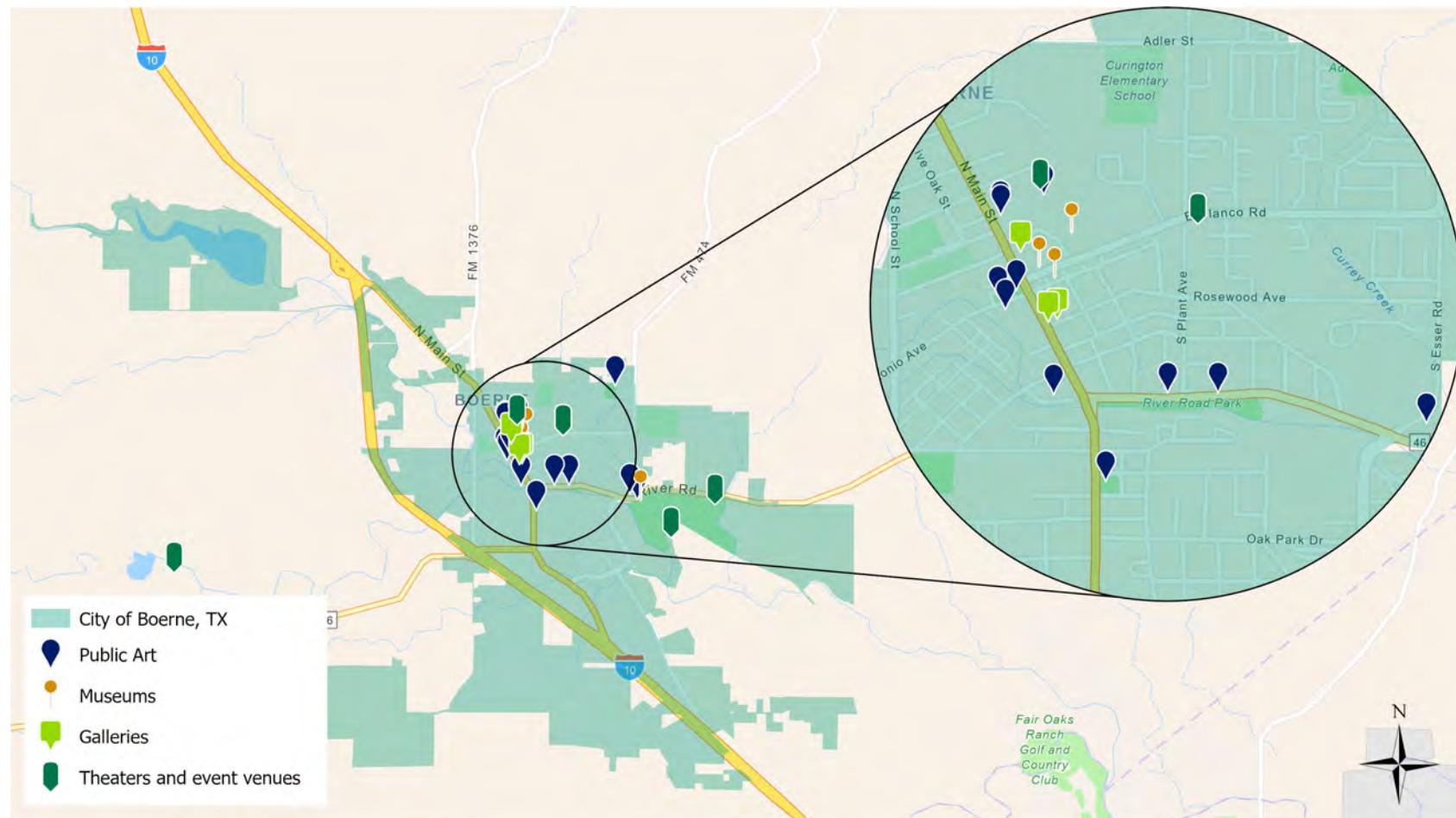
Note: N = 64.

Source: Keen Independent Research.

## Key Findings — Arts and cultural assets

Keen Independent conducted mapping and inventories of existing arts and cultural assets in Boerne through on-site visits and verified findings with City staff and stakeholders.

2-2. Map of arts and cultural assets in Boerne



Source: Texas Parks & Wildlife, NONANP, Esri, TomTom, Garmin, Foursquare, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, U.S. Census Bureau, USDA, USFWS, Keen Independent Research.

## Key Findings — Resident and community interest in arts and culture

Keen Independent asked Boerne residents and community members to rate their agreement to statements regarding art and culture in the virtual workshop survey. These statements were rated as Likert scales ranging from “strongly disagree” to “strongly agree.” Overall, survey participants expressed an interest in more art and culture in Boerne and see City government as having a key role in supporting arts and culture.

### Interest in More Art and Culture in Boerne

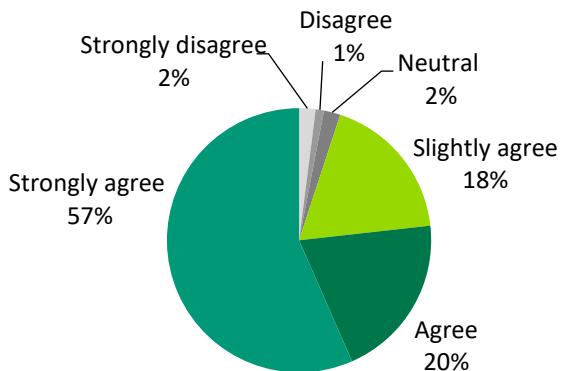
Of the Boerne residents who participated in the virtual workshop survey:

- **95 percent** would like to see **more art and culture** in Boerne (shown in Figure 2-3);
- **85 percent** would like to see **more functional design elements**, such as shaded structures in parks that include artwork or graphic elements;
- **81 percent** would like to see **more murals** in Boerne;
- **80 percent** would like there to be **more theaters and event spaces**; and
- **78 percent** would like there to be **more museums and galleries**.

### City Government Role in Supporting Arts and Culture

The study team also measured respondents’ perceptions of the City’s current arts and cultural efforts and asked whether they see the City as playing a key role in supporting arts and culture. Figure 2-4 shows that 79 percent of survey participants indicated that they agree that the City has a key role in supporting arts and culture. For more information, see Appendix E “Stakeholder and Community Feedback.”

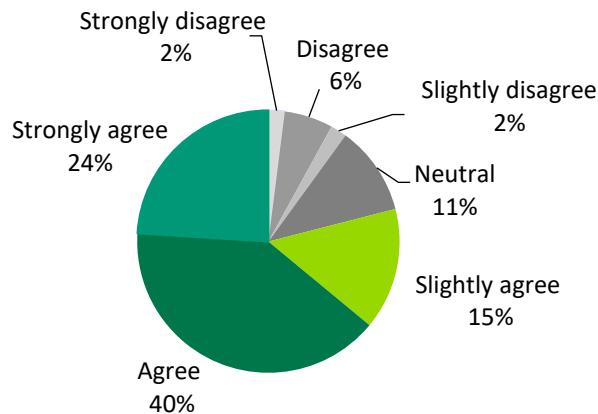
2-3. Virtual workshop survey responses to the prompt “I would like to see more art and culture in Boerne”



Note: N = 88

Source: Keen Independent Research.

2-4. Virtual workshop survey responses to the prompt “The City of Boerne (government) has a key role in supporting arts and culture”



Note: N = 88

Source: Keen Independent Research.

## Key Findings — Resident and community interest in arts and culture

Stakeholders and community members provided their ideas of what success looks like for arts and culture in Boerne. This shared vision features the City's important role of supporting and facilitating local arts and cultural initiatives.

### Markers of Success

A shared vision of success for City support includes the City approaching arts and culture as aligned with economic development, advocating for local efforts and intentional planning. The box on the right features quotes from stakeholders and community members.

**Arts and culture as driving economic development.** Boerne's residents and community members see art and culture as aligned with the city's economic development. Stakeholders indicated that they believe connecting local creatives with businesses and approaching arts and culture amenities as assets will drive the City's economic growth.

**Advocating for local efforts.** Stakeholders reported that they view the City advocating for local talent and efforts as a key marker of success. This includes highlighting existing arts and cultural, including historical preservation, initiatives in City marketing, as well as working to develop more resources, such as spaces for arts and culture, for local creatives, entrepreneurs and students to share their talents.

**Intentional planning.** Throughout engagement efforts, stakeholders and community members identified intentional planning as a key marker of the City's success. According to stakeholders, intentional planning can look like aligning arts and cultural initiatives with other City planning efforts, measuring progress and developing policies and procedures for managing the City's collections to follow industry standards and best practices.

*"Public art and placemaking really make a community."*

*"We need a strategy. You pay more when there is no strategy for arts and culture."*

*"Art and culture are an incubator to attract other resources to Boerne."*

*"It's not just about the art ... a space to take classes and meet people ... it's about the community we're building."*

*"We have to have the City behind this. To make Boerne an art community, we need more spaces for art downtown."*

*"Boerne is in a position to host people that come to celebrate not only Boerne but the greater Hill County area. We are becoming a regional hub."*

*"I'd love to see the City showcase Boerne's talented kids. The students have incredible talent."*

*"If we expose kids to the arts, they're never going to forget that."*

*"We need an intentional approach to arts and culture."*

*"Add public art in front of City Hall. It might help with traffic issues."*

*"I want to see Boerne's unique identity in the [public] art. We need to elevate our aesthetics."*

## Key Findings — City's goals and strategies

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Art and culture are closely related to the following City goals, which are discussed in its Master Plan, in particular:

- Foster a thriving and diverse economy; and
- Maintain Boerne's unique character through celebration of Boerne's culture, placemaking initiatives, vibrant community interaction and a diversified event calendar.

This Plan offers the following goals and strategies to help realize the shared vision of the City's role in supporting art and culture in Boerne while building off existing planning efforts.

The following three goals will focus the City's support of art and culture:

- 1. Foster a local art and cultural economy to enhance quality of life for all residents;**
- 2. Approach art and culture as tools for promoting safety and security; and**
- 3. Celebrate Boerne's history and heritage through placemaking.**

The City will achieve these goals through the following four strategies:

- 1. Listen to and engage local arts and cultural leaders and stakeholders;**
- 2. Highlight existing efforts and resources;**
- 3. Apply industry recommended practices to managing the City's collections; and**
- 4. Utilize and plan spaces for arts and culture.**

The City can use these goals and strategies to guide their efforts in executing the recommendations and the implementation plan in the following two sections of Arts and Culture Master Plan.



## SECTION 3

# Recommendations



*Bull* by Jeffie Brewer  
Courtesy of Art Al Fresco

## Recommendation 1. Promote local arts and culture

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Boerne has many existing arts and cultural assets and would benefit from City support and promotion.

### 1-1. Highlight local arts and culture in City marketing

Highlighting arts and culture in marketing materials would demonstrate how vibrant the community is, underscore to residents how integral the arts are to preserving Boerne's Main Street and small town feel and draw more tourism to the city.

Highlighting local arts and culture might look like:

- Spotlighting local arts and culture practitioners and organizations in City marketing;
- Providing residents regular updates on City arts and culture initiatives, including on historic preservation efforts;
- Installing banners on Main Street highlighting local art and culture; and
- Highlighting arts and culture in sample itineraries, such as a public art walk that also calls out local businesses, as well as a food and beverage crawl that prompts visitors to tour public art and placemaking.

### 1-2. Strengthen arts and culture representation in Community Calendar

The Community Calendar is already a great resource for community events in Boerne. Highlighting arts and cultural activities developed by local organizations in this calendar offers more exposure for these events.

Activating the Community Calendar through arts and culture might include:

- Identified dates when the Amphitheater is available for community use;
- A clear process for submitting information;
- Regular calls for information to include cultural arts organizations and community groups;
- Coordination of efforts with the Parks and Recreation Calendar, Visit Boerne and The Boerne Star; and
- Features of arts and cultural organizations or initiatives monthly or seasonally.

## Recommendation 1. Promote local arts and culture

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### 1-3. Explore art and culture as economic drivers

Not only can arts and culture contribute to the beautification of a city, but it can encourage economic activity. For example, individuals attending an event at a theater might go to dinner at a nearby restaurant before a show. For more information on how arts and culture can serve as economic drivers, see Appendix C.

Other examples of exploring arts and culture as economic drivers could include:

- Assess how many businesses on Main Street feature visual and performing art to identify the current role of art and culture among downtown businesses;
- Feature performances and exhibits held at local businesses on the Community Calendar to raise awareness;
- Analyze the economic impact of arts and culture in Boerne; and
- Participate in an upcoming Arts & Economic Prosperity study with the Americans for the Arts.

### 1-4. Integrate art and culture throughout City plans

City planning initiatives that integrate arts and culture could create opportunities for Boerne residents to enjoy arts and culture as well as experience it as an economic driver. For more information on how existing City plans already address, or impact, arts and culture, see Appendix B.

Integrating arts and culture into City plans may look like:

- Working with Special Projects to identify City initiatives where arts and culture are especially relevant and bolster the role of the cultural arts within those efforts;
- Improve safety and walkability through functional design, such as asphalt art on pedestrian crossings and murals on medians;
- Adding new and welcoming points of entry that integrate unique public art and functional design;
- Revitalizing the Historic District through arts and cultural initiatives; and
- Using this plan to support existing and future City plans.

## Recommendation 2. Celebrate Boerne's history and heritage through placemaking



Boerne has a rich history that deserves to be celebrated. The following objectives offer methods of highlighting the City's history and heritage.

### 2-1. Develop City-wide signage program of local history

Aesthetic signage reflecting Boerne's history and heritage at historically significant locations would demonstrate to residents and tourists that Boerne values its history. This is also an opportunity to involve the community in highlighting what stories and locations are important to them. Note that signage should still reflect Boerne's culture and tie into other wayfinding and signage throughout the city.

Examples of signage that highlights Boerne's history could include one, or a series, on the following topics:

- German heritage;
- Indigenous people to the region;
- Boerne's role as a refuge for European intellectuals;
- Boerne's status as a sanctuary for urban dwellers;
- Agriculture; and
- Native plants and wildlife.

#### Examples of placemaking:

- Small statues being placed on sidewalks in different neighborhoods of a city, each painted to reflect the unique identity of the area;
- Artists being invited to transform a busy city block into an art space by painting murals on the side of buildings;
- An overgrown park becoming a place for garden clubs, chess games, little-lending-libraries, live music and public art;
- An abandoned parking lot being transformed into a basketball court, outdoor drive-in movie venue or Farmers Market;
- An empty lot becoming revitalized through a community garden; and
- An unused lawn of a public building reimagined as a community gathering space by setting up picnic tables and inviting local food trucks.

## Recommendation 2. Celebrate Boerne's history and heritage through placemaking

### 2-2. Use art and culture to draw residents and tourists to Main Street

This is an opportunity to tie arts and culture into current urban planning initiatives such as the Urban Corridor Design Guide to provide a function of providing guidance and direction while adding to City aesthetics.

Arts and culture-related strategies that could draw residents and tourists to Main Street include:

- Directional sculptures and murals at key intersections to identify the direction towards Main Street;
- Installing public art to attract residents and visitors to key locations;
- Organizing events, such as an arts festival, to encourage movement on foot along the street;
- Continuing to revitalize historic buildings through preservation efforts; and
- Adding and updating decorations to Main Street structures seasonally to celebrate holidays, changing seasons, community events, etc.



## Recommendation 2. Celebrate Boerne's history and heritage through placemaking

### 2-3. Support the City of Boerne Fire Department in displaying artefacts of resident service

The City of Boerne Fire Department is invested in highlighting the history of citizen service through art and culture.

Supporting the Fire Department in this goal may look like:

- Preserving historic engines, objects and archives;
- Installing glass windows on facilities to ensure pedestrians on Main Street can view at least one historic engine; and
- Organize open house events that showcase historic engines, objects and archives through interactive activities.

### 2-4. Activate parks and trails through functional design and public art that emphasizes place

Keen Independent found that 74 percent of virtual workshop survey participants would like to see more arts and culture in parks and trails. Integrating arts and culture in parks and trails may include:

- Ensuring that each park and trail has a unique identity through intentional signage, design elements and public art;
- Installing temporary artwork on fences, such as textile and printed signs to activate walls;
- Incorporating functional art and design into equipment and amenities such as benches, shade structures, and creative play equipment and exercise stations; and
- Introducing shaded structures, such as pavilions, to support community gatherings.



## Recommendation 2. Celebrate Boerne's history and heritage through placemaking

### 2-5. Approach agriscience as an element of Boerne's culture

Boerne is rich in agricultural history. The AgriCultural Museum & Arts Center contains a blacksmith shop, a woodworking shop, a pioneer house, a wagon house and many outdoor and indoor exhibits that showcase antique farm machinery and implements. Boerne Independent School District (BISD) operates an Ag Barn and Animal Science Center. There is ample opportunity to celebrate agriscience as a key component of Boerne's culture.

Approaching agriscience as an element of Boerne's culture may look like:

- Encouraging partnerships between the AgriCultural Museum & Arts Center with BISD to highlight agriscience continuity;
- Collaborating with community partners to streamline initiatives related to agriscience;
- Featuring agriscience in City marketing materials;
- Installing functional design with relevant motifs at key locations to highlight agriscience;
- Updating and developing City-wide events to highlight agricultural heritage and science; and
- Enhancing amenities to host agricultural and events.



Painting al Fresco at the AgriCultural Museum & Arts Center  
Courtesy of City of Boerne



Performance at the Patrick Heath Public Library Amphitheater  
Courtesy of City of Boerne

## Recommendation 3. Participate in partnerships

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We are stronger when we work together. Build new and enhance existing partnerships through the following objectives.

### 3-1. Support schools in arts and cultural efforts

Supporting children's talent and appreciation for arts and culture could encourage their future support and investment in arts and culture. In addition, demonstrated City support of students' creative works could deepen the students' connection with the Boerne community.

Supporting schools in arts and cultural efforts may include:

- Featuring student talent and artwork at City facilities and events;
- Highlighting career development opportunities, such as mentorships, internships and scholarships;
- Including student performance groups at City events; and
- Explore expanding BISD facilities to serve both students and the broader Boerne community.

### 3-2. Consider ways to bolster preservation efforts through the Historic Landmark Commission

The City of Boerne Historic Landmark Commission plays several important roles in the city, including reviewing applications for historic landmark designation and making recommendations to the Planning and Zoning Commission pertaining to the Historic District. Highlighting the Commission's role and scope can inform Boerne residents and community members of current and planned preservation efforts.

The City can bolster preservation efforts through:

- Highlighting role and current projects of the Historic Landmark Commission in marketing materials;
- Encouraging The Boerne Star to regularly provide updates on historic preservation in Boerne and the activities of the Historic Landmark Commission;
- Training Commissioners in outreach and resident engagement; and
- Maintaining a process for receiving and responding to resident feedback.

## Recommendation 3. Participate in partnerships

### 3-3. Explore opportunities to collaborate with local nonprofits

Maintaining an open dialogue with local nonprofits is a key ingredient to collaboration, sharing resources and ensuring mutual success. Local nonprofits typically have connections with parts of the community that a City may not, and they could be a great means for gathering feedback and making connections with those community members to better ensure that City initiatives reflect the needs of all Boerne residents.

Collaboration with local nonprofits may look like:

- Engaging local arts and cultural organizations in more events and initiatives that are organized by City;
- Coordinating event dates so that City and nonprofits do not encounter scheduling conflicts and are not forced to compete for audiences;
- Maintaining and updating an inventory of local nonprofits to ensure all active arts and culture nonprofits are engaged;
- Holding networking/mixer/listening events for arts and cultural entities and individuals to get together, network, exchange ideas and maintain open and regular dialogue;
- Highlighting City resources available to local nonprofits and directing communication about these resources to them; and
- Contacting representatives of local nonprofits that serve diverse communities for feedback on arts and cultural initiatives during the planning stage.



Yoga class on the Main Plaza  
Courtesy of Boerne Parks and Recreation



Boerne Village Band  
Courtesy of City of Boerne

## Recommendation 4. Develop policies and procedures related to arts and culture

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### 4-1. Create an Art in Public Places Policy

An Art in Public Places policy can provide guidance on what is considered public art, how pieces are commissioned and deaccessioned and how to maintain the collections through conservation planning. Having a formal policy in place is necessary to the City's role as a steward of municipal collections.

An Art in Public Places Policy should include:

- Definition of public art that includes genres beyond murals and sculpture, and which differentiates between murals and commercial signage;
- A streamlined and transparent decision-making process that involves opportunity for community members to provide input;
- Language that addresses support for the commission of projects by local artists;
- Sustainable funding mechanisms for art in public places; and
- Guidelines for conservation planning.

### 4-2. Identify City facilities for displaying public art

Public art, which includes performance and craft, can be installed, or experienced, outdoors or indoors. Identifying City facilities for public art can activate unused space and expose staff and community members to local talent and culture while going about their day, such as working or running errands.

This recommendation might include:

- Assessing existing facilities for their potential to display and showcase public art;
- Collaborating with the Patrick Heath Public Library to coordinate public art initiatives;
- Conducting a feasibility study of facilities that may benefit from updating or renovation;
- Ensuring public art in City facilities is accessible to residents and visitors both in terms of physical accommodation and messaging; and
- Planning displays at least two years in advance to ensure time to engage community leaders as appropriate.

## Recommendation 4. Develop policies and procedures related to arts and culture

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### 4-3. Develop curatorial guidelines

The literature review of City plans in Appendix B shows that public art and functional design are integral to the City's long-term planning. The Urban Corridor Design & Enhancement Guide, for instance, proposes a tactic for presenting Boerne's unique identity through the deployment of a "kit of parts," which includes landscape, hardscape, lighting, art and artefacts, and messaging.<sup>1</sup> Developing curatorial guidelines will ensure that the art and artefacts featured in the "kit of parts" are appropriate to each location, representative of Boerne's rich history and local talent, and varied to ensure that the art is unique and inspiring rather than redundant.

Development of curatorial guidelines should include:

- Cataloging existing installed art and artefacts by medium, subject, material and artist background to ensure variety in collection and across the city;
- Considering site specificity of each location;
- Designing parameters, such as scale or subject matter, for artists on commissions while remaining open to artistic interpretation;
- Requiring artists to submit a conservation plan as part of their commission; and
- Including a community review process on select projects.



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<sup>1</sup> City of Boerne Urban Corridor Design & Enhancement Guide (2024). Retrieved on July 18, 2024 from <https://www.ci.boerne.tx.us/DocumentCenter/View/24022/Urban-Corridor-Design-and-Enhancement-Guide-4>.

## Recommendation 5. Plan for the future

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### 5-1. Consider developing a Public Art Master Plan

As the City continues to develop its public art collection, a Public Art Master Plan can serve as a guiding framework for future growth. The City can develop this Plan internally or hire a consultant.

An impactful Public Art Master Plan will involve a(n):

- Evaluation of existing collections management, including assessing condition of artwork and efficacy of any policies and procedures;
- Robust engagement of stakeholders and community members; and
- Review of existing and possible funding mechanisms for public art.

### 5-2. Identify sites for arts and culture amenities and events

Throughout the planning process, Boerne residents and community members stated that spaces for arts and culture foster community, encourage entrepreneurship and attract businesses and visitors.

The City can identify sites for arts and culture amenities and events by:

- Conducting one or more feasibility studies to assess possible sites;
- Considering which locations can contribute to walkability and safety if arts and cultural amenities were introduced;
- Engaging residents to gather feedback on preferred sites, such as through a survey or as part of local elections; and
- Supporting local business owners who are interested in showcasing arts and culture by offering incentives and maintaining an accessible process for obtaining permits for murals, for instance.

## Recommendation 5. Plan for the future

### 5-3. Explore possible district designations in Boerne

Boerne's Historic District was designated by City Council to protect and preserve the historical, cultural and architectural character of the district. During the planning process, some stakeholders and community members stated an interest in one day establishing a Cultural District in Boerne that would eventually be eligible for funding and grants through the Texas Commission on the Arts.

The City can explore possible district designation by:

- Identifying benchmark cities with one or more designated cultural districts and researching how designation has impacted the community;
- Asking residents whether there is an interest in district designation as part of the 2026 Community Survey;
- Establishing the district, if there is resident support; and
- Pursuing the process for State recognition of the district.<sup>2</sup>



<sup>2</sup> Cultural Districts Program (2024). Texas Commission on the Arts. Retrieved on August 20, 2024 from <https://www.arts.texas.gov/initiatives/cultural-districts/>

## Recommendation 5. Plan for the future

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### 5-4. Develop sustainable funding sources for arts and culture

Sustainable funding is a key component for a thriving art and cultural ecosystem. The City can develop sustainable funding sources for arts and culture by:

- Assessing existing available funding sources;
- Considering restructuring an existing taxes, such as the Hotel Occupancy Tax, and directing a portion towards art and culture;
- Encouraging local nonprofits to conduct a philanthropic study to identify potential for cultivating arts patrons; and
- Explore introducing a percent for art program, where a City capital construction project costing more than \$250,000 contributes up to one percent of the cost of the project towards public art.<sup>3</sup>

### 5-5. Identify an Arts and Culture Administrator to coordinate City arts and cultural initiatives

As the City continues to expand its arts and cultural offerings and Boerne increasingly becomes a cultural hub of the greater Texas Hill Country region, identifying an Arts and Cultural Administrator could streamline City arts and cultural initiatives.

An Arts and Culture Administrator would serve as a:

- Coordinator for all City arts and cultural initiatives;
- Contact person regarding all City arts and cultural initiatives for Boerne residents and community members; and
- Staff liaison to the Arts and Culture Board or Commission, if the City forms such a Board or Commission.

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<sup>3</sup> Public Art (2024). Texas Commission on the Arts. Retrieved on August 20, 2024 from <https://www.arts.texas.gov/initiatives/public-art/>



## SECTION 4

# Implementation Plan



Detail of Big Red Barn at the AgriCultural Museum and Arts Center  
Courtesy of Film Boerne



## 4. Implementation Plan

The following matrix provides guidance for implementing each recommendation along with a timeline and checklist for completion. The “lead” column identifies the City department responsible for driving the initiative.

Recommendation	Lead	Collaborators	Start By	Interim Goal (by 2027)	Stretch Goal (by 2029)
<b>1. Promote local arts and culture</b>					
1-1. Highlight local arts and culture in City marketing	Communications	Visit Boerne	2024	Local arts and culture are featured at least quarterly in City marketing materials	Most City marketing materials feature local arts and culture to show they are integral to Boerne's identity and appeal
1-2. Strengthen arts and culture representation in Community Calendar	Community Calendar	Communications	2024	Most local arts and culture organizations and initiatives use Community Calendar online submission portal to promote events on calendar	Residents and tourists use the Community Calendar to plan arts and cultural activities in Boerne and City has a 20% increase in calendar usage as compared to the 2024 rate
1-3. Explore arts and culture as economic drivers	Special Projects	Visit Boerne	2025	City tracks which local businesses feature arts and culture and promotes their efforts	City conducts economic impact study of local arts and culture
1-4. Integrate arts and culture throughout City plans	Special Projects	City Council	2025	Arts and Culture Master Plan is referenced in City's other planning efforts	City planning documents contributes to more resources, such as spaces, for local arts and culture

## 4. Implementation Plan

Recommendation	Lead	Collaborators	Start By	Interim Goal (by 2027)	Stretch Goal (by 2029)
<b>2. Celebrate Boerne's history and heritage through placemaking</b>					
2-1. Develop City-wide signage program of local history	Special Projects	Library, Parks & Recreation and Communications	2025	City has a process for identifying and highlighting historically significant locations and has installed at least three signs	City has at least 12 signs installed in historically significant locations with input from Boerne residents and community members
2-2. Use art and culture to draw residents and tourists to Main Street	Special Projects	Visit Boerne	2024	City implements the aesthetic guidelines from the Urban Corridor Design Guide to bolster Main Street's unique charm	Main Street's annual visitation increases by at least 20%
2-3. Support the City of Boerne Fire Department in displaying artefacts of citizen service	Fire Department	Special Projects	2025	Fire Department displays archival photographs of citizen service and City promotes the displays in marketing materials	Fire Department displays antique engines that are accessible to the public
2-4. Activate parks and trails through functional design and public art that emphasize place	Park & Recreation	Special Projects	2025	At least three parks have functional design installations or public art	Most parks and trails showcase functional design installations and/or public art that highlight their unique identity
2-5. Approach agriscience as an element of Boerne's culture	Special Projects	Community partners	2025	City promotes current and/or historic agriscience in marketing materials and has at least one sign or functional element installed that highlights agriscience	City supports at least one festival or event that celebrates local agriscience

## 4. Implementation Plan

Recommendation	Lead	Collaborators	Start By	Interim Goal (by 2027)	Stretch Goal (by 2029)
<b>3. Participate in partnerships</b>					
3-1. Support schools in arts and cultural efforts	Special Projects	Library and BISD	2025	City and BISD have bi-yearly standing meetings to discuss arts and cultural initiatives	At least three City-run annual events feature arts and culture by local students
3-2. Consider ways to bolster preservation efforts through the Historic Landmark Commission	Planning Department	Communications	2025	Planning Department invests in extra training and education related outreach and resident engagement	City highlights Planning Department activities at least quarterly and has clear process for residents submitting feedback on historic preservation efforts
3-3. Explore opportunities to collaborate with local nonprofits	Special Projects	Hill Country Council for the Arts and others	2024	City hosts bi-yearly meetings open to all local arts and cultural entities to exchange information and foster collaboration	City engages local arts and culture organizations in planning initiatives, which result in increased resources for practitioners and administrators

## 4. Implementation Plan

Recommendation	Lead	Collaborators	Start By	Interim Goal (by 2027)	Stretch Goal (by 2029)
<b>4. Develop policies and procedures related to arts and culture</b>					
4-1. Create an Art in Public Places Policy	Special Projects	City Council	2025	City has an Art in Public Places Policy to ensure transparent process for collecting, reviewing and displaying public art	At least three artworks are installed by City following the Art in Public Places Policy and City staff review policy every two years to make appropriate updates
4-2. Identify City facilities for displaying public art	Special Projects	Library	2025	City has a written process for displaying public art in City facilities and has at least one display installed	City is displaying public art in at least three City facilities and has a display calendar scheduled two years out
4-3. Develop curatorial guidelines	Special Projects	City Council and Parks & Recreation	2025	City has public review process for identifying new locations for public art in the public domain	City displays public art in the public domain various media, that is made by diverse local artists and which displays variety in artistic approaches

## 4. Implementation Plan

Recommendation	Lead	Collaborators	Start By	Interim Goal (by 2027)	Stretch Goal (by 2029)
<b>5. Plan for the future</b>					
5-1. Consider conducting a Public Art Master Plan	Special Projects	City Council	2025	City conducts Public Art Master Plan if there is a need for unified direction and/or growth	City staff works with a Council-appointed group of residents to oversee public art commissions, curation and management
5-2. Identify sites for arts and culture amenities and events	Special Projects	City Council, Planning and Parks & Recreation	2026	City conducts feasibility study to repurpose and/or renovate existing spaces for arts and culture	City has repurposed and/or renovated at least three identified sites for arts and culture
5-3. Explore possible district designations in Boerne	Special Projects	City Council	2026	City asks question as part of the 2026 Community Survey whether there is interest in district designations	City has a new designated district and begins process for State recognition
5-4. Develop sustainable funding sources for arts and culture	City Manager	City Council	2026	City has explored new mechanisms for identifying sustainable funding for art and culture	City has explored introducing a Percent for Art program
5-5. Identify an Arts and Culture Administrator to coordinate City arts and cultural initiatives	City Manager	City Council	2027	City designates staff to coordinate City arts and cultural efforts	Arts and Culture Administrator works with local arts and cultural organizations to align efforts between City and community



## SECTION 5

# Appendices

Boerne mural by Circle H Signs  
Keen Independent Research

## Section 5. Summary of Appendices

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Keen Independent provides supporting appendices for more detailed analysis. The appendices inform the summary report.

### Market Analysis

Appendix A provides an analysis of the demographics of Boerne as they compare with national averages, as well as population forecasts. This appendix also provides a map of existing arts and cultural assets in Boerne along with inventories, including of arts and cultural facilities.

### Literature Review of City Plans

Appendix B is a summary of the City's current plans and ordinances with key considerations for initiatives that include or impact arts and culture. Analysis includes the 2018 Boerne Master Plan, Mobility Master Plan, the Urban Corridor Design and Enhancement Guide and others. The City can use this analysis to align recommendations from this Plan with other City plans.

### Literature Review of Benefits to Investing in Arts and Culture

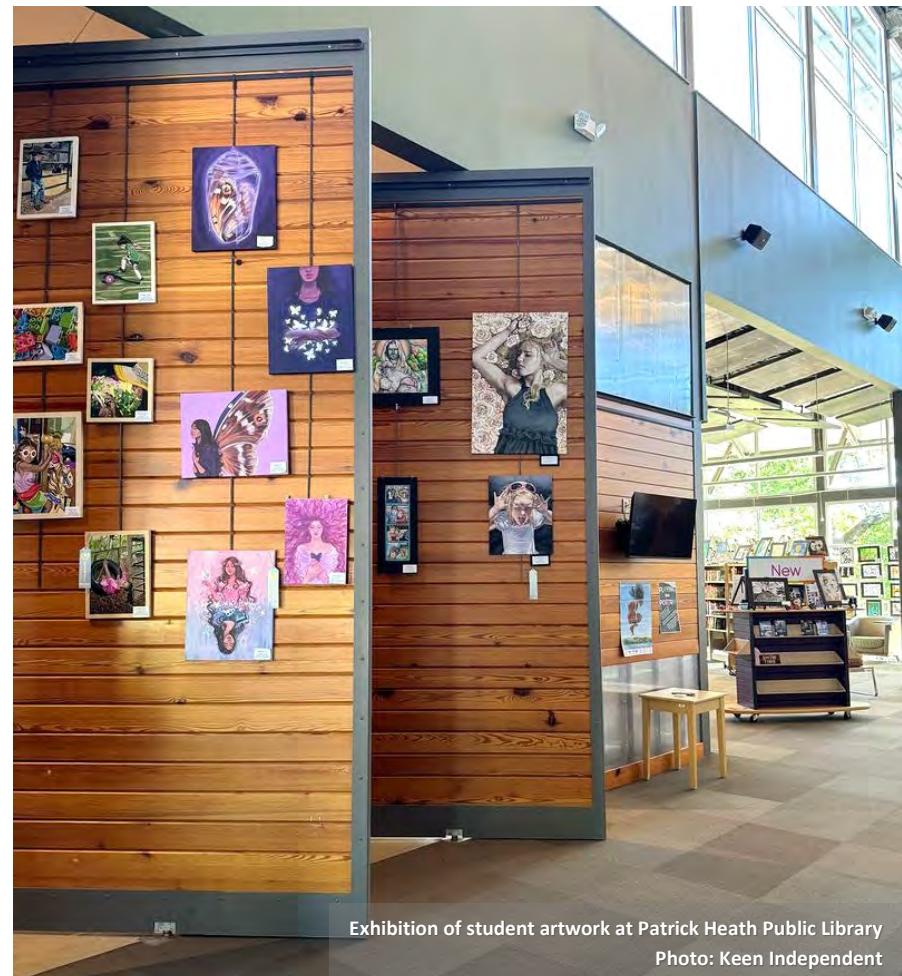
Appendix C features a literature review of the benefits that often coincide when a city invests in arts and culture, as well as an overview of the barriers that prohibit the development of arts and culture.

### Art in Public Places Recommended Practices

Appendix D gathers best practices for managing municipal collections of public art, focusing on developing an art in public places policy (AIPPP) with a public review process and conservation planning.

### Stakeholder and Community Feedback

Appendix E provides an overview of stakeholder and community engagement activities conducted throughout the planning process, including in-depth interviews and focus groups, public meetings, a virtual workshop survey and feedback submitted through the study email or hotline.



Exhibition of student artwork at Patrick Heath Public Library  
Photo: Keen Independent



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