

DOWNTOWN REVITALIZATION PLAN

Downtown Kyle is the oldest part of the City, with historic built fabric and local character, and also one of the keys to the future vision of Kyle established by its citizens in the comprehensive planning process. Downtown's street grid, the historic commercial buildings, and residences set it apart from the rest of today's growing City, which is predominantly residential in character with areas of commercial concentration. While the heritage character of Downtown is unique today, the district must address existing challenges in order to ensure that new public and private development reinforce and strengthen the character, even as the district is reborn to serve as a thriving commercial and civic center of the City of Kyle.

The intent of the Downtown Revitalization Plan is to identify and document critical issues facing Downtown today, present strategies and initiatives that will address those issues, and to assemble a toolkit of implementation approaches. Downtown Kyle presents a remarkable opportunity to establish a district of civic identity that citizens of Kyle and visitors will reference to define the City and its culture.

HISTORY

Kyle was founded in 1880 on 200 acres of land donated to the International-Great Northern Railroad by local landowners Fergus Kyle and David Moore. The local economy was dominated by agriculture, and the new railroad opened up new markets for goods produced in and around Kyle. The original town plat contained eighteen blocks, which were auctioned off under the Kyle Auction Oak, which still stands on Sledge Street. Commercial and residential lots were sold, and the first business opened soon after on the public square.

While new commercial development was made possible by the arrival of the railroad, the economic engine of Kyle remained agriculturally-oriented. As an agricultural community, Kyle's downtown served the needs of the City's population and the infrastructural demands of the goods and services exchanged there. Given this level of economic exchange, Downtown developed to serve Kyle's population of several hundred to a few thousand people and to direct their goods to market via rail connections to regional cities. Rural residential housing types dominated, with a few local businesses present. This Downtown character continues to the present time, with some additions to the built fabric placed on the same street grid and infrastructural base that has been in place since Kyle was founded.

The advent of the automobile influenced a new spatial reality for urban development, with new road widths, turning radii, demands for parking spaces, and traffic control measures necessary to direct the flow of automobiles. With the new built environment also came new patterns of accompanying economic development, with new commercial forms oriented to sites along high-volume roadways. Interstate 35 was completed in Central Texas in the 1960s, which brought higher speed travel and new volumes of automobile traffic to the alignment formerly occupied by the old U.S. 81 corridor that passed directly adjacent to Downtown Kyle. New commercial development in Downtown did not accompany the arrival of I-35 to a significant degree, due to the small population of Kyle and the lack of developable land to be easily and cheaply assembled for commercial development scaled to the demands of the age of the automobile. The historic residential fabric and limited commercial uses of Downtown Kyle therefore remained essentially unchanged.

Despite limited new development, Downtown Kyle continues to play an important role in the civic and cultural functions of the City. Kyle's City Hall, constructed within the downtown area, is evidence of this sustained meaning. However, the core area's unique spatial conditions, coupled with the dominance of a single traffic spine, hinder economic development efforts aimed at attracting conventional development investment. Downtown's special and historic qualities and the desire to preserve them make it increasingly difficult for the downtown area to compete with areas offering greater visibility, access, and traffic movement convenience. Therefore, downtown Kyle must attract a more specialized form of investment by encouraging a more specialized form of retail. However, even this investment requires resolution of certain hindrances to development. These include the barrier presented by the rail line, congestion along Center Street, and awkward parcel configuration in land adjacent to Interstate 35. Recommendations for revitalization of downtown Kyle must set out a series of physical initiatives, programmatic endeavors, and implementation strategies that preserve the best of what history has provided and remove key impediments that restrain downtown's ability to attract investment.

The built fabric of the town as drawn in the original plat largely remains, and even today the Auction Oak, public square, and historic residential and commercial buildings are present in Downtown Kyle. The qualitative feel of the City is of a rural residential township, where single family houses are the dominant land use, along with a small commercial strip.

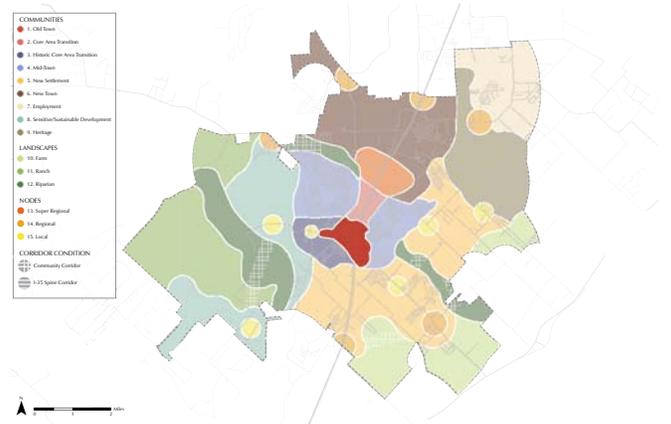


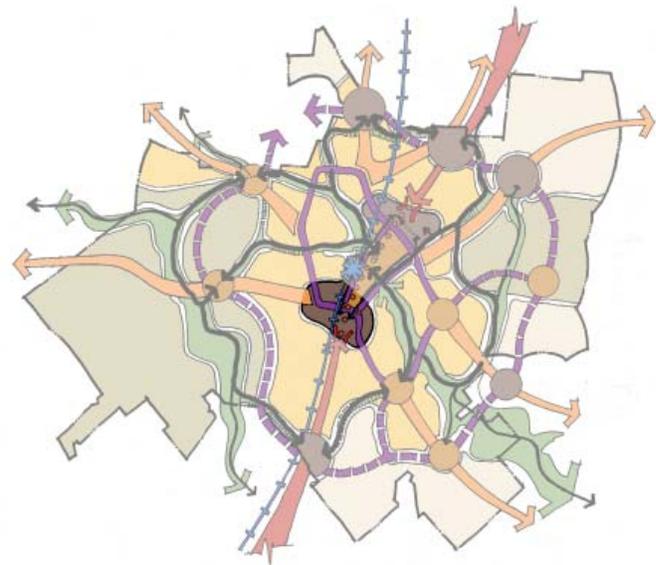
Figure 1. Downtown Kyle in the Land Use Plan.

FUTURE ROLE

The vision for downtown Kyle is rooted in the Goals that grew out of the community's input and participation in three Comprehensive Plan Workshops. Downtown is a living reference to the past, a district central to Kyle's present, and a keystone district for the future growth and development of the City. This essential centrality is evidenced in the breadth of Goals that address issues related to downtown Kyle. Many of the Goals also relate to the entire City and the role to be played by Downtown Kyle in the future of Kyle.

The Planning Framework calls for articulation of the Downtown as an anchor to the commercial and community core of Kyle, while reinforcing its historic significance. The convergence of the transportation network within Downtown adds an additional element of complexity to this area.

Interstate 35 delivers value to Downtown in the form of automobile traffic and the consumer demand and spending power associated with that flow. The Framework references the need for a roadway system to connect these regional flows with local traffic, distributing the value throughout Kyle and not limiting the potential for economic value capture to the interstate frontage. A loop road system is present, connecting Downtown Kyle with other regional and local nodes in the City. Pedestrian movement, which is vital to a thriving Downtown, is enhanced via a network of pedestrian routes that converge in Downtown Kyle.



Downtown Kyle in the Planning Framework graphic.

- Goal 3. Connect Downtown Kyle to surrounding neighborhoods.
- Goal 8. Create integrated and inter-connected mixed use districts.
- Goal 20. Encourage regional centers that include public facilities.
- Goal 23. Encourage trail system connections to the Downtown and other commercial centers.
- Goal 45. Improve accessibility for residents to local goods and services.
- Goal 46. Establish commercial centers that provide transition between commercial and residential use.
- Goal 58. Preserve the uses and character of Downtown Kyle.
- Goal 72. Provide linkages between Downtown and new commercial centers.
- Goal 74. Reduce current traffic congestion and promote a street identity that remembers the rural heritage of Kyle.
- Goal 76. Reduce congestion in the Downtown area by providing alternate routes and improving linkages to other commercial areas.
- Goal 83. Utilize sidewalks to connect residential areas to commercial areas and other destinations.

Figure 2. Strategic Community Goals related to downtown revitalization.

EXISTING CONDITIONS

Downtown Kyle is a representation of the historic fabric of the original settlement of the City, including single-family residential fabric and a small strip of commercial uses. This positions Downtown as a point of interest in Kyle, but does not promote Downtown's emergence as a destination. Downtown should not seek to compete with the regional node that includes Seton Hospital but should seek to define itself as an integrated community with destination significance.

Other challenges imposed by the existing urban form relate to its isolation from other districts of the City and surrounding regional centers. Downtown lacks a convenient connection to I-35, which impedes the ability to benefit from proximity to the interstate. It also heightens traffic congestion along Center Street and cuts Downtown off from many other areas of Kyle. In addition to isolation, Downtown offers few true amenities for patrons and lacks critical commercial mass to successfully serve as a commercial destination. The number of vacant lots, the lack of visual continuity, the lack of clear

edges, and the dissipation of commercial land uses around the railroad track all detract from its destination potential. Without place-making characteristics such as edges, portals, landmarks, nodes, and paths to stitch the interesting pieces of Downtown Kyle together into a destination and specialized commercial center, the district has little opportunity to fulfill the need for a unique place in Kyle.

Another area of concern relates to the voids in the urban fabric and divisions inserted by the railroad line and I-35. Each of these transportation corridors divides the Downtown, creates irregular land parcels, and exacerbates the lack of cohesion and traffic problems in the district. The lack of a coherent street hierarchy and a street grid uninterrupted by transportation corridors of a larger size, along with their associated irregular parcels, makes land assembly for development difficult and creates a challenge to economic value capture and commercial viability in Downtown Kyle. Therefore, a unique form must be defined for downtown, requiring a more specialized type of commercial/retail investment.

Only specialized forms of development will find a place in Downtown, and the future success of Downtown Kyle will be found in higher degrees of specialization. Figures 3 and 4 illustrate the relationship of specialized uses and determined duration of stay. Figure 4, in particular, shows how components of the Downtown Plan relate directly to duration of stay.

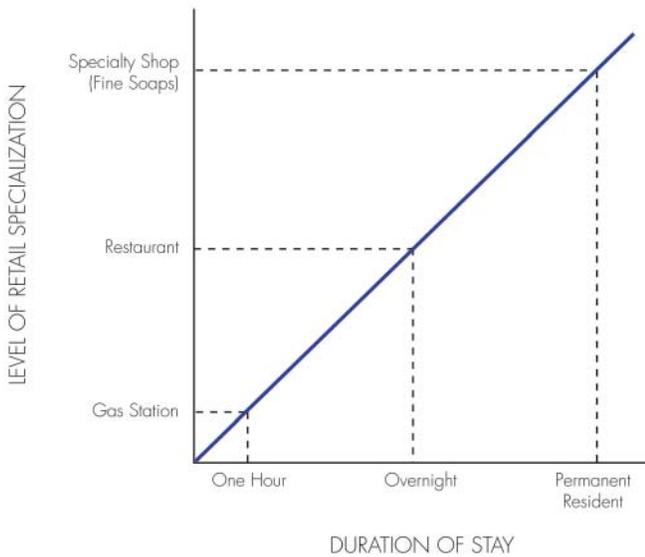


Figure 3. Duration of stay influences the level of retail specialization.

Downtown Plan Components

<u>Duration of Stay</u>	Connections	Plaza	Thematic Streets	Use Clustered Sub Districts	Events, Festivals	Local Scale Retail
four hours						
overnight						
housing						

Figure 4. Elements of downtown revitalization that impact duration of stay.

In order to create a Downtown that is a cohesive point of interest functioning as a commercial and civic node, the following issues must be addressed:

- Locational disadvantage causing lack of significance and character within the City
- Cognitive isolation from other districts in the City
- Low levels of service
- Lack of nodal intersection
- Lack of destination due to voids in urban fabric



APPROACH

In order to address the various challenges facing Downtown Kyle, it is necessary to formulate a body of strategic objectives which in turn will serve to further organize and direct the Downtown Revitalization Plan towards assembly of a toolbox of implementation approaches to ensure success. While numerous impediments to commercial development and economic value capture currently confront Kyle, the character of the impediments is largely similar and interrelated. Correspondingly, a family of related strategic objectives will address the impediments and establish Downtown Kyle as a specialized commercial node with significant civic presence and cultural identity for the City.

Improving Downtown’s locational advantage and significance as a commercial and civic destination is a primary objective, and can be addressed by connecting Downtown streets to each other and a larger grid of transportation corridors such as I-35 and its access ramps. Redefining and extending the existing Downtown street grid to the edge of I-35 and across to the eastern side of the interstate would provide additional connectivity, as well as additional reliever routes to mitigate traffic congestion. This approach would also activate and enliven what are now second-tier streets in relation to Center Street, which would help the district and its commercial viability as a whole. A connection from Center Street that

bridges I-35 and flows into a regional road network on the east side of I-35 allows for greater potential value capture.

The void in Kyle’s urban fabric caused by the railroad line and I-35 can be bridged through the creation of a rail plaza, in which the existing Center Street crossing is reconfigured to create a large public space, streetscape, and pedestrian trail within one unified ground plane. This is represented by the green area in Figure 6. The rail plaza addresses the void and allows for the spatial relationship between City Hall and the traffic flows of Center Street and the rail line to co-exist within a new organizing feature that is accessible to pedestrians as well. The plaza would be an identifiable and iconic place that supports the goals of the Comprehensive Plan process and knits together Downtown’s disparate urban forms and uses. Such a crossroads creates a destination for people and commerce and resolves conflicts between Downtown and the railroad by making the present under-utilized space a meaningful centerpiece for future development.

Additional public spaces in Kyle, both existing and newly proposed, must be incorporated into the central identity of Kyle as well. Public open spaces at the center and termini of the Downtown spine of Center Street would work in conjunction with an improved streetscape experience and

Issue	Resolution	Outcome
Lack of destination due to voids in urban fabric	Create identifiable plaza at major intersection: place along rail corridor and Center Street maintain unified ground plane	Creates spatial relationship between existing buildings, streets and rail line Becomes destination for future development Knits together urban forms and uses
Locational disadvantage causing lack of significance and character within the City	Create public spaces and provide enhanced streetscapes: place along major spine (Center Street) as center and termini use special monumentation, signage, paving and landscaping	Creates unique sense of place one can identify
Lack of nodal Intersection	Connect downtown street grid across interstate: allow secondary streets in relation to Center Street to connect to east side of I-35	Allows for greater potential value capture in the Downtown district as a whole Creates energy and critical mass
Low levels of service	Connect downtown street grid to larger grid of transportation : join grid to service roads extend grid to east side of I-35	Creates easier access in and out of Downtown Alleviates traffic congestion Connects to regional districts
Cognitive isolation from other districts in the City	Connect downtown development and civic presence: create pedestrian connections create public spaces	Knits together urban forms and uses of the Downtown district to regional districts

Figure 5. Top Five Issues, Resolutions and Outcomes, Downtown Kyle.

defined district identity to knit the whole of Downtown together. As Downtown is currently contained by residential fabric on its western edge, in order to grow it must expand to the east. A new public space to the east of I-35, along with an improved historic City Square, would form termini to the central spine of Downtown. Each of these two could be marked by entry monumentation. The five major issues, resolutions and outcomes are described in Figure 5.

The identity of Downtown and its character must also relate to the rest of the City of Kyle and surrounding context. Along with the new rail plaza and open spaces, a pedestrian trail that connects to a wider network would move through Downtown along the rail right-of-way. Even as Downtown connects to the City through improved vehicular and pedestrian corridors, the district must maintain its distinct identity and level of commercial specialization. Downtown must function in relation to the regional node at Seton Hospital so that these two endpoints define a district in between oriented to complementary economic value capture from I-35. Figure 6 breaks down the intended organizing structure using existing corridors in Downtown Kyle while Figure 7 shows the suggested sub-districts as they relate to the proposed organizing structure. Economic energy is predicted to increase and plateau in the core of downtown where civic and commercial sub-districts merge along the primary connection. As the secondary connections expand to other sub-districts, the economic energy subsides as the commercial sub-districts fade into the residential sub-districts.

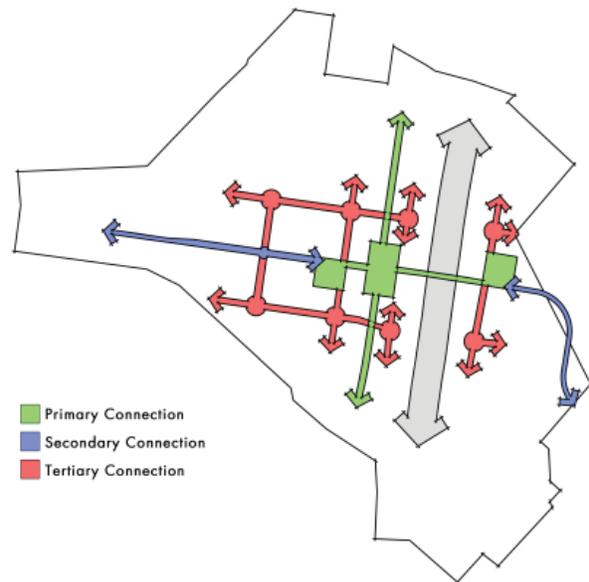


Figure 6. Proposed organizing structure, Downtown Kyle.

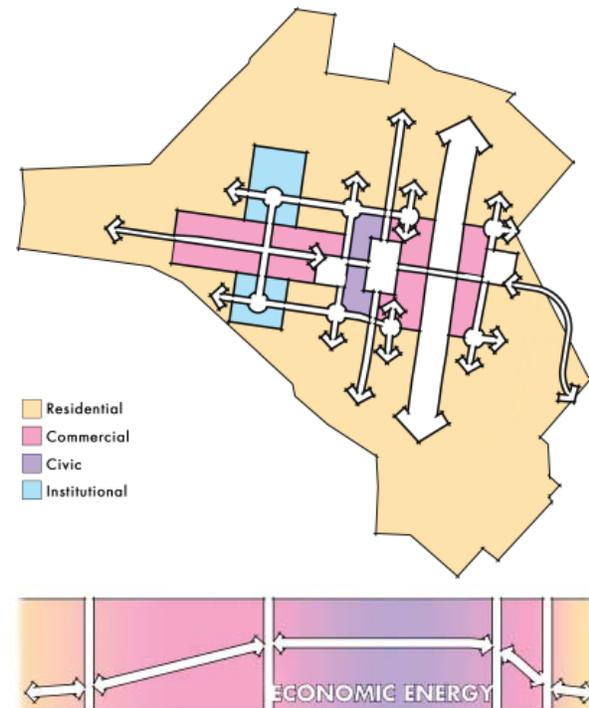


Figure 7. Proposed sub-districts and level of economic energy, Downtown Kyle.

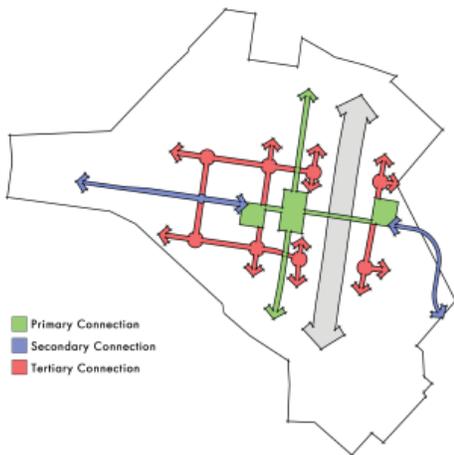


Figure 8. Proposed organizing structure and section reference.



Figure 9. Enhanced Downtown streetscape, Primary Section.

Located in the core of Downtown, this enhanced streetscape unifies historic and future downtown. There is expected heavy pedestrian and vehicular use due to its proximity to the interstate. Enhancements include large sidewalks to encourage pedestrian movement and cafe seating, pedestrian scale lighting and signage, and charming use of landscape plants.



Figure 10. Enhanced Downtown streetscape, Secondary Section.

This enhanced Downtown streetscape serves as the spine linking the primary connections to districts beyond the Downtown district. With commercial and civic uses lining these corridors, there is expected heavy pedestrian and vehicular use. Enhancements include large sidewalks with buffering vegetation to separate pedestrian use from vehicular use, large scale lighting, and pedestrian scale signage.



Figure 11. Enhanced Downtown streetscape, Tertiary Section.

This enhanced Downtown streetscape occurs throughout the downtown grid to connect urban uses and create opportunity for economic development. There is expected medium pedestrian and vehicular use. Enhancements include neighborhood sidewalks, street trees, and pedestrian scale lighting.

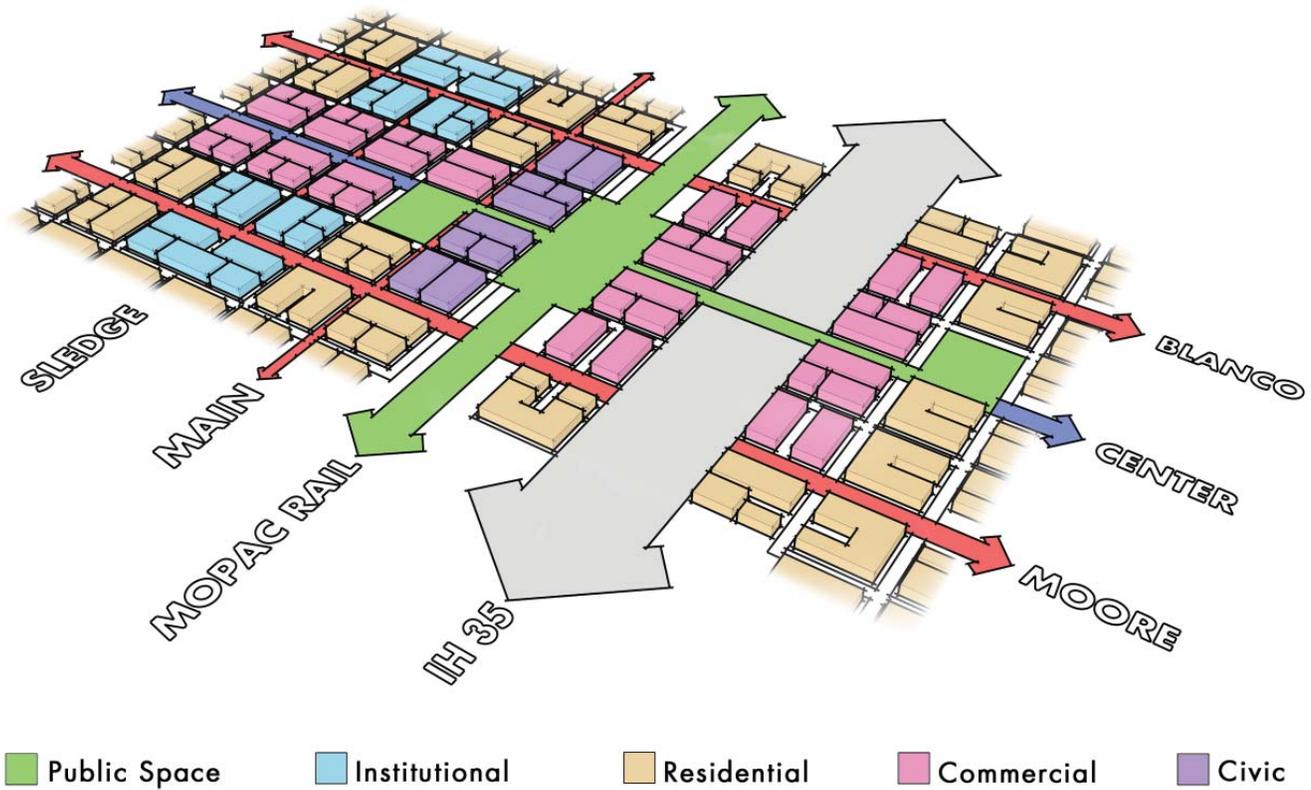


Figure 12. Proposed structure and sub-districts composite.

Figure 12 demonstrates how the enhanced Downtown streetscapes influence the use that abuts it. The primary connection shown in green joins the east and west sides of downtown and reaches to regional districts through a suggest greenway along side the Mopac Rail Line. The tertiary connections extend over I-35 to employ the existing street grid further unifying Downtown urban uses. Infill allows for the correction of void and encourages economic development and growth thus creating an identifiable downtown node within the City of Kyle.

PUBLIC PLAZA

The void in Kyle's Downtown fabric caused by the railroad line and I-35 can be bridged through the creation of a rail plaza, in which the existing Center Street crossing is reconfigured to create a large public space, streetscape, and pedestrian trail within one unified ground plane. The plaza would be an identifiable and iconic place that supports the goals of the Comprehensive Plan process and knits together Downtown's disparate urban forms and uses. The rail plaza addresses the void and allows for the spatial relationship between City Hall and the traffic flows of Center Street and the rail line to co-exist within a new organizing feature that is accessible to pedestrians as well.



Figure 13. Proposed Rail Plaza, Downtown Kyle.

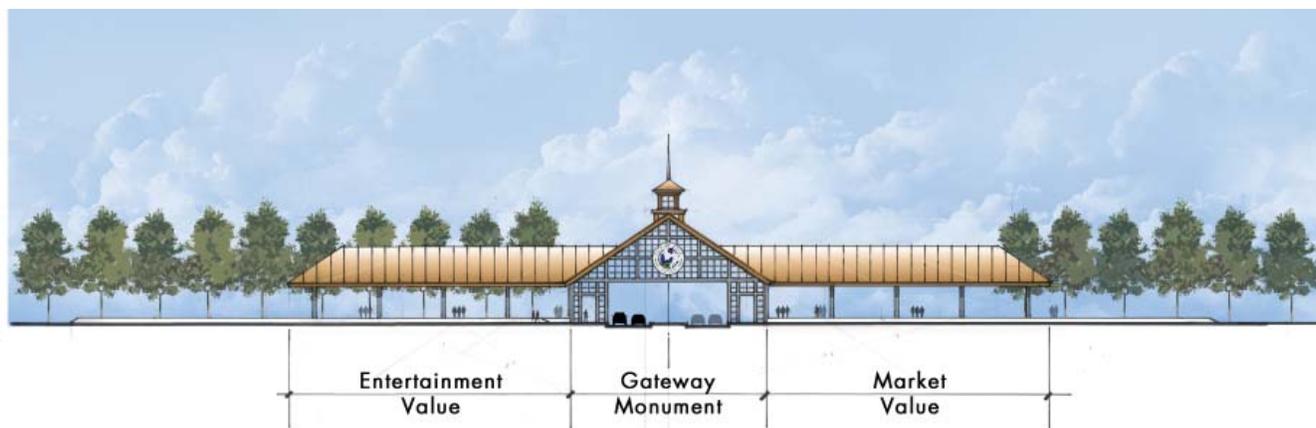


Figure 14. Proposed elevation, Rail Plaza.

DISTRICTS

By creating District Designations within Downtown Kyle, a policy framework can be established that is compatible within the City's larger municipal planning efforts. Policy parameters, appropriate development activity, and funding mechanisms are important considerations in district designations. In this report, eight special districts will be considered, with an included description of their opportunities and constraints. A comparative table of district application in Kyle and a recommendation regarding the most suitable district designations will be included in this section. The districts summarized here include:

- Targeted Planning Zones (Sub-area Plans)
- Design Overlay District
- Historic Districts
- Municipal Management District
- Tax Increment Finance District
- Capital Improvement District
- Public Improvement District
- Business Improvement District
- Planned Development District

TARGETED PLANNING ZONES

Targeted Planning Zones are designated when a particular area requires a greater level of detail than can be obtained through a City's Comprehensive Plan or when unique actions are necessary in the area. A Sub-area Plan would remain consistent with the City's Comprehensive Plan and would include tools and mechanisms tailored directly to the targeted area. By designating the area a Targeted Planning Zone, an additional level of public participation, review, and input can be incorporated into the design of the area. After the Targeted Planning Zone is defined, the plan is adopted, implemented, and overseen by the Planning Commission and the City Council. A Targeted Planning Zone could be eligible for Community Development Block Grant funds for activities related to the removal of blight and the provision of low-income housing in the zone.

Description of Functions

- Design review procedures
- Zoning regulations
- Streetscape element standards
- Character and design guidelines
- Development strategies
- Creation of incentives
- Public review and input

SUB-DISTRICTS

The creation of Sub-Districts within Downtown Kyle allows for the formulation of a more detailed level of proposed policy and design initiatives that respond to and build upon the existing fabric of Downtown. Areas of commercial, civic, and institutional concentration are present, with residential uses continuing to account for the a significant portion of the Downtown area.

- Residential Sub-District
- Commercial Sub-District
- Civic Sub-District
- Institutional Sub-District

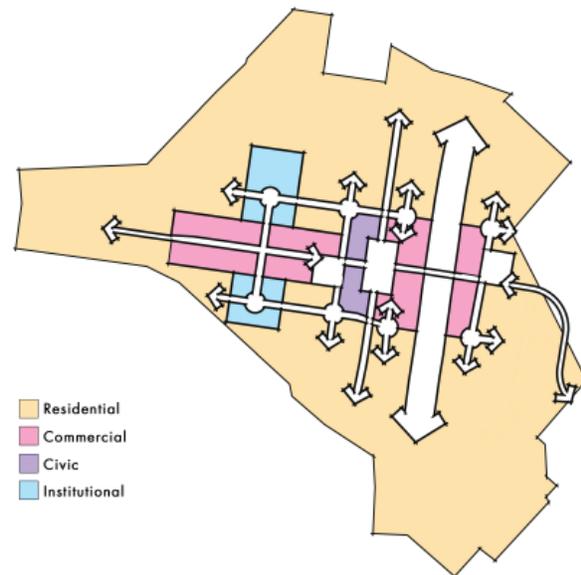


Figure 16. Proposed sub-districts, Downtown Kyle.

DESIGN OVERLAY DISTRICT

Design Overlay Districts do not change existing, underlying zoning categories, but rather provide requirements and incentives to preserve a defined district form or character and to encourage development of a certain quality. They provide guidance for private entities (developers, designers, and investors) as they embark upon projects in the designated district. It also provides standards for the visual form and appearance to which property owners and occupants must comply, in order to preserve the visual form and overall appearance within the District. Overlay Districts can also be established so as to provide effective land use planning and facilitate traffic flow. Guidelines typically articulated in a Design Overlay District would address such components as:

Typical Elements Defined and Regulated through Design Overlay Districts:

- Landscaping
- Architecture
- Lighting
- Signage
- Parking lots
- Transportation elements (intersections, trails, transit stops)

CAPITAL IMPROVEMENT DISTRICT

The creation of a Capital Improvement District allows cities and counties to provide new public facilities and expand existing facilities in order to accommodate existing and anticipated growth. Funding for these Districts typically stems from capital improvement revenue funds, state and federal sources, grants, development exactions and impact fees, dedications of land, taxes, assessments, and charges. Physical, environmental, and topographical constraints must be considered when designating areas for the expansion of public facilities.

A Capital Improvement District's functions are as follows:

- Prioritize the new public facilities
- Estimate the cost of improvements or repairs
- Analyze the fiscal capacity of the city or county to finance and construct improvements
- Establish financial policies to provide for the funding of improvements
- Schedule the funding, prioritization, and construction of improvements to ensure that public facilities are provided when required based on needs identified in the Comprehensive Plan.

POSSIBLE DISTRICT DESIGNATIONS FOR DOWNTOWN KYLE

FUNCTION	Due Process	Regulatory Control	Shared Governance	Targeted Public Funding	General Public Funding	Premium Funding
DESCRIPTION OF FUNCTION	Provide public deliberation for the purpose of preventing capricious actions on part of council, while permitting specific actions within a targeted area	Target enforcement or regulatory oversight in a specified area	Establish governmental subdivisions for the purpose of executing specific tasks normally assigned to general governance	Redirect public revenues within a particular zone to a target area/set of targeted projects	Focus general revenues to targeted area/targeted projects	Create revenue streams in addition to normal public sources
DISTRICTS	Land Use areas (entertainment, school, hospital, etc.)	Design Overlay Districts	Municipal Management Districts	Tax Increment Finance District	Capital Improvement District	Public Improvement District
	Target Planning Zones (Sub-area plan)	Planned Development Districts	Legislated Districts			Business Improvement District
		Historic Districts				
	Reinvestment Zones	Code Enforcement Districts				

 Recommended for Downtown Kyle

Figure 17. Possible District Designations, Kyle, Texas

HISTORIC DISTRICTS

The creation of Historic Districts is a way to target the preservation of historic buildings, streets, features, and the fabric of an area. The National Parks Service maintains the National Register of Historic Places, which recognizes districts, sites, buildings, structures, and objects that are significant to American history, architecture, archeology, engineering, and culture. The process of obtaining National Register designation can be lengthy and requires extensive documentation of a site's merits.

The Texas Historical Commission administers the Certified Local Government (CLG) program, which provides support to cities in creating Historic Districts. In order to qualify as a CLG, a city must:

1. Enforce state or local legislation that protects historic properties
2. Establish a qualified review commission composed of professional and lay members
3. Maintain a system for surveying and inventorying historic properties
4. Provide for public participation in the historic preservation process, including recommending properties to the National Register of Historic Places.

Once certified, a CLG becomes eligible for grant funds to support:

- Training for local preservation commissions
- Completing or updating surveys of historic resources
- Producing historical walking or driving tour brochures, videos or other educational materials
- Preparing preservation plans
- Preparing National Register of Historic Places nominations

MUNICIPAL MANAGEMENT DISTRICT

Municipal Management Districts, also referred to as Downtown Management Districts, can be created within an existing commercial area to finance facilities, infrastructure, and services beyond those already provided by individual property owners, or by the municipality. Municipal Management Districts are created to supplement, not supplant, the municipal services in the designated district. A Municipal Management District actually functions under dual provisions of rights, powers, privileges, authority, and functions. It functions as both a conservation and reclamation district, and as a road and road utility district.

Projects and services approved for Municipal Management Districts:

- Landscaping
- Streets/Sidewalks/Signage
- Marinas
- drainage improvements
- pedestrian malls
- solid waste/water/sewer/power facilities
- parks and plazas
- lakes, rivers, ponds, bayous
- recreation/scenic areas
- historic areas
- fountains/art
- off-street parking
- bus terminals, heliports, and mass transit systems
- demolition costs associated with designated improvements
- property acquisition in connection with an improvement project
- supplemental services for improvement projects (advertising, economic development, health and sanitation, security, etc.)
- administrative expenses incurred in district management

Funding options provided through Municipal Management Districts include:

- Self-imposed property taxes
- Special assessments
- Impact Fees
- Other charges to property owners

TAX INCREMENT FINANCE DISTRICT (TIF)

Tax Increment Finance Districts are useful primarily in the funding of structural and infrastructural improvements within a designated Reinvestment Zone.

Approved Appropriations of Funds

The governing body/board of directors may regulate/restrict the use of land by imposing conditions, restrictions, or covenants that run with the land. In a Tax Increment Financing District, the “increment” of increased tax value created by new development (increase over present value) is directed toward approved projects documented in a TIF Plan. These funds are administered by a TIF Board. TIF Districts are set up by City Ordinance and typically last 10 to 20 years.

The governing body/board of directors may use funds for project costs that benefit the reinvestment zone, including those relating to:

- railroad or transit facilities
- affordable housing
- the remediation of conditions that contaminate public or private land or buildings
- the preservation of the facade of a private or public building
- the demolition of public or private buildings
- providing affordable housing or areas of public assembly in or out of the zone
- paying a neighborhood enterprise association for providing services or carrying out authorized projects in the zone
- activities that benefit the zone and stimulate business and commercial activity in the zone

PUBLIC IMPROVEMENT DISTRICT (PID)

Public Improvement Districts offer cities and counties a means for improving their infrastructure to promote economic growth in a designated area, by levying and collecting special assessments on properties within the city or its ETJ. Public improvements typically funded through use of a PID include improvements in areas such as infrastructure, civic space, and business-related services.

Authorized Improvement Projects

- landscaping
- erection of fountains, distinctive lighting, and signs
- acquiring, constructing, improving, widening, narrowing, closing, or rerouting of sidewalks or of streets, any other roadways, or their rights-of-way
- construction or improvement of pedestrian malls
- acquisition and installation of pieces of art
- acquisition, construction, or improvement of libraries
- acquisition, construction, or improvement of off-street parking facilities
- acquisition, construction, improvement, or rerouting of mass transportation facilities
- acquisition, construction, or improvement of water, wastewater, or drainage facilities or improvements
- the establishment or improvement of parks
- acquisition, by purchase or otherwise, of real property in connection with an authorized improvement
- special supplemental services for improvement and promotion of the district, including services relating to advertising, promotion, health and sanitation, water and wastewater, public safety, security, business recruitment, development, recreation, and cultural enhancement
- payment of expenses incurred in the establishment, administration, and operation of the district

BUSINESS IMPROVEMENT DISTRICT (BID)

A Business Improvement District (BID) is an organizing and financing mechanism used by property owners and merchants to determine the future of their retail, commercial and industrial areas. The BID is based on state and local law, which permits property owners and merchants to band together to use the city's tax collection powers to assess properties, thereby creating a reliable, multi-year source of funds for economic development. These funds are collected by the city and returned in their entirety to the BID and are used for supplemental services (maintenance, sanitation, security, promotions and special events) and capital improvements (street furniture, trees, signage, special lighting) beyond those services and improvements provided by the municipal government. In essence, the program is one of self-help through self-assessment and business-led management. In the BID era, business leaders assume that by acting collectively they themselves can correct as many of the problems that affect their economic self-interest as they can afford. There are 1,200 BIDs in North America in central business districts and other commercial areas of all sizes, from tiny Hampton, Virginia, to Times Square in New York City.

BIDs typically serve 10 functions:

1. Maintenance. Collecting rubbish, removing litter and graffiti, washing sidewalks, shoveling snow, cutting grass, trimming trees, planting flowers in public places.
2. Security and hospitality. Hiring uniformed security and street “guides” or “ambassadors”; buying and installing electronic security equipment or special police equipment, staffing sidewalk tourism kiosks.
3. Consumer marketing. Producing festivals and events; coordinating sales promotions, producing maps and newsletters; launching image enhancement and advertising campaigns; erecting directional signage.
4. Business recruitment and retention. Conducting market research; producing data-oriented reports; offering financial incentives for new and expanding businesses; marketing to investors.
5. Public space regulation. Managing sidewalk vending, street performances, street furniture, code compliance.
6. Parking and transportation management. Managing the public parking system; maintaining transit shelters;

operating ridesharing programs.

7. Urban design. Developing urban design guidelines; managing facade improvement programs.
8. Social services. Creating or aiding help-the-homeless, job training, and youth services programs.
9. Visioning. Developing a vision or strategic plan.
10. Capital improvements. Installing pedestrian-scale lighting and street furniture; planting and maintaining trees and flowers.

A STRATEGY FOR DOWNTOWN REVITALIZATION

Relationships describe the interconnection of the internal and external organizational structures that act upon the implementation strategy. Acts (or actions) necessary to implementation include funding, implementation/construction, and maintenance. Gathering/generating funds, expending funds to create value, and maintaining that value is a broad set of relationships that define the interconnecting relationships between those agencies, boards, commissions, committees, associations, and tasks forces associated within the implementation strategy. To make the collective body of organizations (such as those specified above) functional, it is necessary to set them in a hierarchical association which ultimately defines a community under the leadership of elected officials (the City Council). In this way the operations of the implementation strategy maintain public accountability and respect the rights of public due process and uniform/non-capricious application of laws/policies/procedures.

The following is a sequence of actions recommended for Downtown Revitalization in Kyle. These actions integrate both public and private actions, involving policy, regulatory, and form-based mechanisms. There are five recommendations in total.

1. Adopt the Kyle Downtown Revitalization Plan
2. Create special districts
3. Create district committees and boards
4. Craft guidelines and pass ordinances that codify the guidelines
5. Begin detailed design work on the downtown design projects (see Figure 18 below):
 - a. Create identifiable plaza at major intersection. Place along rail corridor and Center Street and maintain unified ground plane.
 - b. Create public spaces and provide enhanced streetscapes. Place along major spine (Center Street) as center and termini and use special monumentation, signage, paving and landscaping.
 - c. Connect downtown street grid across interstate. Allow secondary streets in relation to Center Street to connect to east side of I-35.
 - d. Connect downtown street grid to larger grid of transportation. Join grid to service roads and extend grid to east side of I-35.
 - e. Connect downtown development and civic presence. Create pedestrian connections and public spaces.

Issue	Resolution	Outcome
Lack of destination due to voids in urban fabric	Create identifiable plaza at major intersection: place along rail corridor and Center Street maintain unified ground plane	Creates spatial relationship between existing buildings, streets and rail line Becomes destination for future development Knits together urban forms and uses
Locational disadvantage causing lack of significance and character within the City	Create public spaces and provide enhanced streetscapes: place along major spine (Center Street) as center and termini use special monumentation, signage, paving and landscaping	Creates unique sense of place one can identify
Lack of nodal Intersection	Connect downtown street grid across interstate: allow secondary streets in relation to Center Street to connect to east side of I-35	Allows for greater potential value capture in the Downtown district as a whole Creates energy and critical mass
Low levels of service	Connect downtown street grid to larger grid of transportation : join grid to service roads extend grid to east side of I-35	Creates easier access in and out of Downtown Aleviates traffic congestion Connects to regional districts
Cognitive isolation from other districts in the City	Connect downtown development and civic presence: create pedestrian connections create public spaces	Knits together urban forms and uses of the Downtown district to regional districts

Figure 18. Top Five Issues, Resolutions and Outcomes, Downtown Kyle.