ORDINANCE NO. ___1301_____

AN ORDINANCE OF THE CITY OF KYLE, TEXAS, ADOPTING THE CITY OF KYLE, TEXAS, COMPREHENSIVE PLAN ANALYZING POPULATION, KEY STATISTICS, AGE DISTRIBUTION, ECONOMIC, HOUSING AND FINANCIAL TRENDS; PROVIDING FOR A VISION STATEMENT AND GUIDING PRINCIPALS; ANALYZING EXISTING LAND USES; PROVIDING MAPS DESCRIBING PROPOSED FUTURE LAND USES AND RECOMMENDED LAND USE POLICIES AND PROCEDURES; DESCRIBING GOALS AND GUIDING PRINCIPLES FOR TRANSPORATION AND MOBILITY, PARKS AND RECREATION, ECONOMIC DEVELOPMENT, INFRASTRUCTURE AND FACILITIES, AND URBAN DESIGN; DESCRIBING IMPLEMENTATION TOOLS; PROVIDING SEVERABILITY, SAVINGS CLAUSE, OPEN MEETINGS AND EFFECTIVE DATE CLAUSES; AND PROVIDING FOR RELATED MATTERS.

Whereas, Texas Local Government Code Chapter 213 authorizes the governing body of a municipality to adopt a comprehensive plan for the long-range development of the municipality;

Whereas, Article X, Section 10.02 & 10.03 of the City of Kyle, Texas City Charter ("City Charter") authorizes the City of Kyle, Texas City Council ("City Council") to adopt a comprehensive plan and directs the City Council to establish comprehensive planning as a continuous and ongoing governmental function;

Whereas, the City of Kyle Comprehensive Plan entitled Kyle 2030 ("Comprehensive Plan") includes, without limitation, provisions on land use, transportation and mobility, parks and recreation, economic development, infrastructure and facilities, and downtown and urban design;

Whereas, it is the City Council's intent to update elements of the Comprehensive Plan every 5 years;

Whereas, the Planning & Zoning Commission held 2 public hearings on the Comprehensive Plan and forwarded its recommendation to the City Council; and

Whereas, after holding a public hearing, the City Council finds that adoption of the Comprehensive Plan is warranted.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KYLE, TEXAS, THAT:

Section 1. Findings. The foregoing recitals are hereby found to be true and correct and are hereby adopted by the City Council and made a part hereof for all purposes as findings of fact.

Section 2. Adoption. The City of Kyle Comprehensive Plan entitled Kyle 2030, as set forth in Exhibit "A", attached hereto and incorporated in this ordinance, which complies with the City Charter, is adopted as the Comprehensive Plan for the City of Kyle, Texas.

Section 3. Amendment of Conflicting Ordinances. All ordinances and parts of ordinances in conflict with this ordinance are amended to the extent of such conflict. In the event of a conflict or

inconsistency between this ordinance and any code or ordinance of the city, the terms and provisions of this ordinance shall govern.

      Section 4. Savings Clause. This City Council of the City of Kyle, Texas hereby declares that if any section, subsection, paragraph, sentence, clause, phrase, work or portion of this ordinance is declared invalid, or unconstitutional, by a court of competent jurisdiction, that, in such event that it would have passed and ordained any and all remaining portions of this ordinance without the inclusion of that portion or portions which may be so found to be unconstitutional or invalid, and declares that its intent is to make no portion of this Ordinance dependent upon the validity of any portion thereof, and that all said remaining portions shall continue in full force and effect.

      Section 5. Severability. If any provision of this ordinance or the application of any provision to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of the Ordinance which can be given effect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

      Section 6. Open Meetings. It is hereby officially found and determined that the meeting at which this ordinance was considered was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act, Chapter 551, Texas Government Code.

      Section 7. Effective Date. This Ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Texas Local Government Code.

READ, CONSIDERED, PASSED AND APPROVED ON FIRST READING by the City Council of Kyle at a regular meeting on the **16th** day of **January**, 2024, at which a quorum was present and for which due notice was given pursuant to Section 551.001, et. Seq. of the Government Code.

READ, CONSIDERED, PASSED AND APPROVED ON SECOND AND FINAL READING by the City Council of Kyle at a regular meeting on the **16th** day of **January**, 2024, at which a quorum was present and for which due notice was given pursuant to Section 551.001, et. Seq. of the Government Code.

APPROVED this **16th** day of **January**, 2024.

ATTEST:

Jennifer Kirkland
_____
Jennifer Kirkland, City Secretary

Tim Mitchell
_____
Travis Mitchell, Mayor

KYLE 2030

A Blueprint for a Gold Standard Future

A Comprehensive Plan for the future of Kyle, Texas

② Identify at least one resource needed to carry out the improvement. This could include funding, manpower, expertise, tools, equipment, partnerships, etc.

Action that could be taken to is improvement you identified.

③

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s - Cypress
Forest Subdivision

Center

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Focus on DTLD
Downtown high
into a more
walkable place
Leo Carl.

Bring
- we nee
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than fas
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• No more c
stores/
Heavenly A
food, fun, farm

brill
fully ort!

KYLE 2030

A Blueprint for a Gold Standard Future

*A Comprehensive Plan
for the future of Kyle, Texas*

Adopted
January XX, 2024

Prepared for
The City of Kyle

Prepared by

VERDUNITY

with
TBG Partners
Civic Brand

I

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II

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ATTEST:

Jennifer Kirkland

Jennifer Kirkland, City Secretary

Travis Mitchell

Travis Mitchell, Mayor

Acknowledgements

Table of Contents

Executive Summary

Kyle is at a pivotal growth stage, presenting an opportunity for shaping its future. This Comprehensive Plan, developed with input from the community, the Planning and Zoning Commission, City Council, stakeholder groups, and City Staff, is structured into four chapters: Introduction, Land Use Fiscal Analysis, Major Components, and Implementation.

Kyle's future prosperity hinges on fiscally responsible development to optimize tax revenues while preserving the city's character. Leveraging Land Use Fiscal Analysis data, Kyle can become fiscally resilient, affordable, and inclusive, with manageable infrastructure maintenance costs all while maintaining a high quality of life for its residents. This is something that often gets overlooked while experiencing fast growth.

Public engagement shaped this Plan, with surveys and events capturing Kyle's unique strengths, challenges, and opportunities and identifying the decision-making principles. This Plan provides a blueprint for future land use, growth, and development decisions. This Plan contains key themes, strategies, and a step-by-step approach to achieving the envisioned future in the Major Components and Implementation chapters.

Research has underscored the value of goal-setting and strategic planning in accomplishing goals. This Plan provides recommendations in three core areas: General, Land Use & Growth Management, and Neighborhoods. These broad recommendations are followed by detailed actions that, if completed, guide decisions toward Kyle's envisioned future. The Implementation table sorts these recommendations, details the necessary actions, assigns responsibilities, and sets timeframes. It is recommended that the staff complete an annual review and provide periodic updates to the City Council to ensure the Plan's progress.

Finally, this Plan is not merely a document created for City Hall. It is a commitment entered into with the community to pursue a sustainable, vibrant, and inclusive future, aiming to improve the city's fiscal health and community wealth.

| 1 | INTRO PAGE 1 | 2 | LUFA PAGE 45 |
| 3 | COMPONENTS PAGE 61 | 4 | IMPLEMENTATION PAGE 113 |
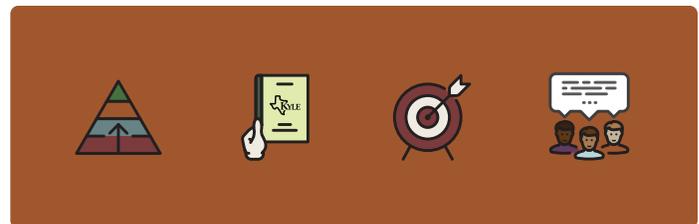
OPTION 1 — Increase Taxes or Fees
OPTION 2 — Reduce Services
OPTION 3 — Develop Responsibly

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VI

Chapter 1
Introduction

The What and Why Behind This Plan

WHAT IS A COMPREHENSIVE PLAN?

Leading a city is a daunting task, both daily and long term. As the name suggests, this Plan outlines a "comprehensive", or all-inclusive, picture of city needs and desires. It summarizes the vision and values that are critical to a city, and outlines the path forward. There are always more demands than resources in cities, so clarity and advance planning is crucial.

City officials change over time, so this document serves as the constant guide. It lays out the game plan for Kyle. It expresses the goals and direction of the community. Clear expectations and responsibilities are outlined so meaningful progress can be made. It is Kyle's official statement on policy and direction.

Comprehensive plans have two components: a visual component and a text component. The visual component maps out where to place future land uses. It provides informative graphics and illustrations. The text component sets the scene by outlining the existing conditions. From there, it sketches out the future of the city, weaving in analysis and context. The final product ends in an implementation strategy to achieve the vision. Success is wholly reliant on City officials and residents, who must embrace and take ownership of the plan and commit to its execution. Neither the city organization nor the city's residents can do this alone.

Authority for Comprehensive Planning

Chapter 213 of the Texas Local Government Code (originally created in 1997) outlines the authority delegated to cities as it relates to comprehensive plans.
Section 213.002 specifically authorizes a city to adopt a comprehensive plan in accordance with its charter or by ordinance. It also authorizes them to amend it regularly. The comprehensive plan is intended to be kept updated so it will stay relevant to the environment and challenges of the city it is written for.

To make growth work for, not against us.

Growth does not always lead to sustainable, inclusive prosperity. In fact, certain types of growth can actually lead to the opposite. Kyle's development to date has served a diverse population with neighborhoods that are financially affordable. However, recent growth pressures have the potential to skew the city's development pattern to one that is more expensive and less inclusive. This process is about deciding what residents want and laying out a framework to manage growth and achieve these outcomes. Most importantly, it is about understanding and getting comfortable with necessary compromises.

To introduce the consistency, communication, and accountability that residents desire.

Managing expectations of residents during growth can be extremely challenging, time consuming and frustrating. Establishing a cohesive vision, core values, planning principles, policies and prioritized implementation actions will clarify roles and expectations for City Council, staff, local businesses, and residents and empower everyone in the community to contribute. Action items and decisions will be measured and tied back to this Plan, providing transparency and accountability.

To make the city more proactive, and less reactive.

The absence of current, coordinated plans and development codes has resulted in many decisions and day-to-day activities being reactive. Handling most development projects as planned developments (commonly referred to as PUDs) is time consuming for staff, makes it difficult to manage and clearly communicate expectations, and sometimes limits the City's ability to maximize return on investments. Updating the Comprehensive Plan to allow incremental and infill development to increase intensity gradually city-wide puts city leaders in a position to streamline permitting efforts and be proactive decision-makers across all aspects of the City's development and operations.

To get more bang for our collective buck.

Infrastructure and development decisions today have financial consequences in the future. Choosing to build in less naturally high returning patterns forces the city to try and find revenue elsewhere. The City has to be especially careful about how limited funds are invested. City leaders need a plan for maximizing the return on investment of the City's resources in a way that increases property values, improves quality of life, and reduces long-term infrastructure liabilities. Otherwise, the City will soon be faced with deteriorating neighborhoods and service liabilities that far exceed the community's capacity to pay for them.

1 Documents current needs and forecasts future challenges. If done well, Kyle can leverage growth that yields only the highest returns for the community. This leads to a stronger community that thinks ahead – becoming more proactive, and less reactive.

2 Improves effectiveness and communication. Creating a plan puts city leaders in a position to eliminate duplicative efforts and be effective decision-makers across all aspects of the City's operations while maximizing limited resources.

3 Identifies and captures in writing what is important to the community. Having a clear identity and set of values helps Kyle avoid turning into Anywhere, USA. Too often, cities feel sterile and faceless, and look the same.

4 Establishes clear expectations. Elected officials and staff are best equipped to make consistent, predictable recommendations and decisions.

5 Creates an informed and engaged citizenry. Engaged residents support city leadership and bring ideas forward. They actively participate in decisions and the work required to achieve more. They represent their neighborhoods and wishes. Most importantly, they contribute to positive change and develop future leaders.

WHAT ARE OUR GOALS?

We Aim to Accomplish...	We Do This by Asking...

UNDERSTANDING OUR CURRENT NEEDS AND FORECASTING FUTURE ONES

To remain fiscally solvent, a city must develop in a manner that generates sufficient revenue to cover liabilities, not just today, but in the future.

What can the city, and its citizens, afford?

TELLING THE STORY OF KYLE

Having a clear identity and set of values helps Kyle avoid becoming "Anywhere, USA" and distinguishes it from the surrounding communities.

What defines Kyle today and in the future?

GETTING THE BIG STUFF RIGHT

Creating priorities for land, infrastructure, and economic development decisions is essential. Doing so maximizes return on investment. It also builds a high quality of life today and for years to come.

How and why do we want to grow?

ENABLING CLEAR EXPECTATIONS AND CONSISTENT, PREDICTABLE DECISIONS

This process leads to elected officials, staff, and other partners that are unified, efficient, and proactive.

What does successful implementation look like?

CREATING AN INFORMED AND ENGAGED PUBLIC

Engaged residents support city leadership and bring ideas forward. They actively participate in decisions. They represent their neighborhoods and wishes. Most importantly, they contribute to positive change.

How do we empower our residents to contribute to this process and share in its successes?

The Who Behind This Plan

who's been involved?

Public

Provide input on community strengths, areas for improvement and desired future; give feedback on future land uses and growth scenarios; support and engage in implementation activities.

Stakeholder Groups

Interviews with various groups that have an interest in Kyle; provide input; share insight through different perspectives.

City of Kyle Staff

Provide ongoing input and review of the planning process (vision & principles, plan drafts, etc.) to ensure the plan is accurate and actionable.

Planning & Zoning Commission (PZ)

Provide input and interim reviews at key milestones during the planning process. Recommend final plan to City Council for adoption.

City Council

Provide ongoing input and feedback heard from the community; final authority to approve or reject the plan update for adoption.

Consultant

Analysis; coordination with Staff, PZ, and Council; public meeting and charrette facilitation; design of plan that is useful in daily decision making.

WHY SHOULD THIS MATTER TO YOU AS A RESIDENT?

1 You have time, talent, and/or treasure and a heart for Kyle. There is a place for every community member to step up and contribute to the shared vision. In doing so, they also become a part of the solutions. This input is critical to achieving the vision expressed in this plan.

ABOVE: Council Member Parsley participates in an exercise identifying what principles Kyle leaders should incorporate into decision making.

2 You want and expect accountability. You seek transparency from your decision makers. Your decision makers likewise rely on insights and assistance from you. This plan creates the common language necessary to connect decision makers and residents. This common language makes it simple to measure the success of implementing the plan. These measures can be shared in an open and transparent way, making dialogue more productive.

3 You care about the future. You may have frustrations about the current situation in your community. Yet, you choose to call Kyle home. You may have loved ones who rely on the future of Kyle. Shaping the future of the community is a collective duty and a mutual effort. This plan contains a path to that future.
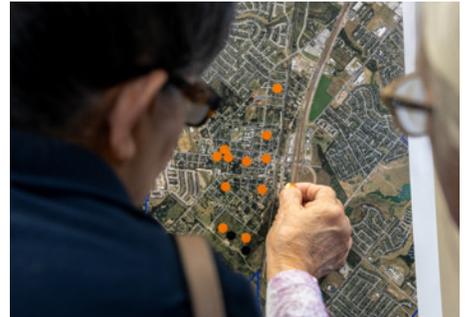
ABOVE: Residents place markers on a map indicating where they believe a Traditional Neighborhood pattern should be present in Kyle.

4 You believe in being proactive rather than reactive. If Kyle embraces this plan, it will be the conduit for proactive action. This action can place the city on a track of growth rather than decline. It can place it on a path of community pride rather than apathy. Lastly, it can place it on a path of connection rather than disconnection.

5 You want to understand how decisions are made. Upon adoption, the City of Kyle should be setting to work implementing the path laid out here. Every discussion and decision reached should have a strong relationship to this plan. By being familiar with its contents, you will have insight into why and how City officials make judgment calls. In addition, you will be well-equipped to participate in those processes.

Utilizing This Plan

KNOWING WHERE TO FOCUS

While a comprehensive plan is a community-wide resource, there are a variety of distinct types of users who have different purposes in referencing it. Each user group is outlined below, and the areas which they should find most relevant are highlighted for quick reference. This Plan is formulated with all of them in mind.

RESIDENTS

If you are a resident and reading this document for the first time, it's best to acquaint yourself with the Introduction chapter, specifically the subsections on The Planning Process, Community Identity, and The Economics of Land Use. To learn more about Kyle's Land Use Fiscal Analysis, consult the second chapter. These four parts provide the contextual knowledge to help you understand how the major plan components were drafted. Then you can skip around to the major component that you are most interested in to see the direction and plans the city has identified.

STAFF

Since much of the day-to-day interaction that staff will have with this plan will be referencing the recommendations, those have been gathered in the Implementation Chapter, and grouped by component. The actions that accompany the recommendations are accessed most easily in the chapter titled Implementation. Also included in that chapter are the Decision-Making Principles the community selected, and Key Questions for staff to ask in preparing items for consideration by decision makers. Understanding and internalizing the Values and Aspirations are also important for staff since new recommendations from staff should always be aligned with making progress toward the community's priority outcomes.

ELECTED & APPOINTED OFFICIALS

As an elected official, you are constantly endeavoring to understand and apply the will of the community to the decisions you are making. Kyle's Identity and Decision Making Principles should be used in evaluation of proposed projects, policies, and programs. These help balance today's benefits with the values, character, and desired future of the community. Understanding how development decisions impact fiscal sustainability and affordability as explained in the Economics of Land Use section is a base level of education all officials should possess. Finally, being well acquainted with Kyle's Land Use Fiscal Analysis is critically important to knowing if decisions will work for or against the fiscal future of the community.

DEVELOPERS

The Economics of Land Use section, Kyle's Land Use Fiscal Analysis, and the major components Land Use & Growth Management and Neighborhoods will contain a great deal of relevant information to provide an understanding of how Kyle wants to grow and what kind of projects are most beneficial to its collective future. Understanding the Community Identity and Decision-Making Principles can help to align your projects with the broad directional statements that are at the heart of the adopted focus for the future.

This Comprehensive Plan has been organized so as to be useful to the City staff and elected officials who will use the document to underpin and support their day to day work – but special consideration has been made to ensure that the plan is understandable and approachable to the community it aims to serve. The document is organized into four main parts.


Introduction

The first chapter, Introduction, is designed to do a few things. First, it provides the reader with an understanding of the plan itself; how it was written, who participated in its creation and what it aims to accomplish. It also provides foundational concepts that the plan relies heavily on. For example, the concept of fiscal stewardship, and how land use in a community substantially affects the economics of that community, is included in this chapter. This chapter also summarizes how the city has developed over time and how past decisions have affected the city. These effects include revenue, services, and affordability. It also explains what must be done to put the city on a more financially sound path, and helps citizens to understand the why behind the recommendations in each major component.
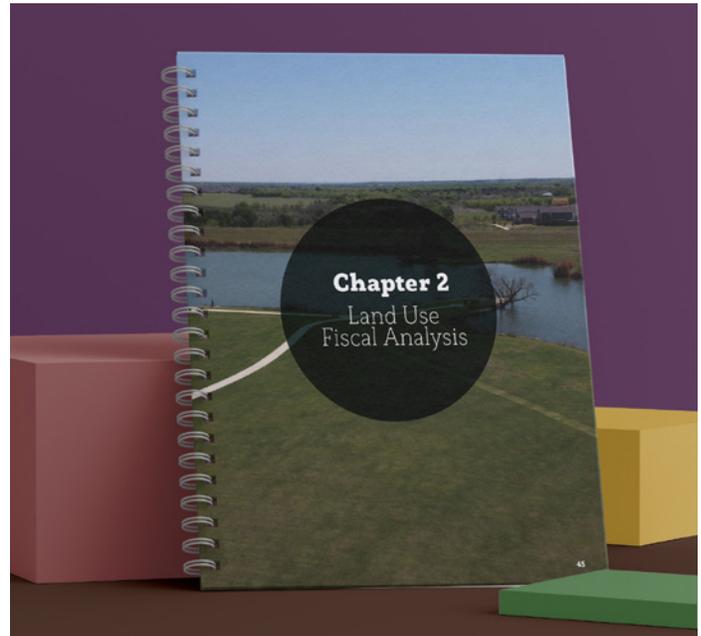
Kyle's Land Use Fiscal Analysis

This second chapter builds on the foundation established in the introduction and looks at the city's own land use fiscal analysis. This fiscal analysis is tailored to this community and utilizes data specific to it. This closer look allows some important reflection about the current fiscal health in Kyle and identifies important takeaways that familiarize every reader with the situation locally. It incorporates the historic and current development patterns, the current budget and property tax revenue, and existing resource gaps. Most importantly, it illustrates where significant changes are needed to generate additional property tax revenue, and where pockets of the city are doing well in spite of the resource gap. These are important cues as to what types of developments should be replicated, and which ones should not be replicated.

Major Components

The third chapter, called Major Components, lays out next steps, and is structured with elements that typically align with city departments and functions. This Comprehensive Plan currently includes two major components: Land Use & Growth Management, and Neighborhoods.

The Land Use & Growth Management component establishes the city's overall land use pattern for the next 7 years, and identifies the type of development and housing desired for the future. It is imperative that choices are made which make Kyle fiscally resilient. This section explores a fiscal impact analysis of the chosen long-term growth pattern.

The Neighborhoods component provides guidance on the building blocks of different neighborhoods and the features that will make them more successful. Cues for arranging blocks and accommodating residents are included.

Both components open with a series of recommendations to move Kyle toward achieving success. Then, a general snapshot of the existing local conditions is provided, and observed barriers to success are noted and explained.
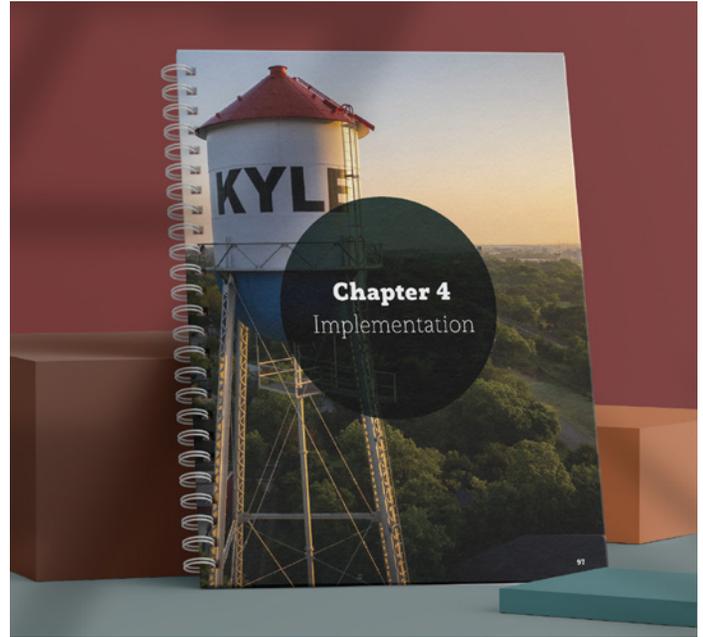
Implementation

The final chapter focuses on how to implement the recommendations in each major component. Implementing the Comprehensive Plan is perhaps the most important job the City of Kyle will have over the next 7 years.

This chapter includes an explanation as to how implementation practices should be approached. Particular focus is given to how implementation should be a community process which is centered around neighborhoods and the people who live in them.

It is important to understand that every recommendation, and subsequently every action that makes up those recommendations has been vetted to ensure that they align with the community's input, goals, identity, and values. Recommendations and actions are coupled in this chapter to provide a checklist that, when completed, indicates that recommendations have been accomplished.

When a plan is adopted, the work of a community truly begins, not ends. There is a part for every person in Kyle to play, and that begins with a complete understanding of how each person can participate. Below are ways that community members and leaders can act, starting today.

For Residents and Other Locals

1. Be familiar with the Plan and its contents. Make sure any groups or associations you are part of are, too. As they say, knowledge is power.

2. Volunteer to get involved. Coordinate the planning of events with this Plan. Set goals that are consistent with this Plan. Identify ways to address issues using this Plan. Understand who is "assigned" to tasks you have an interest in, and work with them. By joining forces, resource constraints can be overcome.

3. Bring local wealth off the sidelines by rallying together. Pursue collective investment in small businesses. Work as a group to jump-start projects that breathe new life into a building or lot. Take rebuilding into community hands. Do this instead of waiting for big developers from outside Kyle to make that investment. They don't have the same commitment to the community that you do. Create spaces for local businesses to get started.

4. Participate in the City of Kyle's reviews of the Plan. This is the perfect time to suggest innovative ideas. Offer up solutions that have not yet been discussed. Make City leaders aware of the communities' shifting needs so that the path forward can be adapted.

5. Understand that discussions to call out progress, or the lack thereof, are not just about City officials. They are also about the contributions of residents just like you; without a partnership in pursuing collective efforts, change will not occur. Pitch in and celebrate when items are checked off the list. Support open and honest assessment of what isn't working in a way that doesn't become government versus residents.

For City Staff and Officials

1. Be familiar with the Plan's contents. Align the budget, capital improvements plan, regulations, agendas, and reporting with these. Cities always identify goals, but their day-to-day decisions tend to work against them. This happens less when the goals are the centerpiece of every discussion.

2. Make it easy for motivated residents and local groups to get involved. Encourage them to join in the work to achieve this vision. There are many local resources that can help the City's small staff achieve more. Every community has residents who want to be part of progress, but they often do not know where to start.

3. Conduct dialogue about City business around the tools contained in the Plan. Set an example for locals showing how focused the city leaders are on this path forward. Make it part of meetings, staff reports, and other public venues and resources.

4. Stay true to an annual review of this document, policies, and regulations. Without frequent review, these tools will not adapt as needed, making it difficult to ever execute the vision. Update the Plan regularly. Cross off completed items and add new actions and goals. Put effort into meeting with neighborhoods and diverse groups of residents.

5. Share this Plan with community partners and residents. Make it easy and convenient to access. Demonstrate how issues are analyzed using the Plan. Help citizens make the connection between the vision and the ultimate action or decision.

6. Special projects or unique development opportunities will sometimes present themselves. Reference the Plan when considering the impacts of them. Make the decisions based on the approved Future Land Use Map and vision. The vision, values, and principles outlined in this document should always guide decisions.

AN ONGOING PROCESS

This Plan, and all of its parts, should be regularly reviewed and updated to reflect the changing nature of the City of Kyle and its goals. Though any part of the Plan can be updated, serious thought should be given before amending, or editing the foundational elements that represent feedback collected from Kyle's citizens. If these do need to be updated, a process of exhaustive public engagement designed to hear and incorporate diverse voices must be completed.

Recommendations and their accompanying actions are the items which will need the most frequent review. As existing recommendations are achieved, new ones should be introduced that move Kyle toward the future imagined in the Plan. Staff will be the most common source of these updates as their work on the front lines provides an exceptional vantage point to see where adjustments are needed. City Council should also review recommendations yearly to see how progress is being made and if necessary, suggest additions.

Though these two groups are the most likely ones to suggest changes to recommendations, public input should be gathered on a regular schedule to help inform staff and Council's work. An inexpensive way of doing this would be to solicit feedback on a specific element of each major component during high-turnout public events. A staff booth at a community event could ask a single question. For example, What matters most to you when new commercial growth happens near your neighborhood? The answers to this single question could be gathered and presented to Council. Then, the Council would determine what new recommendations should be added to "Land Use & Growth Management". Three questions should always be asked when weighing new recommendations. Does this recommendation align with the community identity? Is this recommendation consistent with the adopted decision-making principles? Does this recommendation align with the fiscal goals of the City in the short- and long-term?

The Comprehensive Plan Life Cycle

ABOVE: The life cycle of the Comprehensive Plan is a continuous one. Just as cities evolve and priorities change, this Plan must change with it. This cycle should be repeated to keep the material fresh and up-to-date. By doing so, it remains relevant and valuable.

How Recommendations Become Achievable

1 **Broad Directional Recommendation**

2 **Broad Directional Recommendation**

3 **Broad Directional Recommendation**

✓ **Broad Directional recommendation 4**

5 **Broad Directional Recommendation**

6 **Broad Directional Recommendation**

✓ *Specific Achievable Task 1*

✓ *Specific Achievable Task 2*

✓ *Specific Achievable Task 3*

✓ *Specific Achievable Task 4*

Successfully completing all actions should mean that the recommendation has been fulfilled.

Crafting Meaningful Recommendations

Recommendations are broad, but they are clearly directional. They suggest a large goal that will help to move the community forward, and are aligned with a specific Organizational Component. They do not include individual tasks. For example, a good Land Use & Growth Management aligned recommendation might be: *Create a logical growth boundary to focus future development within existing service areas.* Whereas, a recommendation that is too prescriptive would be: *Do not allow high intensity uses north of River Oaks Drive.*

Identifying Useful Actions

Actions are specific tasks that serve to accomplish recommendations. It is easy to think of these as a checklist that, when finished, allows the community to call a recommendation complete. For example, the growth boundary recommendation could have the following actions:

1. *Identify geographic features that create logical and natural boundaries city-wide.*
2. *Identify all areas of the city that can be currently served by city water/wastewater within 100'.*
3. *Draw a boundary that takes into consideration these two factors and that produces the smallest land area.*

The Planning Process

PLAN PROCESS PHASING & MILESTONES

This Comprehensive Plan was broken up into five major phases. Major milestones in each phase are listed on the right side of this page. After adoption of the plan, successful implementation and meaningful and measured refinement should take place over time.

A variety of methods were used to collect input and feedback. The engagement approach was intentionally organized to balance information sharing (education and awareness), information gathering (listening), and discussions to explore topics in more detail and capture context. Options were also balanced to provide opportunities for the community to engage online, in person, in group settings, and through private one-on-one discussions. Most importantly, multiple presentations and discussions were held early in the process to explain connections between past development and current infrastructure and resource challenges. These discussions and the accompanying land use fiscal analysis have been used at multiple points in the process to bring people and perspectives together and build consensus around the strategies Kyle will need to embrace to become a more financially resilient and prosperous community.

Phase 1

Launch & Assess
September – December 2022

COMMUNITY KICKOFF TRIP
CC/PZ JOINT WORKSHOP
STAFF LAUNCH MEETINGS
PRELIMINARY FISCAL ANALYSIS
VIRTUAL PZ WORKSHOP
VIBRANT COMMUNITY SURVEY

Phase 2

Explore
January – March 2023

DECISION-MAKING PRINCIPLES
TRIP 2 - GROWTH & FUTURE LAND USE
PRELIMINARY FUTURE LAND USE MAP
VIRTUAL PZ WORKSHOP
COMMUNITY SURVEY #2
WEBSITE MAPPING TOOL

Phase 3

Organize
April – June 2023

FINALIZED FUTURE LAND USE MAP
FINALIZED GROWTH SECTOR MAP
WEBSITE BRAINSTORMING TOOL
REVIEW OF GROWTH SCENARIOS
TRIP 3 - GROWTH SCENARIO SELECTION

Phase 4

**Prioritize**
July – August 2023

COMPREHENSIVE PLAN DRAFT REVIEW
TRIP 4 - IMPLEMENTATION

### Phase 5

Adopt & Implement
September 2023 – January 2024

FINAL COMPREHENSIVE PLAN DRAFT
PZ HEARING
CITY COUNCIL HEARINGS
PLAN ADOPTION

Vibrant Community Assessment
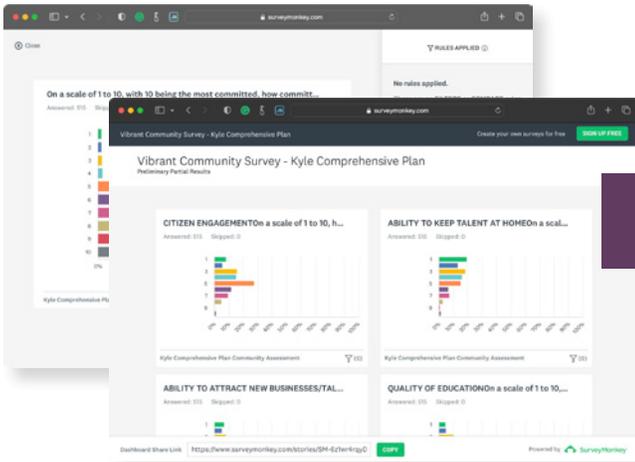
Baseline

Established

**Community Surveys
& Stakeholder Meetings**

Assets

Obstacles

Identified

Council and PZ Worksessions

Refined Into...

**Recommendations
& Aspirations**

# VIBRANT COMMUNITY ASSESSMENT

The Vibrant Community Assessment, a tool created by Quint Studer and referenced in his book, Building a Vibrant Community, was used at the outset of this process. The assessment provided the opportunity for residents to rank Kyle across a number of characteristics found to be crucial in building a dynamic community. In the first part of 2022, citizens provided answers to eleven questions, using a ten point scale. The questions are listed below, next to a number representing the average score citizens assigned to Kyle for each question.

It is notable that the assessment scores indicate a large gap between where citizens want the community of Kyle to be, and where they feel it is right now. The lowest scores were in two categories – the ability to keep talent at home, and the ability to attract new business and talent. However, a clear interest in solving problems and making the community better was shared by nearly every participant. This bears witness to the fact that residents want to be involved in improving Kyle.

Results

How engaged are your community's citizens? — **4.6**

How likely is it that young people will live and work in the community after graduating from high school or college? — **3.7**

How attractive is your town to new businesses and/or talent? — **5.4**

How strong is your education system? — **5.4**

How vibrant is your downtown? — **3.7**

How successful are you at getting wealth off the sidelines and encouraging people to invest in the community? — **3.9**

How easy is it to create and run a small business in your community? — **4.5**

How likely are small business owners to receive the training and development they need to thrive long-term? — **3.9**

How proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them? — **4.4**

To what extent are local government entities aligned and successful at working together to create a better quality of life for your community? — **4.6**

With 10 being most committed, how committed are you to making your community the best it can be?

7.6

ASSETS

Through the engagement process, the community, the PZ, and the Council identified these elements as the most unique and valuable to Kyle. These elements can be viewed as building blocks upon which Kyle's future can be built.
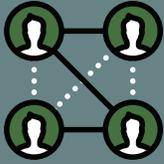
COMMUNITY EVENTS AND ORGANIZATIONS

Kyle has a variety of existing community events and active community organizations where residents can get involved and get to know each other.

LOCATION, LOCATION, LOCATION

Kyle is 10 minutes north of San Marcos and 30 minutes south-southwest of the Austin metro area and Austin-Bergstrom International Airport.

EDUCATED AND DIVERSIFYING POPULATION

According to census data, more than a third of individuals aged 25 and above in Kyle had achieved higher education degrees; this includes associate, bachelor, and graduate degrees. The population of Kyle also became more diverse between 2010 and 2020.

LOCAL ECONOMY

Kyle is more affordable with a median home value of $236,037 as of 2022 - compared to Austin at $381,400. Kyle has also seen an increase in the amount of commercial businesses, like Costco, that are a regional draw.

SMALL TOWN FEEL

While Kyle has seen significant growth in the last decade and now boasts a population of over 45,000, residents noted its "small town feel", which enhances the attraction for families, young professionals, seniors, and those seeking community.

OPPORTUNITIES

Through conversations with residents and stakeholders during community meetings and one-on-one meetings, a list of opportunities was produced. The potential of a community is closely linked to its assets, and in this case, the citizens of Kyle have acknowledged the challenges that need to be addressed. These challenges also present opportunities.

More Local Businesses

Residents expressed the need and opportunity for more locally owned businesses, family-oriented restaurants, a wider variety of grocery stores, and more nightlife and family friendly destinations. People like the access to the bigger chains, but feel that local mom and pop shops contribute greatly to the character and personality of the community. There is a strong economic development presence in Kyle, including the Kyle Economic Development Department (EDD) and the Kyle Economic Development and Tourism Board (ED&T), which, through various programs and initiatives, can offer support to the local business community and encourage diversity.

Unique and Different

Residents want Kyle to stand out and be distinguishable from its neighbors, like Buda and San Marcos, and believe that there is opportunity to proactively identify and make choices that further Kyle's unique identity. Kyle has many great things that can be built upon and added to, like being the Pie Capital of Texas. It offers abundant Hill Country beauty and other natural resources like the Blanco River. It also has community events like Market Days and the Kyle Fair. Often, communities that lack clear identities or attempt to adopt the identity of another city are not only easily forgotten but also struggle to leave lasting impressions on people.

Vibrant Downtown

Residents want to maintain the "small town" environment of Kyle, but also for it to offer a variety of different amenities and attractions. Specifically, residents believe that downtown is a great asset that has a lot of potential but is not being fully realized. There is opportunity to improve and strengthen it as a special and vibrant destination that attracts people not only locally, but regionally. Residents want downtown Kyle to be walkable, with connectivity between destinations, and gathering spaces where they can enjoy an afternoon with their families.

Growth

One of the greatest challenges and opportunities identified by the community is the effects of growth relating to traffic, infrastructure, quality of development, and roads. By recognizing the need for a stronger focus on crucial aspects like infrastructure, transportation systems, and the quality of development, Kyle can harness the vision of the community and shape its future. Embracing this opportunity allows for the creation of a well-planned, sustainable, and vibrant city that meets the needs of its expanding population while supporting its existing residents.

Resident comments received during Phase 1 of this planning effort were collected and reviewed. Sentiments such as those below helped determine what areas topped the list of concerns.

TRAFFIC/ROADS

"...too much traffic it's actually dangerous to ride bikes around Kyle."

"...traffic is horrible, apartments and houses going up anywhere these companies can find space."

BUSINESSES

"We WANT LOCALLY OWNED. Stop this infestation of corporate owned."

"There's not much entertainment places, not a lot of local businesses or restaurant variety. There's 3 Starbucks 5 minutes from each other and 2 other chain coffee places in between."

GROWTH

"Growth is out of control, stop building apartment complexes and subdivisions. We will be known as the apartment capital."

"Kyle has no personality. It's just the same old boring tacky urban sprawl."

"Water is already restricted and running out."

EQUITY

"Why bother taking the survey? You only ever build things on the rich side of the highway."

"I don't really see much that makes it special. It feels like a town that very much values the more affluent side of town."

DOWNTOWN

"I think Kyle has a great small town vibe with a lot of big city amenities. I think that Downtown Kyle has a lot of potential that isn't not being realized."

"Kyle has a terrible mess of a downtown. Sorry it has to be dealt with."

Residents were given opportunities, both virtually and in-person, to select the principles they felt were most important in decision making. They were also encouraged to give examples of how they felt those principles could be applied to local decision making. The top four principles are listed below.

Fiscally Responsible

"City residents should have infrastructure that can be reliably maintained without having a surprise 'bill' down the road."

Innovation & New Ideas

"Be bold - be different where possible. Make Kyle shine. Inclusive of east and west as a community together."

Economic Prosperity

"If economy is strong other things are possible."

Neighborhoods for Everyone

"People should have safe, beautiful, accessible places to live that meet their needs for their stage of life. Varying types of housing in central locations."

Who Are the Citizens of Kyle?

Key Statistics

	KYLE	HAYS COUNTY	MSA*	TEXAS
POPULATION				
2020 TOTAL POPULATION	45,697	241,067	2,246,701	29,806,340
HOUSEHOLD SUMMARY				
2020 HOUSEHOLDS	14,701	76,724	796,315	10,521,548
2020 AVERAGE HOUSEHOLD SIZE	3.09	2.82	2.68	2.78
AGE				
MEDIAN AGE	31.7	32.5	35	35.1
RACE & ETHNICITY				
WHITE ALONE, NOT HISPANIC OR LATINO	40.2%	52.5%	51.4%	41.4%
BLACK ALONE	5.0%	3.7%	6.9%	11.8%
ASIAN ALONE	1.6%	1.4%	5.9%	4.9%
HISPANIC OR LATINO	48.9%	39.5%	32.4%	39.4%

Source: 2020 Decennial Census & ACS 2020 5-Year Estimates

Actual and Projected Population

■ Projected   ■ Actual

Year	Projected	Actual
2000	5,314	5,349
2010	21,457	28,016
2020	50,808	45,097
2030	77,050	
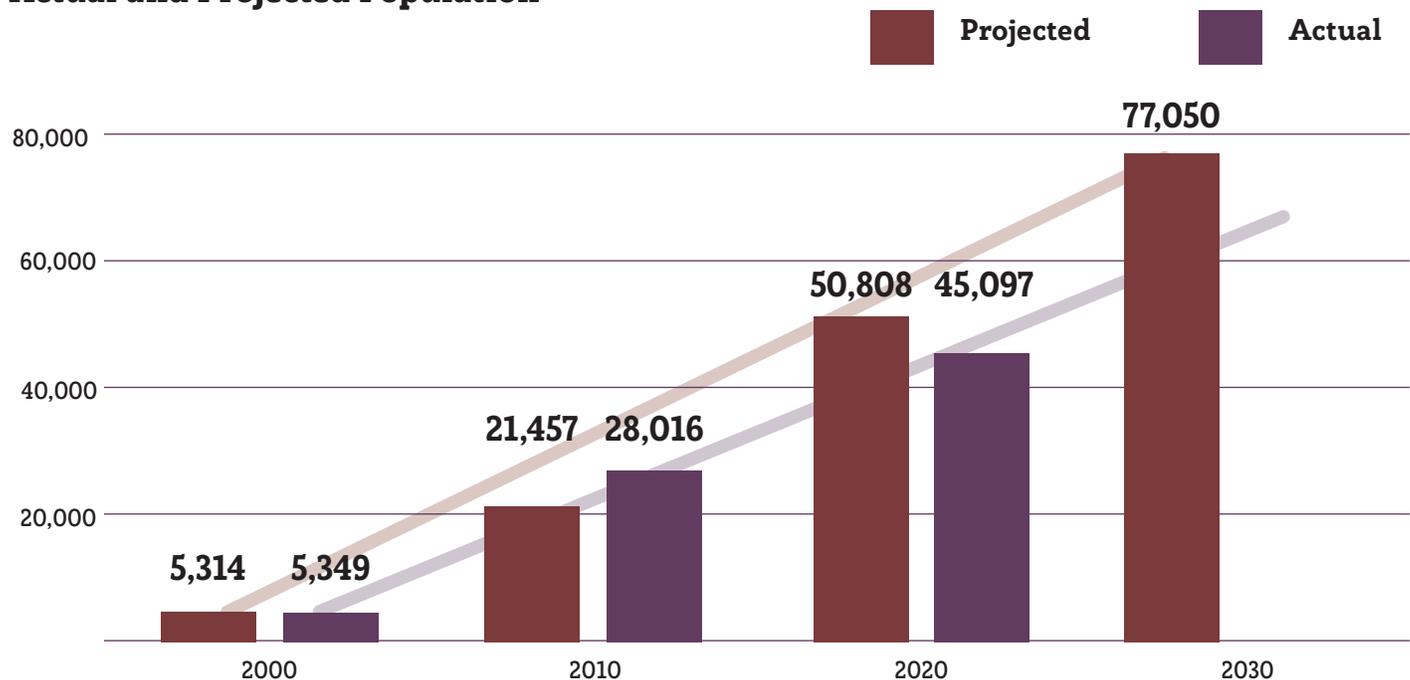
Source: US Census and City of Kyle Population Estimates

*METROPOLITAN STATISTICAL AREA

Race Distribution

Hispanic or Latino	
22,360 48.9%	
White Alone	
18,374 40.2%	
Black/African-American Alone	
2,265 5.0%	
Two or More Races	
1,588 3.5%	

Source: 2020 Decennial Census

Household Size

4+ People	
32.6%	
2 People	
30.5%	
1 Person	
21.2%	
3 People	
15.7%	

Source: ACS 2020 5-Year Estimates

Age Distribution

30.1%	Under 18
25.7%	25-39
24.6%	40-59
11.2%	60-79
7.1%	18-24
11.2%	Over 80

Source: ACS 2020 5-Year Estimates
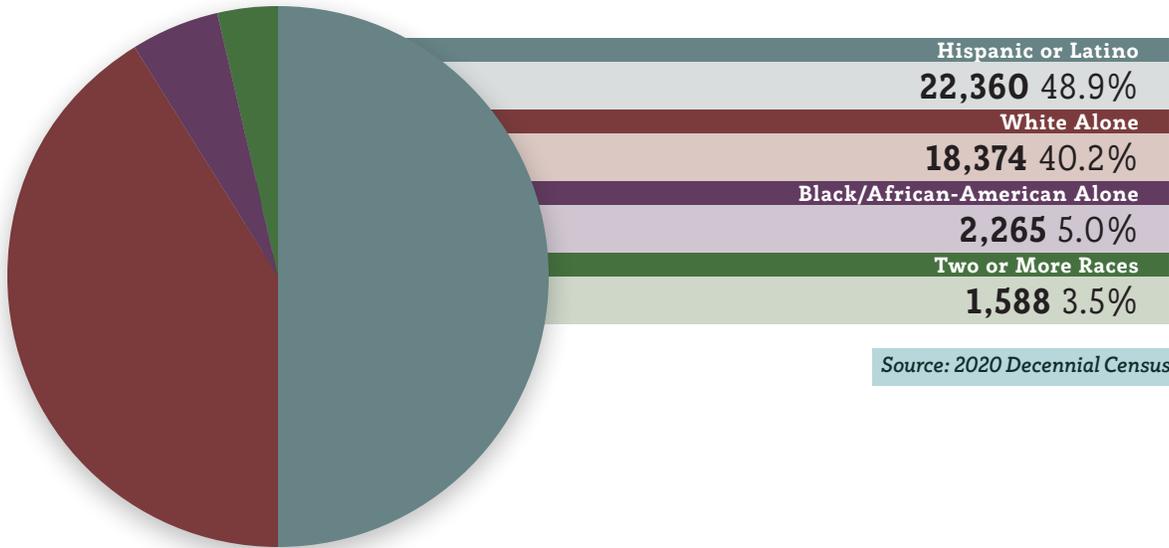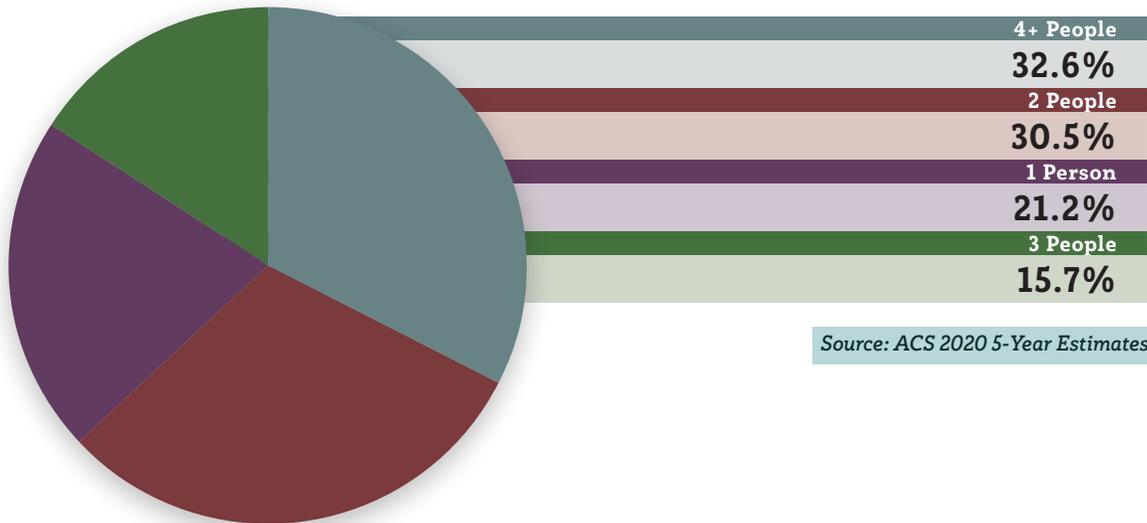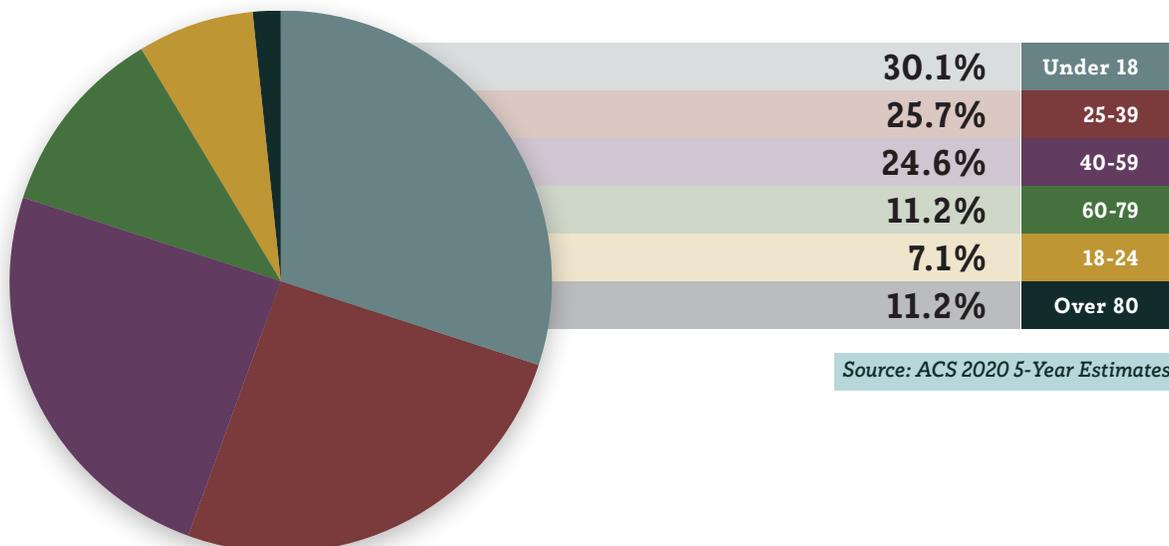
Esri Tapestry Segmentation classifies US neighborhoods into 14 unique LifeMode groups. These groups are then further classified as 67 different consumer segments with commonly shared traits. These traits are key to understanding the motivations, needs, and vantage points of each consumer segment. This information can be useful in identifying how to best serve Kyle residents.

WORKDAY DRIVE

URBAN EDGE FAMILIES

METRO FUSION

UP AND COMING FAMILIES
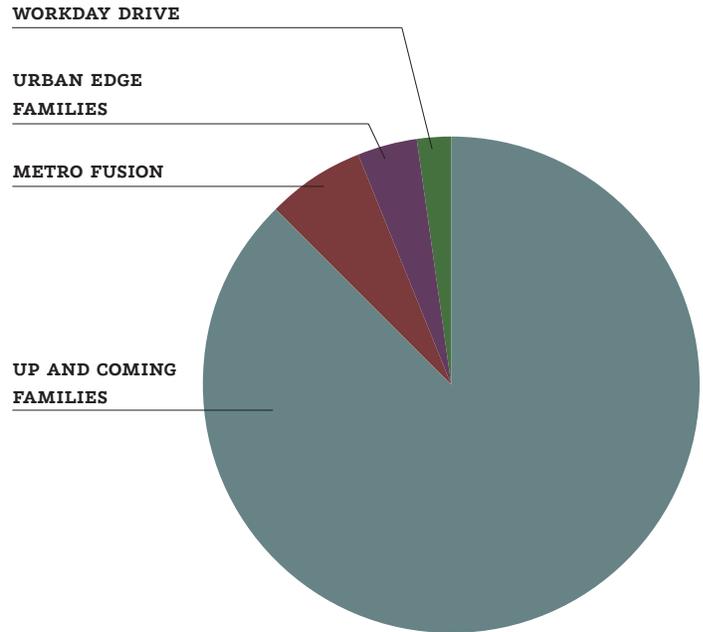
Up and Coming Families — 87.5%

Up and Coming Families is a market in transition—residents are younger and more mobile than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. This is one of the fastest growing markets in the country.

AVERAGE HOUSEHOLD SIZE	3.12
MEDIAN AGE	31.4
MEDIAN HOUSEHOLD INCOME	$72,000

Metro Fusion — 6.6%

Metro Fusion is a young market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single parent families. Metro Fusion is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives.

AVERAGE HOUSEHOLD SIZE	2.65
MEDIAN AGE	29.3
MEDIAN HOUSEHOLD INCOME	$35,700

Urban Edge Families — 3.8%

Located throughout the South and West, most Urban Edge Families residents own their own homes, primarily single-family housing—out of the city, where housing is more affordable. The majority of households include younger married-couple families with children and, frequently, grandparents. Many residents are foreign born. This market is connected and adept at accessing what they want from the internet.

AVERAGE HOUSEHOLD SIZE	3.19
MEDIAN AGE	32.5
MEDIAN HOUSEHOLD INCOME	$50,900

Workday Drive — 2.1%

Workday Drive is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

AVERAGE HOUSEHOLD SIZE	2.97
MEDIAN AGE	37.0
MEDIAN HOUSEHOLD INCOME	$90,500

Esri also establishes measures (indexes) to better explain certain characteristics in a community. Some examples are listed below. When compared to the region, Kyle is more affordable and has slightly lower levels of income. It performs exceptionally well in terms of a low crime rate. While its level of diversity is similar to the region, it is beginning to increase.

	Kyle	**Hays County**	**MSA**

Housing Affordability Index (HAI)

An index greater than 100 indicates that homes are affordable. An HAI less than 100 indicates homes are less affordable and median income is insufficient for purchase of a home with a median (or mid-point) value.

Kyle	**Hays County**	**MSA**
131	101	101
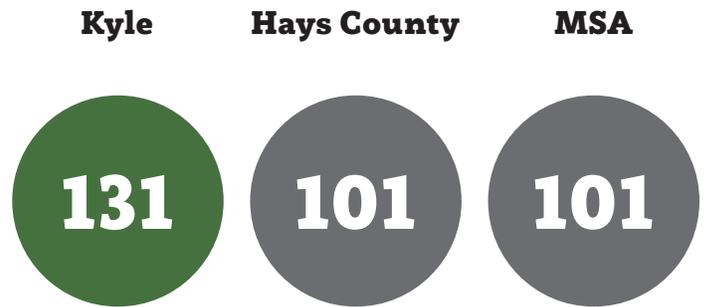
Wealth Index (WI)

The Wealth Index is compiled from a number of indicators of affluence that include average household income and average net worth. The index represents the wealth of an area relative to the national level. Values exceeding 100 represent above-average wealth.

Kyle	**Hays County**	**MSA**
85	108	112
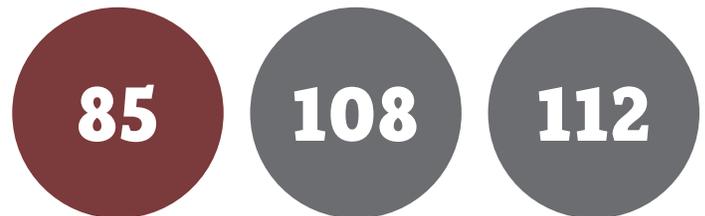
Crime Index (CI)

The Crime Index is an indication of the relative risk of a crime occurring and is measured against the overall risk at a national level. Values above 100 indicate an above average risk of crime occurring compared to the US. Values below 100 indicate a below average risk of crime occurring compared to the US.

Kyle	**Hays County**	**MSA**
62	75	104

Diversity Index (DI)

The Diversity Index from Esri represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. Values above 100 indicate an above average level of diversity compared to the US. Values below 100 indicate a below average level of diversity occurring compared to the US.

Kyle	**Hays County**	**MSA**
81.7	77.6	79.9

Overall, Kyle has a higher owner occupancy rate than the surrounding county, the Austin Metropolitan Statistical Area (MSA), and the state. This reflects the long-standing nature of Kyle and the presence of property owners that predates the surge in growth it is experiencing today.

When comparing housing statistics of Kyle to other geographies, there are differences. The amount of income devoted to housing costs in Kyle is slightly higher than the state average, but lower than the Austin MSA and Hays County. Residents from all backgrounds have expressed their concerns that affordability is soon to be a thing of the past. Allowing infill housing products to be built in the pockets of Kyle where vacant land exists and is already served by infrastructure is one important strategy to preventing this number from greatly increasing. Vacancy rates in Kyle are low, signifying demand from people moving in. While some believe that the renter population has eclipsed the owner population, the numbers tell a different story. The renter occupancy rate is the lowest across the areas of comparison, while the owner occupancy rate is highest. Maintaining a level of affordability for all populations is key to striking a balance long term.

ABOVE, RIGHT: Examples of contrasting scales of single-family detached homes available in Kyle.

Key Housing Statistics

	KYLE	HAYS COUNTY	AUSTIN MSA	TEXAS
UNIT BREAKDOWN				
OWNER OCCUPIED HOUSING UNITS	66.4%	62.2%	58.6%	56.0%
RENTER OCCUPIED HOUSING UNITS	33.6%	37.8%	41.4%	34.6%
VACANT HOUSING UNITS	4.8%	6.1%	7.0%	9.4%
HOUSING VALUE				
MEDIAN HOME VALUE 2020	$209,300	$259,100	$303,300	$193,109
HOUSING COST				
2022 HOUSING AFFORDABILITY INDEX*	123	101	101	149
2022 PERCENT OF INCOME FOR MORTGAGE*	16.2%	20.0%	20.6%	13.3%

ACS 2020 5-Year Estimates
* Esri forecasts for 2022

ABOVE: While the age of housing stock in Kyle varies, there is a definitive pattern. Newer housing is found at the outer edges, while older neighborhoods are found in the city's core.

Local Housing Age

KYLE

1950 or earlier, 0.5%
1960-1979, 0.2%

| 12.6% | 52% | 34.7% |

HAYS COUNTY

1950 or earlier, 2.9%

| 8.6% | 24% | 29% | 35.5% |

TEXAS

| 15% | 24% | 31% | 19% | 11% |

| 1959 OR EARLIER | 1960-1979 | 1980-1999 | 2000-2009 | 2010 OR LATER |
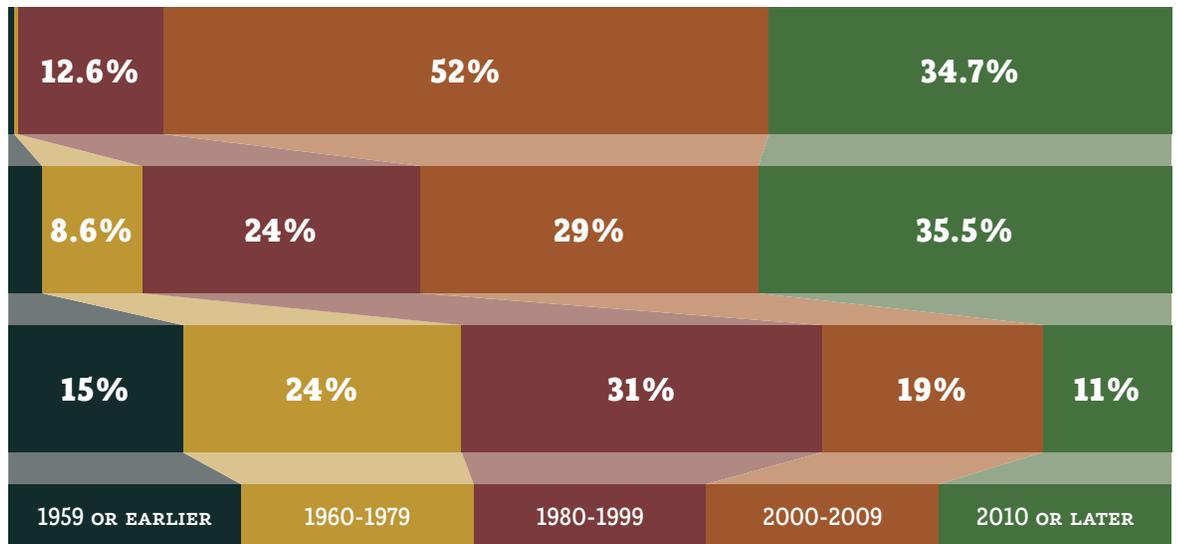
Census figures provide insights into the occupation and industry types that Kyle residents are most frequently employed by. Locally, fewer residents work in services and blue collar occupations. By comparison, white collar occupations account for more than 60% of resident employment - 14% more than the state of Texas. Kyle has slightly higher rates of residents employed in the construction & trades, public administration, and retail industries.

Kyle

Hays Co.

Texas
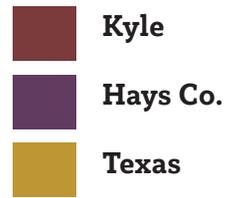
Employment by Occupation
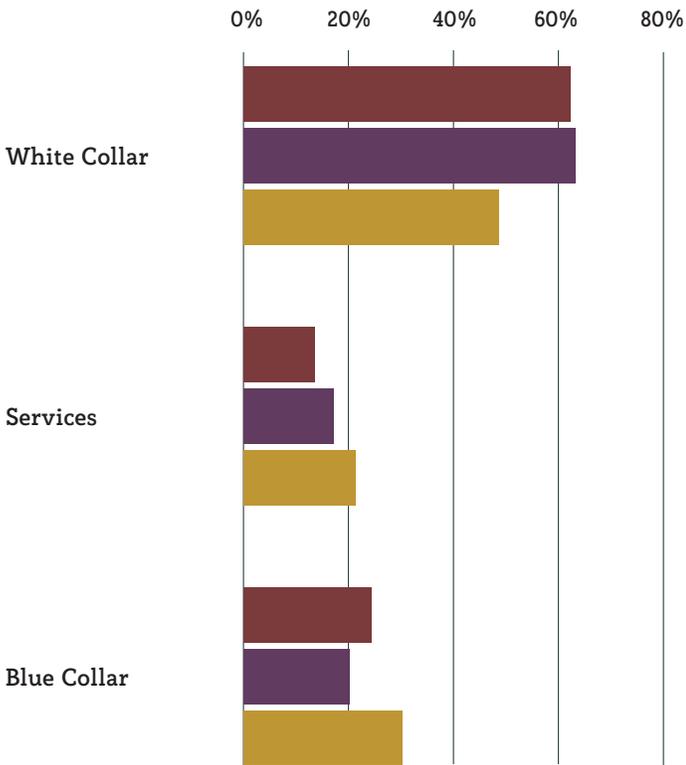
ACS 2020 5-Year Estimates

Employment by Industry
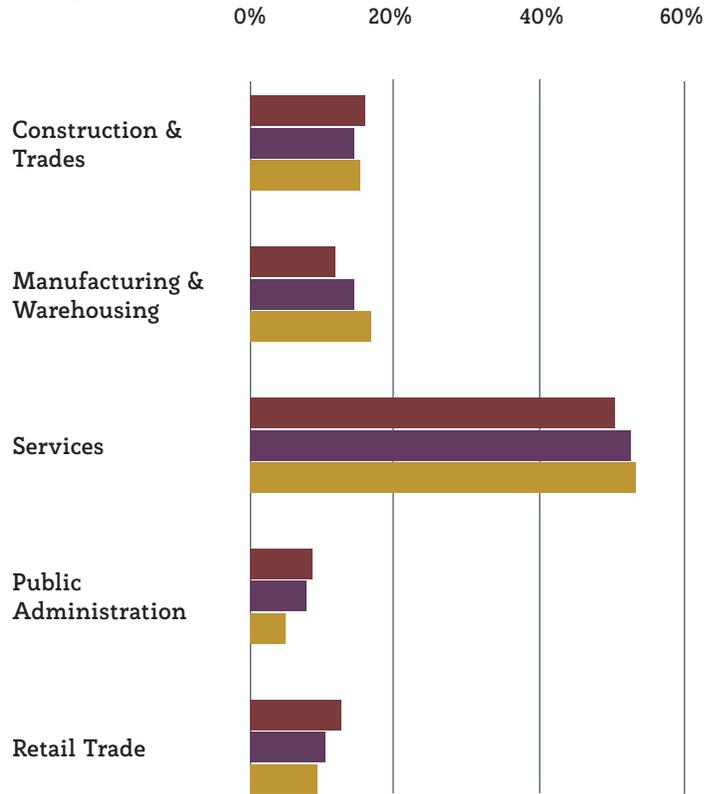
ACS 2020 5-Year Estimates

WHAT THEY WANT AND NEED LOCALLY

Residents want more outdoor amenities like parks and trails in Kyle, as well as more economic assets like locally owned businesses, restaurants, and entertainment venues. They are tired of the seemingly heavy emphasis on fast food and chain restaurants, and instead want a greater variety of original and experience-based places to visit. Residents like the amenities and businesses currently within downtown, but see the potential for it to expand into a more vibrant activity hub that is bustling with events and attractions. They want nightlife and entertainment, and to be able to take their families to places where they can relax and have fun together. Additionally, there is desire to build upon Kyle's unique identity to prevent it from becoming synonymous with the nearby suburbs of Austin.

Community Identity

The elements below represent the concepts, ideas, and discussion that came out of the public engagement process for this Comprehensive Plan. The elements are made up of three parts; Values, Assets, and Aspirations. When these items are put together, it gives a clear and meaningful picture of how the residents of Kyle see themselves and their community now, and how they wish to be in the future.

Values *A shared collection of things that matter to us.*

- Active lifestyle
- Education
- Affordability
- Community history
- Local entrepreneurship

Assets *The elements we want to protect and improve.*

- Outdoor recreation amenities
- Proximity to metro area
- Medical and educational facilities
- Growing industry and businesses

Aspirations *What we want to be tomorrow.*

- Improved mobility network
- Managed growth
- Preserved city center
- Expanded offerings
- Unified east and west Kyle

The City of Kyle has invested in several key planning efforts over the last seven years. These products are valuable, and while they are in need of updating, they contain recommendations that are still relevant. Significant takeaways from each of these adopted documents are summarized here and have been incorporated into this modernized implementation strategy.

City of Kyle Comprehensive Plan Update (2019)

Incorporate connectivity improvements to Downtown and surrounding areas; Incorporate green spaces to control stormwater runoff and promote infiltration; Integrate mixed use districts; Ensure that land use and transportation plans are complementary; Improve pedestrian mobility; Integrate land use transitions to enhance the separation of residential and industrial uses; Create safer and more convenient links between neighborhoods, commercial, employment, and civic areas; Incorporate public facilities into regional centers.

Kyle Parks, Recreation, and Open Space Master Plan (2016)

Preserve open space; Improve undeveloped City parkland; Incorporate greenway corridors and nature trails along the Blanco River; Administer or sponsor athletic programs to maximize the use of existing facilities; Develop a strong and highly linked network of linear parks, and pedestrian and bicycle facilities; Work towards a system of parks and trails where most residents of the city are within 1/2 mile from a park or trail in most areas of Kyle.

Kyle Transportation Master Plan (2021)

Simplify typical sections and required ROW for roadway types; Identify a method for prioritizing projects and financing opportunities; Require all new location and reconstructed roads include right-of-way for the addition of sidewalks and/or shared-use paths; increase the capacity of key corridors to move people more efficiently; Tie sidewalks into the trail network; Create additional north/south and east/west corridors.
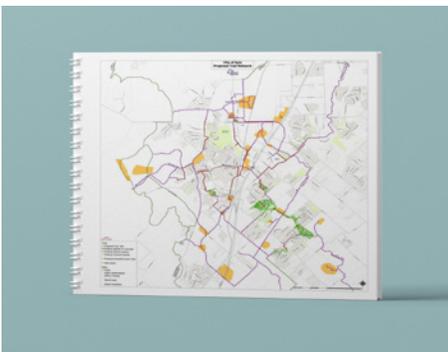
Kyle Trails Master Plan (2021)

Integrate Trail-Oriented Development; Create/complete city-wide trail system; Require and enforce ongoing maintenance.

The Economics of Land Use

THE VALUE OF DEVELOPMENT PATTERNS

Where, when, and how a city develops has a direct impact on a city's fiscal health. The form and process by which property develops in a community is its development pattern. Development patterns are caused by varied wants, needs, and desires amongst community leaders, residents, and developers. Below are three of the most common development patterns seen in Texas and across the United States: rural, suburban, and urban. Each of these patterns accommodates a certain amount of people, requires different amounts of infrastructure and public services, and consumes varying amounts of land.

Understanding the economic constraints these patterns present is key to helping build a resilient and fiscally sustainable place. The economics of land use, at a high level, pertains to how these different development patterns generate revenue back to the city in the form of property tax, sales tax, and other revenues. The development patterns also generate costs and liabilities in the form of services and infrastructure that require maintenance over time. *To be financially sustainable, a City's development pattern must generate sufficient revenue to pay for services and infrastructure; not just today, but over time.*
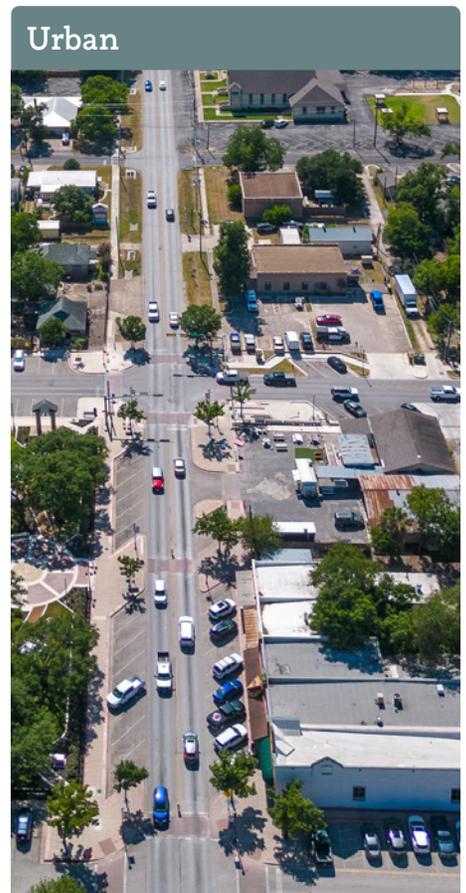
Rural		Suburban		Urban	
VALUE PER ACRE	**LOW**	VALUE PER ACRE	**MID**	VALUE PER ACRE	**HIGH**
INFRASTRUCTURE COSTS	**LOW**	INFRASTRUCTURE COSTS	**HIGH**	INFRASTRUCTURE COSTS	**HIGH**
SERVICE LEVELS	**LOW**	SERVICE LEVELS	**HIGH**	SERVICE LEVELS	**HIGH**
POPULATION PER ACRE	**LOW**	POPULATION PER ACRE	**MID**	POPULATION PER ACRE	**HIGH**
COST PER HOUSEHOLD	**LOW**	COST PER HOUSEHOLD	**HIGH**	COST PER HOUSEHOLD	**LOW**

THE SUBURBAN GROWTH EXPERIMENT

For thousands of years, cities all over the world were built and grew incrementally out (horizontally), up (vertically) and more intensely (higher density) as resources allowed. This traditional pattern of development was characterized by a compact grid, narrower streets, and diverse building types (whose uses were flexible) all geared toward a human scale, and it was built in increments when the demand and money were available. New structures or streets were built next to existing buildings or infrastructure, because this was the most cost-effective way of growing.

When the automobile was invented, it led to what engineer and Strong Towns founder Charles Marohn coined the "sub-urban experiment." The creation of the highway system, increasing car ownership, and mass-scale housing programs rolled out after WWII combined to create a new environment where developers were able to purchase and develop land out on the edge for lower costs, and the suburbs were born. Streets and buildings became more spread out than ever before, and residential, commercial, and other uses were separated. Fewer buildings were designed with unique character or built to last. Instead they were designed to be cost-effective and mass-produced. Unlike the previous incremental growth, cities began to see massive amounts of housing, streets, and infrastructure being built over a much larger area in a short amount of time - typically just one or two decades.

1958

USGS 1958
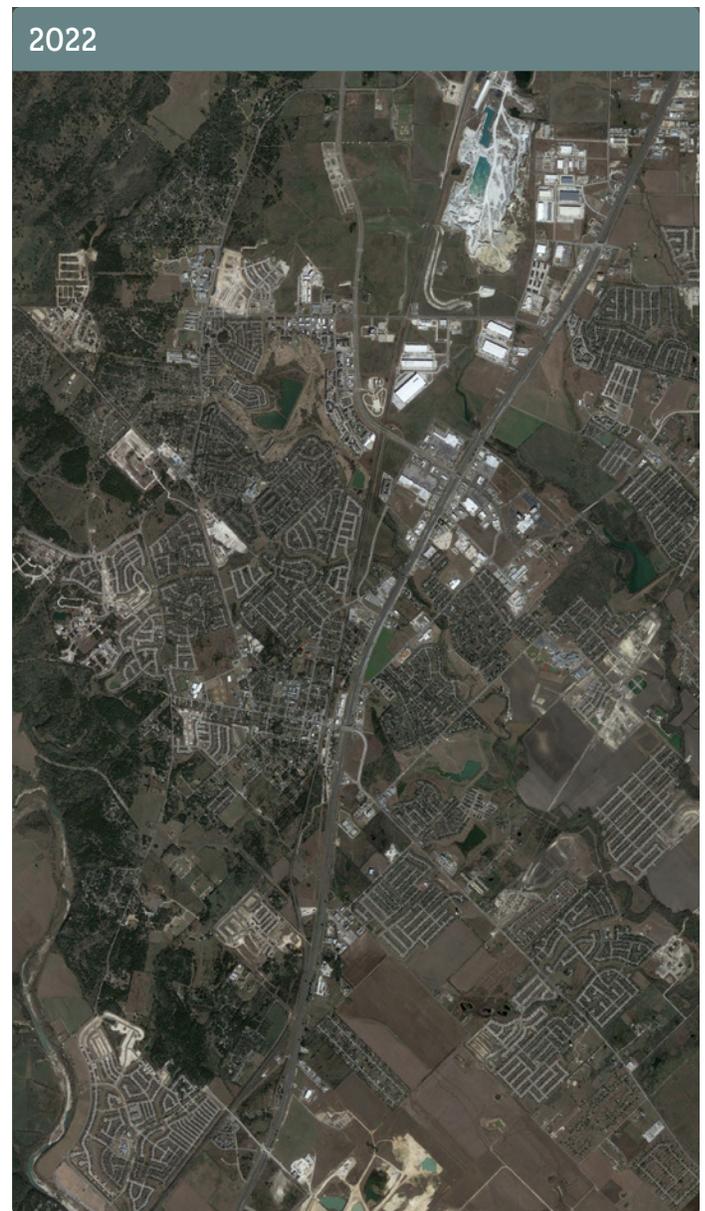
2022

Google Earth 2022

THE EFFECTS OF RATE AND PATTERN OF GROWTH

As the suburban growth model caught on, cities across the country began to embrace and encourage rapid growth without fully considering long-term impacts. Private developers built subdivision after subdivision, putting in miles of new infrastructure "at no cost to the city!", selling cities on the additional rooftops and tax revenues. This creates what Marohn refers to as an "illusion of wealth", where the overall look and feel of the community is new and affluent. During this time, there is also typically pressure to keep property taxes down. Sales tax revenue will fluctuate up and down based on market conditions and demand.

Today, the significant costs of this approach are revealing themselves. As cities continue to age and expand, development and the revenue boost from additional homes and businesses slows down. The neighborhoods, facilities and infrastructure built decades prior have reached the end of their life cycle and are in need of replacement. Community leaders are left struggling to keep up with expectations for basic service, employment and lifestyle. However, they have limited resources to do so. This starts a cycle where cities fix what they can, and postpone what's left. Eventually neighborhoods deteriorate to the point where residents with the ability to do so move out, while those less fortunate are forced to remain in an environment of decline and neglect.

Average Age of Infrastructure Over a Developmental Life Cycle

GROWTH **INFILL** **BUILDOUT**

AVERAGE AGE OF INFRASTRUCTURE

Average age of city infrastructure

Population

POPULATION

TIME

TOP: Typically, in a suburban development pattern as a city reaches buildout, the average age of infrastructure (streets & utilities) outpaces the ability of the city's population to fund maintenance costs.

GROWING **BUILDOUT** **INSOLVENCY**

NET REVENUE

FUNDS AVAILABLE FOR MAINTENANCE

0

TIME

BOTTOM: While a city grows, new revenue comes in. No major maintenance is required because infrastructure is brand new. When a city stops growing, the existing infrastructure is older and repairs are needed. It is impossible to recover from those repair expenses if the development patterns is never adjusted.

RESOURCE CONSTRAINTS

In today's environment, most citizens are not willing and/or able to pay more in property taxes or fees, but cities don't have the revenue needed to cover basic services and maintenance dues to the cost of aging infrastructure. Each year, maintenance expenses grow, and citizens' concerns over property taxes and being priced out of their homes do as well. Recent state legislation to cap property taxes and limit annexation and local control of building regulations has only increased this tension.

There are generally three positions that cities find themselves in when it comes to their position on the growth curve and how they are managing the resource gap:

	Services	Infrastructure	Revenue	
In good shape	✔	✔	✔	The city has quantified service costs, knows what its infrastructure costs are, and has a good, clear plan to generate enough revenue to pay for those things - all while staying within the limits of what the residents there are willing and able to pay for.
Doing OK for now	✔	?	?	These communities tend to be in the middle of their growth phase. Older parts of the city require maintenance, but revenue from new growth is covering these costs. The wave of infrastructure reconstruction costs has not hit these communities yet, but is looming out in the future.
Already running behind	✖	✖	?	These are older cities where there is limited growth, and often, decline. Large areas of the city are past their initial life cycle and in need of repair. There are neighborhoods beginning to decline and there is no clear plan for how the city is going to address those needs.

Why It's Important

In order to align development, services, and revenues, cities need a common language to discuss common problems and find common solutions. Land use fiscal analysis is a powerful tool that can help frame discussions and inform decisions about land use, development, infrastructure, and budgeting. A fiscal analysis is a parcel-level analysis of the property taxes (levy or revenue) and general fund service costs for real property throughout the city. The analysis uses property tax revenue per acre and net revenue per acre on a parcel level to map the net fiscal productivity (parcel revenue to the city minus service costs) of every property in the city. By quantifying and mapping revenues and costs on a parcel and per acre basis, we are able to see how various land uses and development patterns perform in relation to one another. The analysis also illuminates which parcels generate sufficient property tax revenue to cover the costs to serve them, and which parcels cost more to serve than they generate in revenue, thereby requiring subsidies from other parts of the city and revenue streams.

Measuring the Value of Development Patterns

Not all kinds of development yield the same returns on investment. Our most financially productive places, in terms of the property tax revenues they bring in per acre, tend to be clustered around our older downtown developments and walkable neighborhoods. Repeated studies across the country show that street-fronting businesses on small lots in compact, walkable areas—such as those along historic main streets—tend to be vastly more productive per acre than the more suburbanized auto-oriented sites with larger lots and dedicated parking areas. Very little infrastructure cost is associated with this style of development, and units can easily adapt to different uses. Contrast this with the big box, strip mall approach which eats up valuable land for diminishing returns, requires significantly more infrastructure, and is particularly inflexible to reuse.
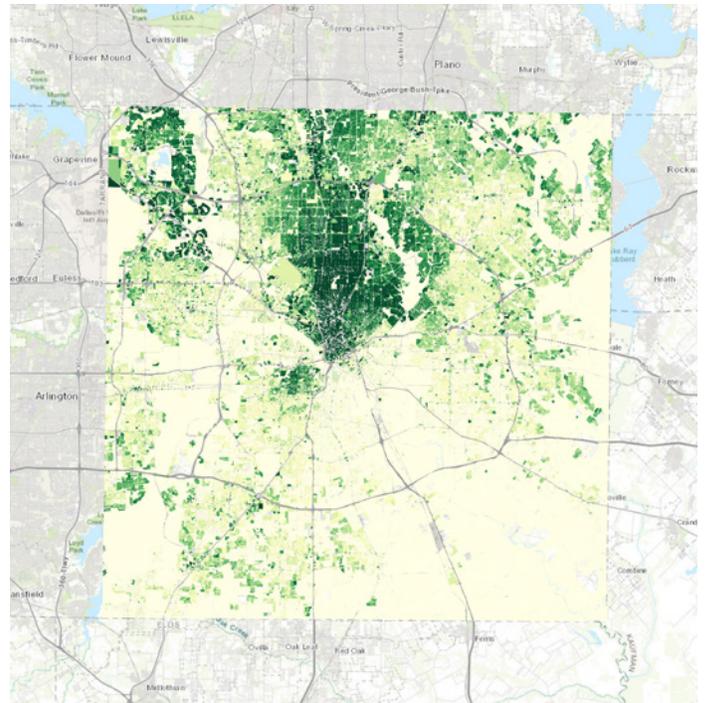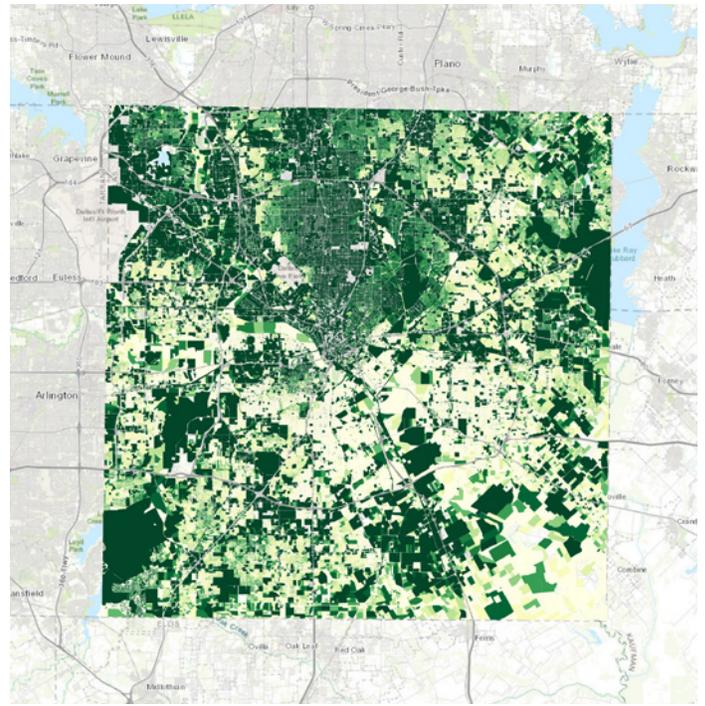
ABOVE TOP: A parcel level analysis of Dallas County assessed values. This map shows *value* spread fairly evenly across the county.
SECOND MAP: But, in the second map where we see the parcels represented as *value per acre* of land, it becomes clear. The urban core of Dallas County is where substantial value is.

CREATING A FISCALLY INFORMED PLAN

This document is intended to be a plan for the future of Kyle that is directly informed by, and adapted to, the fiscal realities of the community. Intentionally guiding development and re-development into certain areas of the city and in certain patterns can increase revenues, reduce service costs, and close the city's resource gaps over time. In order to create this type of plan and recommend strategies to ensure a resilient future for Kyle, there are a few questions to consider:

What policies support a fiscally productive and resilient pattern?

This is critical. In many places across the country, the patterns that are most fiscally productive for a city can no longer be built under the current code and design standards. Refining and re-framing these policies to make it possible to build in this more productive way is one of the things we will explore in this Comprehensive Plan.

How are the current development patterns in the city performing?

Providing a financial report on a more frequent basis to show how different land uses and development patterns are performing will inform the city of each development type's financial gain or loss and how it is contributing to the City's overall fiscal health.

What people and organizations can partner with the city to build quality infill and small projects?

Historically, development was completed by local developers. Over the past 60 to 80 years much of the explosive development seen in the United States, and very specifically in Central Texas, has been undertaken by ever larger multi-regional and national development firms. For Kyle to thrive and sustain itself, it is important to foster and bolster local development talent by providing them with the means to be successful in the community. This means that the city needs to explicitly seek out the locals that are willing to build one building, one parcel, or one block at a time and connect them to the resources they need to be successful.

How can the current development pattern change to provide more value per acre?

The fiscal analysis identifies the properties with the highest and lowest values per acre. A high value property generates sufficient property tax revenues to cover the costs to serve them. A low value property costs more to serve than it generates in revenue. Understanding the financial impact of each development type will help the City to capitalize on infill, redevelopment or greenfield opportunities to maximize return on public investments and offset the service costs of under-performing development.

Main Street Scale Half-Block

SIZE	PROP. TAX REVENUE/ACRE
±0.66 ACRES	$9,600

Suburban Style Pad Site

SIZE	PROP. TAX REVENUE/ACRE
±1.18 ACRES	$3,800

Traditional Downtown Grid

SIZE	PROP. TAX REVENUE/ACRE
±42 ACRES	$25,000

Auto-Oriented Big Box

SIZE	PROP. TAX REVENUE/ACRE
±40 ACRES	$3,500

12 Blocks Georgetown, Texas

HEB and Surrounding Pad Sites, Kyle, Texas

Rural with Infrastructure

SIZE	PROP. TAX REVENUE/ACRE
±2 ACRES	$880

Suburban

SIZE	PROP. TAX REVENUE/ACRE
±.32 ACRES	$3,980

Compact Suburban

SIZE	PROP. TAX REVENUE/ACRE
±.126 ACRES	$14,180

Townhomes

SIZE	PROP. TAX REVENUE/ACRE
±.03 ACRES	$88,900

$180,800 to replace each section of road

70' Lot Width

$9,040

$180,800 / 20 Lots = **$9,040** per lot

30' Street Widths

$9,040

$6,457

$180,800 / 28 Lots = **$6,457** per lot

50' Lot Width

$6,457
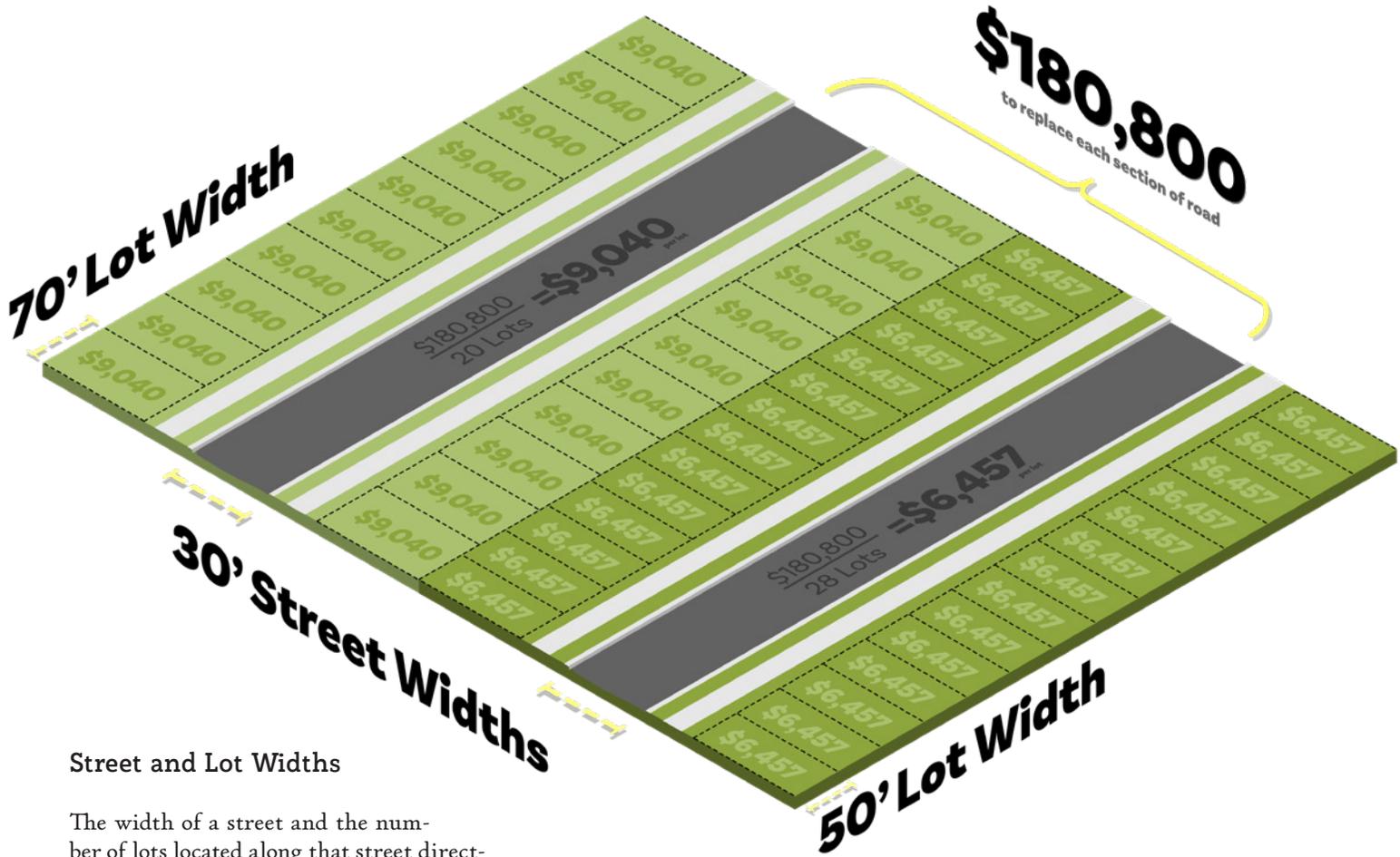
Street and Lot Widths

The width of a street and the number of lots located along that street directly impact the cost each lot or household must contribute to maintain the street. The wider the street, the more expensive it is to maintain and rebuild - anywhere from $500,000 to $1.5 million per 11' lane-mile, depending on if the street is asphalt or concrete, sidewalk widths, and other features.

The household or lot's share of the replacement cost is impacted by the number of properties fronting the street. The greater the lot width (70' in this example) the fewer lots on the street, resulting in a higher share of the street cost per lot. Smaller lot widths (50' in this example) mean more lots can be created on the same length of street, spreading the cost among more lots, which reduces each lot's share.

Building Coverage and Height

Taxable value can also be increased, based on the building configuration on each lot. Put simply, the closer the size of a building to the size of a lot, the more taxable value is generated. This can be accomplished through multi-story or even single-story building. Requirements for parking and open space can limit the buildable area for a site, so it's important to explore alternatives. This can include regulations that make possible shared parking, stormwater management (regional detention), and parks and open space. As a result, an optimal balance between land usage, revenues, and costs can be reached.

Building Coverage

HIGH COVERAGE	MID COVERAGE	LOW COVERAGE
3000 FT^2 LOT	5000 FT^2 LOT	7000 FT^2 LOT
2000 FT^2 HOME	2000 FT^2 HOME	2000 FT^2 HOME
67% LOT COVERAGE	40% LOT COVERAGE	29% LOT COVERAGE
$205κ VALUE	$210κ VALUE	$222κ VALUE
REVENUE PER ACRE	REVENUE PER ACRE	REVENUE PER ACRE
$14,885	$9,130	$6,832

Building Height

SINGLE STORY	TWO STORY	THREE STORY
.057 ACRE LOT	.057 ACRE LOT	.057 ACRE LOT
100% LOT COVERAGE	100% LOT COVERAGE	100% LOT COVERAGE
$150κ VALUE	$250κ VALUE	$350κ VALUE
REVENUE PER ACRE	REVENUE PER ACRE	REVENUE PER ACRE
$6,832	$9,130	$14,885

**These Half-Blocks
Have Identical:**

Sidewalks	Street Lights
Curbs	Trash
Water	Police
Sewer	Fire Service
Stormwater	Schools
Utilities	Block Size
Streets	Character
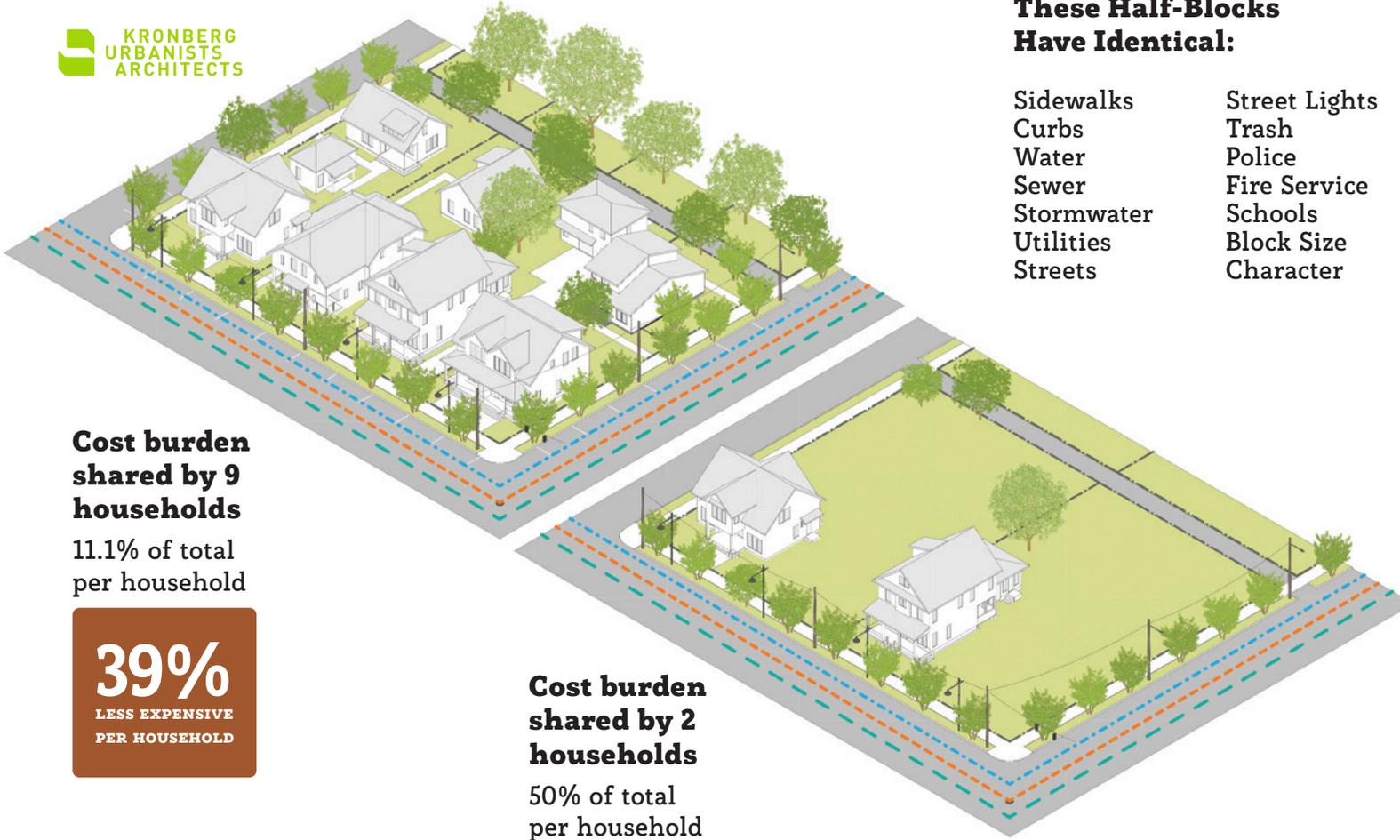
**Cost burden
shared by 9
households**

11.1% of total
per household

39%
LESS EXPENSIVE
PER HOUSEHOLD

**Cost burden
shared by 2
households**

50% of total
per household

Intensity of Development

The intensity of a development pattern has a major influence on the city's ability to cover its costs. In the pair of graphics above, Kronberg Urbanists + Architects illustrate how two similar blocks will have the same infrastructure costs associated with them. Both will need access to power, water, and wastewater infrastructure. But one block spreads the cost of that infrastructure over two properties, and the other across many more. This translates to a wildly different tax burden for the residents of the lower block vs. those on the upper block.

Housing types, like Accessory Dwelling Units (ADUs) and duplexes (two housing units within the same building) have the added benefit of creating a revenue stream for an owner who lives on the property. This makes it feasible for them to age in place, or to live in the place they choose without suffering quality of life problems as they reach a more senior age.

It's common for residents to believe that development like you see above, with more housing units close together, results in a crowded and unpleasant neighborhood. This scale illustration shows that a higher intensity of development can feel just like the streets that many of us grew up on, as long as the building form is scaled to the humans that inhabit it.

Community Context

REGIONAL & NATIONAL TRENDS

As technology and other factors continue to evolve, Kyle has both the challenge and opportunity to keep and attract people and businesses to the city. While focusing on local context and resources are the starting point, it's also important to be aware of regional, national, and global trends that are impacting where people choose to live, work, shop, worship, and play.

CLOCKWISE FROM TOP LEFT: Duplex, ADU, Townhomes, Live-Work Units, Cottage Court, Small (8 unit) Mulitplex. All are examples of Missing Middle Housing.

MISSING MIDDLE HOUSING & CHOICE SHIFTS

Many cities are finding that a key to retaining talent is the ability to find housing types that suit a broad range of people. In most places, housing variety has not met the needs of changing demographics. Household sizes have been decreasing, and many people want to age in a home that is the right size for them. Diversity of housing type is directly tied to affordability. Diverse housing in neighborhoods allows mixing of socioeconomic groups, which is appealing to Gen Xers and Millennials.

Missing middle housing comprises the range of housing styles that fall between the extremes of the detached single-family homes and the mid-rise apartment complex. These buildings generally share a similar footprint to single-family homes and as a result blend seamlessly into otherwise single-use neighborhoods with a lack of diversity. Since these typologies often contain 4 to 8 units, they provide a more robust tax base for the city without significantly increasing service cost or infrastructure liabilities. These housing styles, which include townhouses, duplexes, courtyard apartments, and live/work units, were an essential building block of pre-1940s neighborhoods, and their appeal is being rediscovered today in towns across the country. The missing middle typologies are an opportunity to increase *high value properties*, which are development types that generate sufficient tax revenues to cover the costs to serve them and sometimes produce a surplus to offset the service costs for underperforming development types.

REGIONAL GROWTH

The five county Austin-Georgetown-Round Rock metro area, also referred to as the "Capitol Area", is the fastest growing in the state. As one of the five counties included in this metro area, Hays County has seen a population increase of over 50 percent between 2010 and 2020. According to the Texas A&M Real Estate Research Center's First Quarter 2023 Housing Report, the median home value in the metro decreased by just over 11 percent from the previous year following the housing boom of 2020-2022, but was still substantially higher than the state median home value. At the time of this report, there were roughly 8,060 homes on the market compared to the roughly 950,000 on the ground. The median price of a new construction single-family home in the metro was $429,000, with an average single-family rental price of $2,300 per month. The increasing number of individuals who are unable to afford a residence within areas like Austin, Georgetown, and Round Rock are now opting to establish their homes in neighboring communities like Buda, Kyle, and San Marcos.

According to 2021 American Community Survey data, Hays County's median home value was $343,700. Kyle's median value is much lower at $221,000, which is also lower than its neighboring cities of Buda and San Marcos at $291,400 and $288,200, respectively. The communities with higher-end suburban residential and commercial development are rapidly expanding, though a majority of the housing stock was built prior to 2010.

Kyle is located along Interstate 35, one of Texas' major transportation and commuter corridors. Kyle is nestled between the cities of Buda and San Marcos. As part of the bustling metro, and just 20 miles south of Austin, Kyle is in a prime location to capitalize on the regional growth of the Capitol Area. Kyle's location makes it appealing to various industries and businesses seeking to set up shop close to the metro - without paying Austin prices. This provides an opportunity for the city to diversify its local economy and provide residents with local employment opportunities. Currently, 80 percent of Kyle's housing stock consists of single-family residential units, but in order to attract the workforce needed to support a growing local economy, the city must diversify housing.

Kyle is located only 25 miles southwest of the Austin-Bergstrom International Airport, which is one of the fastest-growing airports in the country, and conveniently located within a 30-minute drive of both the Bud Dryden Airport and the San Marcos Regional Airport, which attract private pilots and have charter jet services available for corporate executives. Kyle's proximity to these airports and Interstate 35 are assets that can help leverage the city as a destination in the region.

E-COMMERCE

E-Commerce and Social Selling tools have taken local retailers to a new level. These tools help customers make online payments. They provide online store-fronts. They can search inventory. They greatly expand the reach of small businesses. Email marketing and promotional tools are other e-commerce tools. Social selling is simply the selling of products and services online. These options allow small businesses to operate from anywhere, especially areas with lower costs of living.

ABOVE: Amazon, and other online retailers are changing local landscapes with large distribution warehouses.
LEFT: Today, a growing number of people work from home much of the week.

REMOTE WORK

The COVID-19 pandemic appears to create a lasting demand for remote work. Whether it is working from a home in the same city, or working from across the country, working remotely is here to stay. According to a survey by Upwork, about 26.7% of Americans were planning to work from home during 2021. According to CNBC, a quarter of the nearly four million remote workers in the U.S. make over $100,000 a year. This creates opportunities for people to land jobs in companies that are not physically located in the Kyle area.

PLACE-BASED ECONOMIC DEVELOPMENT

Place is of great importance to Millennials, Gen Xers, and younger age groups. In particular, the "third place", a term coined by Ray Oldenburg. The third places are places for gathering. Coffee shops, bars, bookstores, pubs, cafes, and other places where people can interact are third places. Connectedness is a priority for these groups. Walkable neighborhoods are greatly valued by these groups. They seek the celebration of differences in people, cultures, and neighborhoods. Authenticity is a high priority, and many cities do not offer this.

ABOVE: Events and temporary markets are also third places.
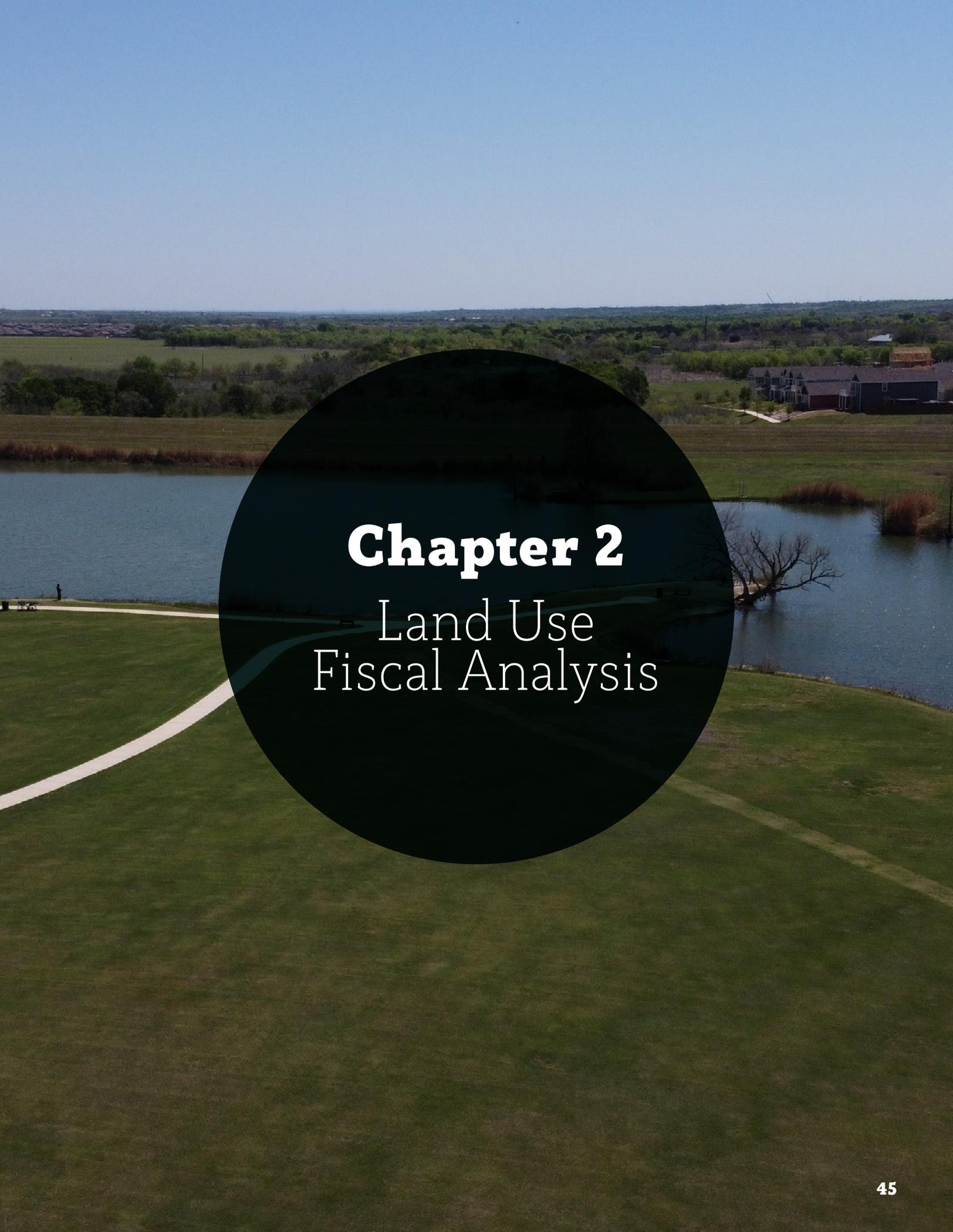
Chapter 2
Land Use
Fiscal Analysis

Population and Land Footprint Growth

City Limits, Kyle 1906-2022

LEGEND

1906 City Limits

1985 City Limits

2010 City Limits

2018 City Limits

2022 City Limits
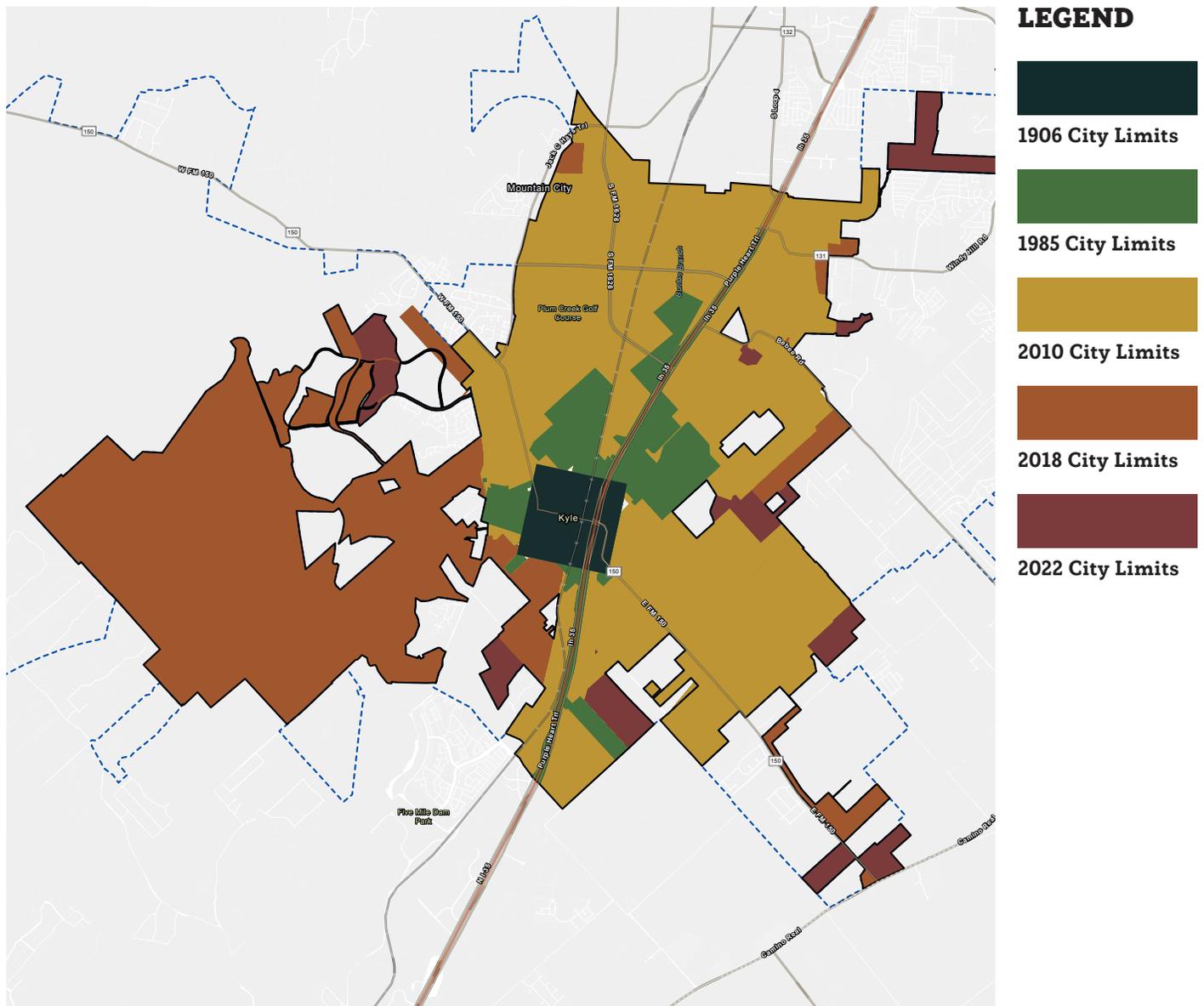
As discussed earlier, the post-World War II development pattern has two characteristics which are problematic. First, it eats up more land and requires more infrastructure (both adding to the existing infrastructure network and by requiring more miles to connect the existing network to the new development). Second, the lots are larger and more spread out, meaning fewer people are housed or served by much larger tracts of property.

In most cases, a city's service area expanded much faster than the population of the city over the same period of time. This puts the community in a position where the expanded area has newly built roads, water and sewer lines, additional police and fire coverage, water towers, pump stations, parks, and other quality of life amenities and services for the broader footprint, but there is not enough population or tax base to cover the costs. In terms of finances, this means that the amount citizens were paying prior to this expansion will inevitably increase many times over because the population hasn't likewise grown enough to – just as discussed on a block level on page 41 - spread the burden across more people within the city limits.

The Current Budget

In the City's 2022-2023 fiscal year budget, general fund expenditures are budgeted to total $60.2M, approximately a 44.3 percent increase from the previous year's budget. Property taxes and sales taxes are the largest source of revenue for the City, with each contributing 30 percent. This budget includes a 22.3 percent increase in property tax revenue, due to continued new construction. Sales tax revenue increased a little over $2.8M (22 percent) over the previous year, primarily due to the continued introduction of businesses into the community.

General Fund Revenue

Property Taxes
$16,009,200.00
30.4%

Sales Taxes
$16,009,200.00
30.4%

Licenses, Development Fees & Permits
$9,622,100.00
18.3%

Charges for Services
$4.2M | 8.0%
Other
$3.2M | 6.0%
Franchise Fees
$2.9M | 5.4%
Fines & Forfeitures
$0.5M | 1.0%
Department & Program Revenues
$0.4M | 0.7%

General Fund Expenditures

Emergency Management & Public Safety
$15,008,884.00
24.9%

Transfers
$14,506,570.00
24.1%

Enviro., Public Works & Eng.
$9,564,462.00
15.9%

Plan., Eco. Dev.
$5,394,448.00
9.0%

Parks, Recreation, & Library
$4.5M | 7.4%
Communications, IT, Financial Services
$4.0M | 7.4%
Administration & Council Programs
$3.4M | 5.6%
Facilities
$1.6M | 2.6%
Developer Agreements
$1.1M | 1.9%
Other
$0.8M | 1.3%
Incentive Agreements
$0.5M | 0.7%

Deferred Maintenance & Street Replacement Costs

Kyle has roughly 485 lane miles of city-owned streets today. City staff and consultants worked together to determine an appropriate replacement for each lane mile ($750,000) that was reflective of real-world buildout costs of asphalt roads in Central Texas. This means that it would require over $357 million to replace the existing streets when they reach the end of their life cycle. Averaged over 20 years, this would require the City to be saving or spending an average of $17.9M per year on street reconstruction, which is over a third of the City's entire general fund budget ($50.6M). As construction costs continue rising and additional development is built, the cost and amount of streets to maintain and replace in the future will continue to increase.

When used in this document, *lane mile* indicates an 11-foot travel lane over one mile of linear distance. This means that a two-lane road where each lane is 11 feet wide and is one mile long is two lane miles. This also means that a two-lane road that is a mile long, but whose lanes are 14 feet wide is 2.55 lane miles in total.

Currently, the City spends $3.7M on street maintenance and construction, or 8% of annual expenditures. Careful inspection of new construction and continuing to invest in preventative maintenance can extend the life of streets and spread out future replacement costs. If the City wants to avoid street fees, property tax revenue will need to cover street maintenance and reconstruction costs. In addition to looking to increase property tax revenue from development, reducing the width of lanes and streets can help to reduce the amount needed for new construction and maintenance.

485
City Maintained Lane Miles

$357M
Total Reconstruction Cost

$ 17.9M
Needed Yearly Spending/Saving

— $ 3.7M
Actual Yearly Spending on Maintenance or Construction

$ 14.2M
Yearly Funding Gap
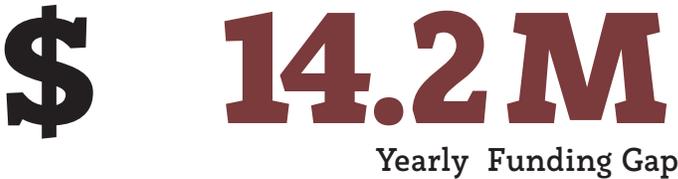
Baseline Land Use Fiscal Analysis

An in-depth analysis of the fiscal productivity of Kyle's development pattern and service model was performed as part of the comprehensive planning process. A parcel-level analysis of the property taxes and general fund service costs for the various land uses and development patterns in Kyle provides a glimpse into which perform better than others in terms of their ability to generate sufficient property tax revenue to cover their share of service costs, including long-term roadway maintenance. The analysis used the metrics of property tax revenue per acre and net revenue per acre to map the net fiscal productivity (revenue minus each parcel's proportionate share of service costs) of all parcels in the city.

Three levels of analysis were completed to understand the fiscal performance of development today and when costs for future infrastructure replacement are considered. Each of those levels are explained on this and the pages immediately following.

Certain development patterns will hold their value and remain positive, even with the additional cost burden, while others will decrease significantly. The following pages provide the maps and additional detail on each level of the analysis, followed by a summary of key takeaways from the analysis. Results of this baseline modeling and context from other cities were then used to project how different future development scenarios would perform financially and inform the final growth scenario, recommendations, and action plan.

Property Tax Revenue Targets

EXISTING CONDITIONS

$765

CURRENT REVENUE PER ACRE
This also assumes that 39.3% of general fund revenue comes from property tax (based on 2021-2022 budget).

LEVEL 2 ANALYSIS

$2,000

BREAK-EVEN FOR CURRENT BUDGET CONDITIONS
This is the estimated target to cover current services plus existing street infrastructure liabilities with property tax revenue.

LEVEL 3 ANALYSIS

$3,000

FISCALLY SUSTAINABLE
This target is tuned to sustain and expand city services to a larger population and service area as new growth pushes into the area.

City of Kyle, TX
Property Tax Revenue Per Acre

Tax Revenue Per Acre
- ≤$2,000
- ≤$4,000
- ≤$6,000
- ≤$8,000
- ≤$10,000
- ≤$15,000
- ≤$20,000
- ≤$40,000
- ≤$80,000
- ≤$170,000
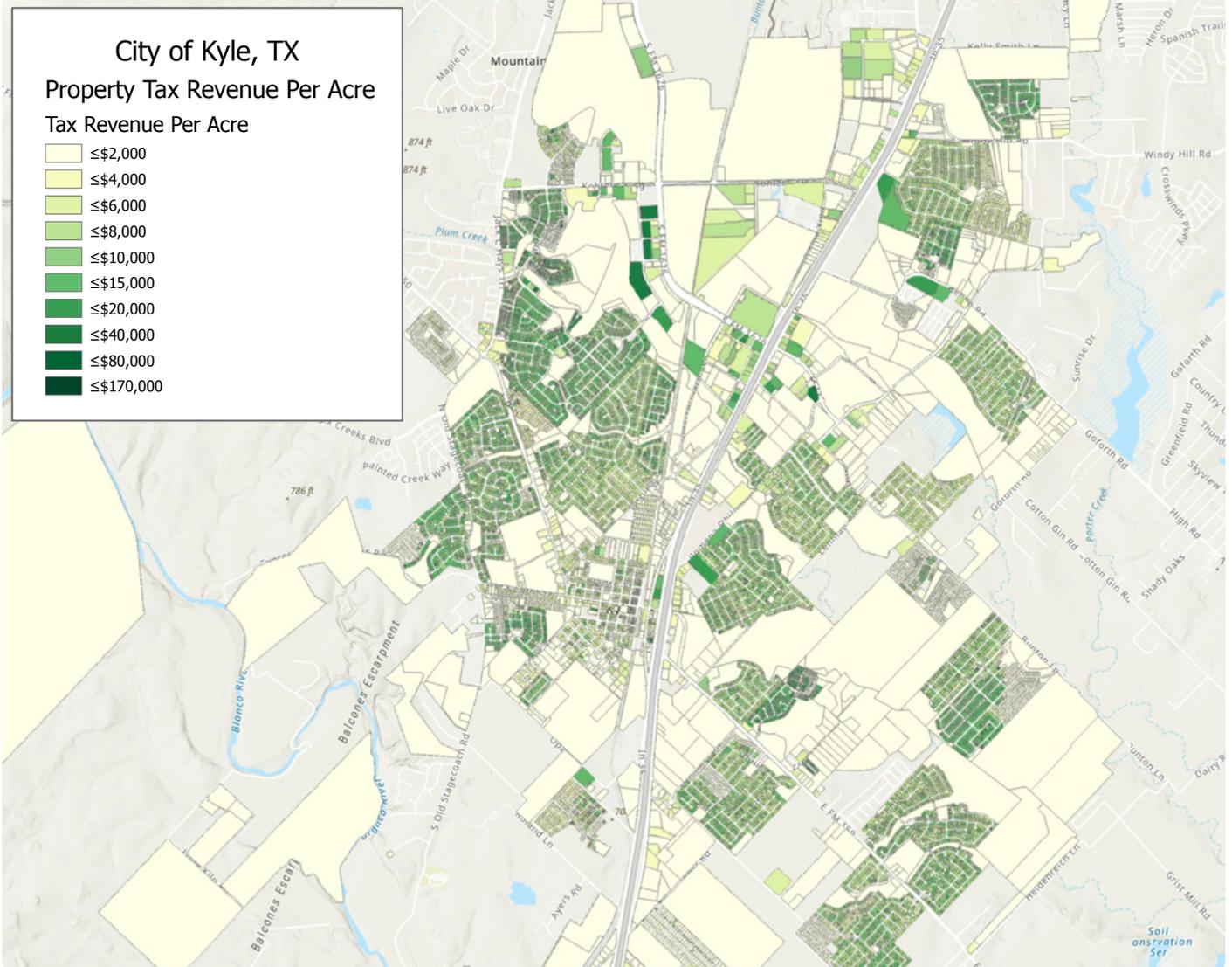
The first level of the analysis process involves mapping the revenue side of the fiscal equation. Property data and property tax levy amounts were pulled directly from the Hays Central Appraisal District database files for the certified tax rolls. Levy amounts were verified with the City budget and then the appraised value, assessed value, and actual levy paid after exemptions were mapped to the parcel level. Exempt parcels such as City-owned properties, churches, and other tax exempt areas such as street rights-of-way were removed from the analysis.

The map on the adjacent page illustrates the property tax levy per acre for parcels in Kyle, ranging from $0/acre up to a maximum of $78,857/acre. Three reference points are important when reviewing this map. First, the current property tax revenue per acre in the city is $765/acre. In order to cover roughly half of Kyle's current (budgeted) general fund costs and replacement of existing streets with property tax revenue, Kyle needs to have an average levy per acre value of approximately $2000/acre, or roughly $1200/acre more than it's currently getting. 18% of the city's parcels and 79% of the city's land area are under this value. Finally, should the city continue to build out in a pattern similar to what's been built in the city limits so far, the average levy per acre value would need to be over $3000/acre to cover half of the projected general fund service costs and street replacement costs. 79% of the city's parcels and 18% of the city's land area currently exceed this value. If future development is in a more spread out footprint with larger lots, wider suburban style roadways and more utility infrastructure, then the required cost could be as high as $4000/acre.

City of Kyle, TX

Net Revenue Per Acre - Current Budget

Net Revenue Per Acre_Budget

- ≤-$60,000
- ≤-$20,000
- ≤-$10,000
- ≤$5,000
- ≤-$2,500
- ≤$0
- ≤$2,500
- ≤$5,000
- ≤$7,500
- ≤$10,000
- ≤$20,000
- ≤$40,000
- ≤$70,000

The revenue per acre mapping alone does not tell the full story. In order to understand the fiscal impacts of different development patterns, costs for services and infrastructure must also be taken into account. The level 2 analysis focuses on allocating general fund service costs from the current year's budget to the parcels. First, the amount of general fund costs being covered by property tax was determined using the city's budget (32% or $16M). Developed properties were assumed to carry 85% of these costs, while undeveloped properties carried 15%. These amounts were then allocated to individual parcels based on proportionate area.

Only costs covered from the general fund and property taxes were considered in this analysis. Costs for water and wastewater infrastructure were not factored in, as those are typically funded through a separate enterprise fund tied to utility rates. It's important to note that utilities tend to follow the same trend as streets in that cities do not have sufficient revenue to maintain and replace utility infrastructure at current funding levels.

This generates a "red/green" or "profit/loss" map that illuminates which parcels generate surplus revenue based on current budget costs, and which ones cost more to serve than they generate in tax revenue.

This map shows the net value per acre for each parcel when you take the revenue it generates and subtract the costs as calculated above. Any parcels shown in green on this map are generating a surplus amount to cover current conditions, while those in the red cost more to serve than they generate in property tax. This map and the supporting data and analysis behind it demonstrate that under the current budget and tax rate structure, while there are some development patterns and properties in the city that do generate a surplus, the majority of the city is not generating enough revenue overall to pay for the future replacement of streets and other infrastructure. This is the resource gap that future development strategies must work to close if the City hopes to avoid significant tax increases or substandard infrastructure in the future.
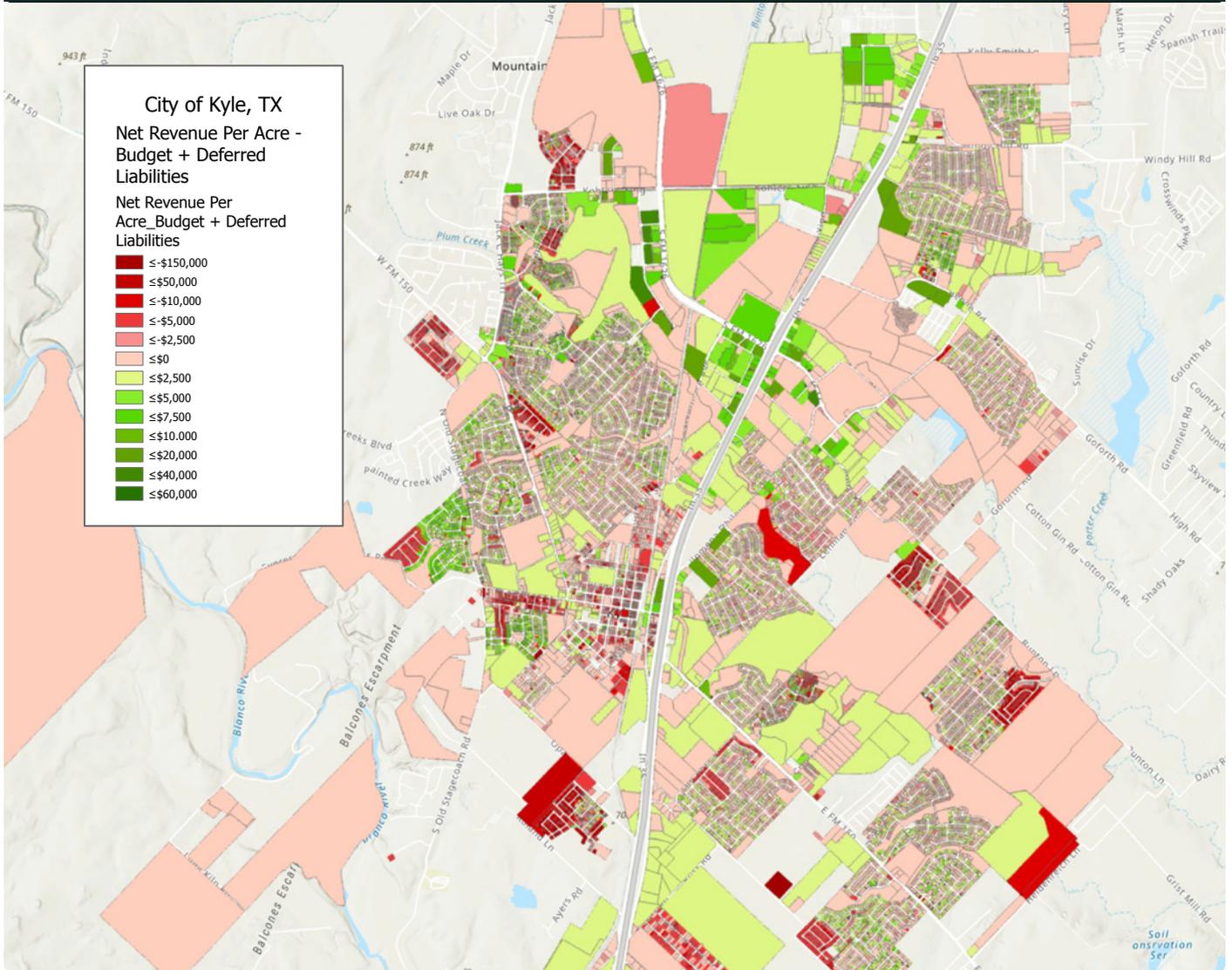
The third and final step in the baseline analysis projects what additional revenue the City would need to replace existing streets when they reach the end of their life cycle. Typically cities budget an annual amount for preventative maintenance and fund a few capital improvement projects (CIP) through bond programs every 3-5 years. While these costs are often out in the future, having a plan to reserve and build up funds annually will ensure the funding is there when it's needed.

The additional amount it would take for Kyle to replace existing street infrastructure was estimated as roughly $360 million over 20 years. A straight average over 20 year life cycle for asphalt pavement was calculated, and then these additional costs were allocated to each parcel based on a similar proportionality process. This second version of the "red/green" map shows how different parcels and development patterns perform fiscally when considering the true infrastructure burden and assuming these costs are covered from property tax revenue.

It's important to note that this step only accounts for replace-

ment of existing streets, and assumes that the City does not build or take on (from new development) any additional pavement, either through widening of existing roads or adding new ones.

53

FISCAL BASELINE TAKEAWAY

Kyle is a young community, and therefore not overburdened with a large amount of aging infrastructure and fiscally unproductive development. This is common in many Texas suburbs that embraced the suburban expansion model during prior decades. However, the city is already facing some significant resource and affordability challenges, as well as rapid growth and service pressure in the Extra-Territorial Jurisdiction, or ETJ. Where, when, and how the city adds development in the years ahead is crucial. This may align revenues with service costs and affordability. Or, if not managed well, it could exacerbate the gap. Three primary takeaways are summarized below.

TAKEAWAY

1

It is imperative that a replacement for development revenue is determined now. Revenue from building and development review fees makes up 19% of the city's general fund, over $9.6M. When development slows down, this revenue stream will be reduced. Then, it must be replaced by other more sustainable methods. One option to replace development fee revenue is to increase the property tax rate. A second option is to increase sales tax revenue by allowing more commercial development throughout the city. A third option is to increase property tax revenue by encouraging development with a higher taxable value per acre. One or a combination of these could be used.

TAKEAWAY

2

Kyle is at a point of great change. Policy decisions will determine whether affordable housing exists. The costs to build, buy, or rent in Texas are on a steep climb. Inflation and shortages of labor and materials have played a role, but the primary factor is a growing gap between housing supply and demand. Building only single family detached homes and auto-oriented commercial development will likely result in values and taxes continuing to rise. This model can pencil out for the city, if the tax rate and appraisal cap policy are aggressive. Even then, it will not make the city more affordable and inclusive. If the City embraces policies that encourages more diverse housing in compact, walkable neighborhoods, it will provide a broader spectrum of lifestyle and price point options. It will also generate more property tax revenue per acre and a reduced cost per household.

TAKEAWAY

3

A growth management policy that supports a fiscally sustainable development pattern is necessary. To be financially resilient and affordable long-term, development must produce sufficient revenue to cover service and infrastructure costs permanently. Development must be guided into the appropriate locations and form. This balances revenues, costs, and affordability for residents and businesses. One way to do this is to focus on location, maximizing development in areas with existing infrastructure and services before building in greenfield areas that will add liabilities and costs. The other way is to focus on the pattern of what is built to generate higher taxable value per acre. This would allow the City to capture additional property tax revenue without having to raise the tax rate.

For cities to be financially resilient and affordable for years to come, city leaders must work to close the gap between their resources and their obligations to citizens. More specifically, they must find ways to generate additional revenue for rebuilding aging streets and infrastructure. Generally speaking, there are three ways in which a city can close this gap:

OPTION

1

Increase Taxes or Fees

Keep development patterns and service levels as-is but charge more (via higher taxes and fees) to cover the true costs. This is a difficult option because an increasing number of people do not have the means to pay much more than they are currently paying.

OPTION

2

Reduce Services

Maintain current taxes and fees where they are but cut services to align with revenues. This is what most cities are currently doing, where services and maintenance needs are budgeted to fit available revenue and those that are unfunded get deferred. This can work for a short period, but eventually the neighborhoods and infrastructure must be maintained, or property values will start to decline causing people and businesses to leave the city.

OPTION

3

Develop Responsibly

Adjust development and infrastructure to enable an affordable balance of services and taxes. By prioritizing infill, redevelopment, and more financially productive development patterns, the city can generate additional tax base from its service area and improve the return on investment of taxpayer dollars without necessarily having to raise the tax rate or charge more fees. This is the most feasible and effective option.

Fiscally Sustainable Infill Development

While many areas of Kyle are already developed, there are numerous pockets of vacant lots throughout the city that represent opportunities to supplement the existing neighborhoods. Various blocks in the core of Kyle could be reimagined in a similar fashion. These illustrations demonstrate how diverse housing types can seamlessly be integrated into and enhance existing neighborhoods when appropriately scaled. While this approach will work for some blocks within the city boundary, it might not work everywhere, and the selected location is purely an example. These ideas are intended to uncover where additional value can be added for the community. Key advantages of this approach include:

ALLEYS

Existing alleys in Kyle's core area can be leveraged to connect to hidden parking areas, offering a practical solution that minimizes visual clutter and promotes a cleaner, more pedestrian-friendly streetscape. Kyle's residents have demonstrated an interest in solutions that help keep street life moving adequately, and placement is key. By improving the streets in the core, on-street parking can also be enhanced, making the streetscape more attractive and safer for all residents and visitors.

SCALE & USE

New activity and revitalization in the core area present an excellent opportunity to assess the current uses within the neighborhood. This is an ideal time to examine how and where to introduce neighborhood-scale, mixed-use development, an idea residents have shown support for. This approach can create vibrant and sustainable places where residents can live, work, and enjoy recreational activities nearby. These types of places are what keep a city from feeling like every other nearby city, introducing unique and approachable businesses and services.

INFRASTRUCTURE

The availability of existing infrastructure makes it more cost-effective for developers to build and bring different types of housing to the market, as the necessary infrastructure is already in place. Capitalizing on these existing resources can create smaller, more affordable housing units that cater to multiple needs. Furthermore, the walkable nature of these infill areas makes it possible to attract individuals who are not dependent on cars or have fewer vehicles in their households. Subtle increases in the number of people who can be housed in an area works more effectively with utility limitations and allows the existing infrastructure to be used in a more cost-efficient manner.

INFILL

It is essential to highlight that carefully planned infill development brings benefits to the area's long-term residents and businesses. While incremental infrastructure improvements may sometimes be required, such investments offer the added benefit of bringing new investment to older areas. This reinvestment ensures that all residents benefit from upgraded infrastructure, creating a more equitable and prosperous community. Moreover, these incremental infrastructure improvements are more affordable for developers who build these products. This also provides access to a more diverse development community by opening up opportunities for small developers.

Integrating Infill Within Existing Blocks

Legend:
- ADUS (ACCESSORY DWELLING UNITS)
- STACKED DUPLEXES
- COTTAGE
- DUPLEX
- SMALLPLEX (QUAD)
- EXISTING

Streets: Burleson Street, Main Street, Austin Street

Output of This Pattern of Development

PARKING SPACES	35
STREET-ADJACENT	12
ALLEY-ACCESSED	5
DRIVEWAY	18
SPACES PER UNIT	2.2

NEW UNITS	16
QUAD	4
STACKED DUPLEX	4
DUPLEX	2
ADU	5
COTTAGE (SINGLE-FAMILY)	1

NEW TAXABLE VALUE CREATED	$3.3M
QUAD	$1M
STACKED DUPLEXES	$1M
DUPLEX	$500K
ADUS	$425K
COTTAGE (SINGLE-FAMILY)	$350K

NEW YEARLY COSTS GENERATED	$8.9K
NEW YEARLY REVENUE GENERATED	$9.7K
YEARLY NET REVENUE	$800

In this scenario, more housing units are added to an existing block. In doing so, even with future infrastructure maintenance factored in, this block produces more value than it costs to maintain. While a yearly net revenue of only $800 might appear small, consider that this block no longer needs to be subsidized by other property to cover its costs. This pattern replicated widely would be a boon to the fiscal bottom line in Kyle. What's more, this pattern produces a multitude of housing typologies, many of which are small and, thus, naturally occurring affordable housing (NOAH) that are not common in Kyle. This housing is also in keeping with the character of the neighborhood and creates significantly more housing per acre without the need for massive suburban apartment complexes.

Fiscally Sustainable Greenfield Development

While there are still areas of undeveloped land in Kyle, there are not many. Maximizing each to realize their full potential through careful development choices is a prudent approach. While these illustrations do not represent a specific, set project on the horizon, they are presented here with purpose. By taking the elements of development patterns covered in this document and showing them applied to a local context, residents can begin to see what shifting the approach can offer, both fiscally and visually. Key advantages of this approach include:

DENSITY

When strategically planned and designed, higher-density development can create vibrant and sustainable communities. It is essential to overcome the misconception that higher density leads to overcrowding, increased crime rates, and greedy developers. In this example, dwelling units are strategically placed to accommodate a larger population while creating ample green space and preserving natural features. Kyle leaders have expressed their openness to alternate housing styles, but felt it important to use natural features and design to create housing that is appropriately scaled and placed.

CHOICE

Higher density offers flexibility in housing affordability and various lifestyle choices. A more comprehensive range of housing options empowers individuals and families to choose living arrangements that best suit their preferences, current needs, and budgets. Additionally, the interconnected network of streets reduces automobile dependency and congestion, a concern the public has expressed in numerous engagement events. At the same time, the streets are safe and more attractive to walk. This example prioritizes pedestrian-friendly design principles, promoting active transportation and fostering a sense of community.

WALKABILITY

The residents in this example benefit from easy navigation, primarily by walking. They have convenient access to amenities like event lawns, nature play areas, and neighborhood-scale retail establishments. The high walkability factor attracts foot traffic, benefiting businesses of different scales and contributing to a vibrant local customer base. It becomes an active neighborhood rather than one filled with automobile traffic. This type of development promotes sustainability for various commercial and retail businesses, fosters place-based economies, and encourages the development of a unique local identity. When people are asked what they love about a neighborhood, the most frequent responses are related to a neighborhood identity or feel.

FISCAL SUSTAINABILITY

It is crucial to consider the fiscal sustainability of this approach. By using finite land resources more efficiently, the value per acre can be maximized. Narrower streets and a balanced density distribution, rather than concentrated density, reduce the strain on infrastructure maintenance. This approach ensures the long-term sustainability of different neighborhoods in Kyle and enables resources to be allocated to other areas in the city when needed.

Comparing Greenfield Development Patterns

Single-family, Accessory Dwelling Units (ADUs), Townhomes, Smallplex (Quads), Live-Work Units, Neighborhood Scale Commercial. Veterans Drive, Old Stagecoach Road.

Existing Pattern

RESIDENTIAL UNITS	**329**
SINGLE FAMILY	329
DUPLEX	0
QUAD	0
ADU	0
TOWNHOME	0
LIVE-WORK	0

Value of Most Affordable Unit

$328K

Single-Family Home

ACRES OF OPEN SPACE	**2.6**
3% OF LAND AREA	

Total Commercial Square Feet

0

TAXABLE VALUE	**$79M**

YEARLY COSTS GENERATED	**$344K**

NEW YEARLY REVENUE GENERATED	**$236K**

YEARLY NET REVENUE	**-$108K**

Comparative Pattern

RESIDENTIAL UNITS	**305**
SINGLE FAMILY	80
DUPLEX	62
QUAD	44
ADU	69
TOWNHOME	46
LIVE-WORK	4

Value of Most Affordable Unit

$85K

Accessory Dwelling Unit

ACRES OF OPEN SPACE	**12.5**
26% OF LAND AREA	

Total Commercial Square Feet

73K

TAXABLE VALUE	**$150M**

YEARLY COSTS GENERATED	**$329K**

NEW YEARLY REVENUE GENERATED	**$451K**

YEARLY NET REVENUE	**$123K**

Throughout the planning process, Kyle's community and officials showed an interest in diversifying the housing types within neighborhoods. The workshop on housing intensities revealed some priorities about the look and feel of neighborhoods and how that affects the quality of life for residents. The neighborhood character and building types shown in the exmaples below reflect the positive input received from that workshop about middle-intensity housing.

They highlight a sampling of density levels from around the development scenarios on pages page 57 and page 59, and show the scale and feel from a pedestrian vantage point. These images demonstrate how a balance can be achieved between a more fiscally sustainable development pattern and the design of pleasant surroundings that increase activity and socialization. By incorporating green space and tree-lined streets, these areas are scaled to people, and not just to cars. The streets and adjacent outdoor spaces feel safer and calmer. They simultaneously incorporate the housing intensities and types.

Street Level Views of Diverse Housing on an Infill Block

These renderings demonstrate the inclusion of moderate residential density in a way that is scaled appropriately and feels like a neighborhood.

Street Level Views of Diverse Housing in a Greenfield Development

The inclusion and mixing of different housing types from the middle of the housing spectrum creates visual interest but does not create a feeling of overcrowding or high traffic. This is in part because of a balance between the level of intensity and an appropriate streetscape.

This vantage point shows the matching of multi-family housing products with carefully designed streets and preserved open space. The result is a walkable environment that offers recreational and social opportunities.

Chapter 3
Major Components

Land Use & Growth Management

Recommendations

1. Collect data and assess fiscal impacts of decisions

Data is critical when determining the levels of success that the Kyle has as they pursue various projects and initiatives. From city investments to development projects, the discussion of fiscal sustainability can only be fruitful when data is collected, analyzed, and presented to tell the complete story.

2. Maximize the types of housing offered in Kyle

Maximizing the types of housing offered in Kyle is essential for creating a diverse and inclusive community that meets the needs of its residents. By providing a wide spectrum of housing options, the community is better able to attract residents with various income levels, family sizes, and lifestyle preferences. Additionally, maximizing housing options can contribute to sustainable growth, minimize commuting distances, and foster vibrant neighborhoods.

3. Align future development with current/projected capacities

Aligning future development with current and projected capacities is crucial for the City of Kyle to ensure sustainable growth and efficient use of resources. Existing limitations should be well documented and included in every consideration process. By doing this, the City can avoid overburdening its infrastructure systems, direct development where it is best accommodated, and ensure that it can adequately support the needs of the growing population.

4. Adopt/accept an incremental approach to connectivity

Adopting an incremental approach to connectivity can ensure efficient and effective infrastructure development. This strategy prioritizes the step-by-step expansion of connectivity networks based on evolving needs, funding availability, and community demands. By improving connectivity incrementally, the City can avoid large-scale investments that may not align with immediate needs or become outdated. Instead, it can focus on targeted improvements and upgrades to address specific gaps, maximize existing infrastructure, and meet the changing demands of residents and businesses.

5. Encourage a development pattern that preserves green spaces

The City can prioritize preserving green spaces to maintain sustainability, enhance the quality of life, and promote well-being. This can be achieved by incorporating green space requirements into zoning regulations, incentivizing developers to include green spaces, and promoting sustainable land use practices. This approach can mitigate environmental impacts, improve air quality, provide recreational opportunities, and support biodiversity.

6. Introduce a land use strategy without a single focus on the separation of uses

Kyle's land use strategy can be greatly improved by promoting mixed-use developments that bring together various activities within the same space. Doing this has the potential to reduce commuting times, improve the overall quality of life, stimulate economic growth, foster sustainability, and promote social connections.

Working Toward Sustainable, Inclusive Growth

Land is the most valuable resource a city has. When land is developed, it is often done with current conditions and immediate benefits in mind, such as additional rooftops, businesses, and the tax base that comes with them. However, what is built also has long term impacts on the community. Housing mix and affordability, pedestrian safety and walkability, infrastructure condition, water quality and supply, and the financial health and resilience of the city are all examples of things that are impacted by development decisions over time. Therefore, decisions about where and how development occurs must look at both short and long-term implications.

The Land Use & Growth Management component of this Plan provides the framework for guiding decisions and setting policy about what will be built, where, and when so the City can capitalize on near term opportunities while also ensuring long-term sustainability and affordability.

2X

Population Growth since 2010

Actual and Projected Population

■ Projected   ■ Actual

	Projected	Actual
2000	5,314	5,349
2010	21,457	28,016
2020	50,808	45,097
2030	77,050	
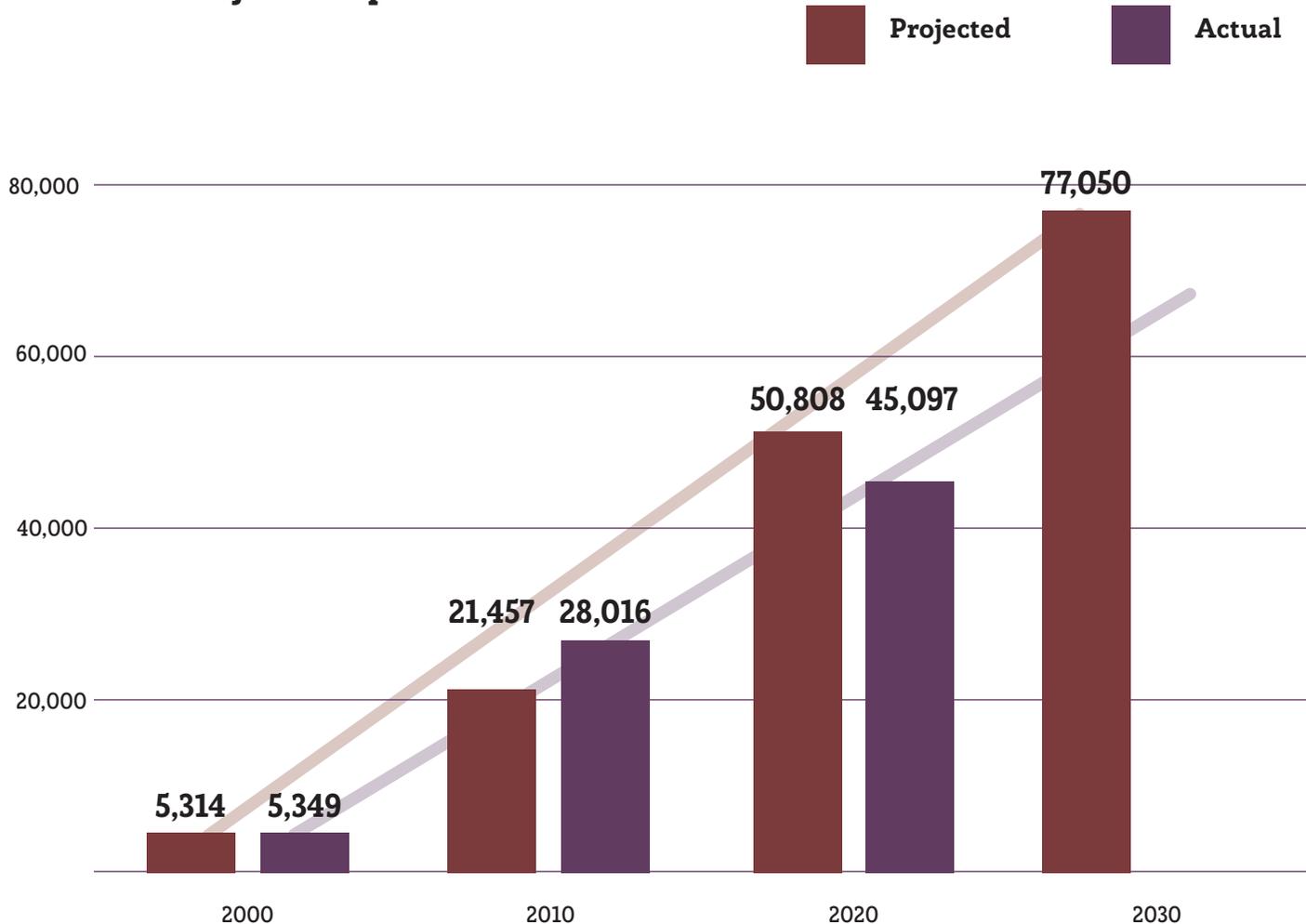
US Census and City of Kyle Population Estimates

Current Use Breakdown

The majority of Kyle's developed land area is used for residential development. While commercial developments exist in Kyle, much of them are separated from residential uses, by requiring an automobile to access them. Commercial uses generally follow major corridors in the city, which adds to the geographic separation from homes in a way that requires an automobile to access them.

Current Land Uses

53.6%	29.2%	29.2%
Undeveloped	Residential	Non-Residential

1.6%
PUD

Current Zoning Map

Zoning

A city's zoning code controls the types of land uses allowed within a certain area of a city. The zoning map shows what type of development is allowed by right on every parcel in the city, and the accompanying regulations outline parameters such as setbacks, building coverage, building heights, and parking. Kyle has 27 zoning districts, including the PUD designation. Many PUDs have been approved with unique development standards. Aside from the PUD zoning district, there are 13 residential districts, 5 commercial districts and 2 industrial districts.

City of Kyle Zoning

Zoning Categories
- Agriculture
- Billboard
- Commercial-1
- Commercial-2
- Construction/Manufacturing
- Central Business District-1
- Central Business District-2
- Community Commercial
- Heavy Industrial
- Mixed Use
- Hospital Services
- Manufactured Home-2
- Manufactured Home-3
- Neighborhood Commercial
- Office/Institutional
- Plum Creek Employment
- Plum Creek Light Industrial
- Plum Creek Mixed Use
- Plum Creek Open Space
- Plum Creek Residential 1
- Plum Creek Residential 2
- Plum Creek Residential 3
- Planned Unit Development
- Single Family Residential (Old R-1)
- Single Family Residential R-1-1
- Single Family Residential R-1-2
- Single Family Residential R-1-3
- Single Family Attached R-1-A
- Residential Condo R-1-C
- Residential Townhome R-1-T
- Single Family Residential R-2
- Multi Family R-3-1
- Multi Family R-3-2
- Multi Family R-3-3
- Retail Services
- Tranportation & Utilities
- Warehouse

A common approach in communities in recent years has been to expand city limits and extend street and utility infrastructure to greenfield areas to spur growth. However, this approach is also one of the primary causes of fiscal gaps in cities. When cities expand infrastructure, the infrastructure's life cycle begins the day the construction is finished. The longer it takes to develop the property served by the infrastructure, the more critical it becomes for the development that is built to produce higher taxable value so that the city has revenue to pay for maintenance and replacement of the infrastructure when it reaches the end of its life cycle.

Kyle has already built out infrastructure to the majority of its city limits with the exception of a few undeveloped pockets and developments served by other water supply corporations. The focus now should be on infill development of vacant and underdeveloped lots to generate additional tax revenue in areas the city is already paying to serve. Additionally, any remaining greenfield development should be designed and phased in a way to maximize value productivity of development and minimize the time it takes to build development after infrastructure is put in.

States of Development

KYLE CITY LIMITS
KYLE ETJ
SERVED/DEVELOPED
SERVED/UNDEVELOPED
UNSERVED/DEVELOPED
UNSERVED/DEVELOPED
ACTIVE CASES 1/2023
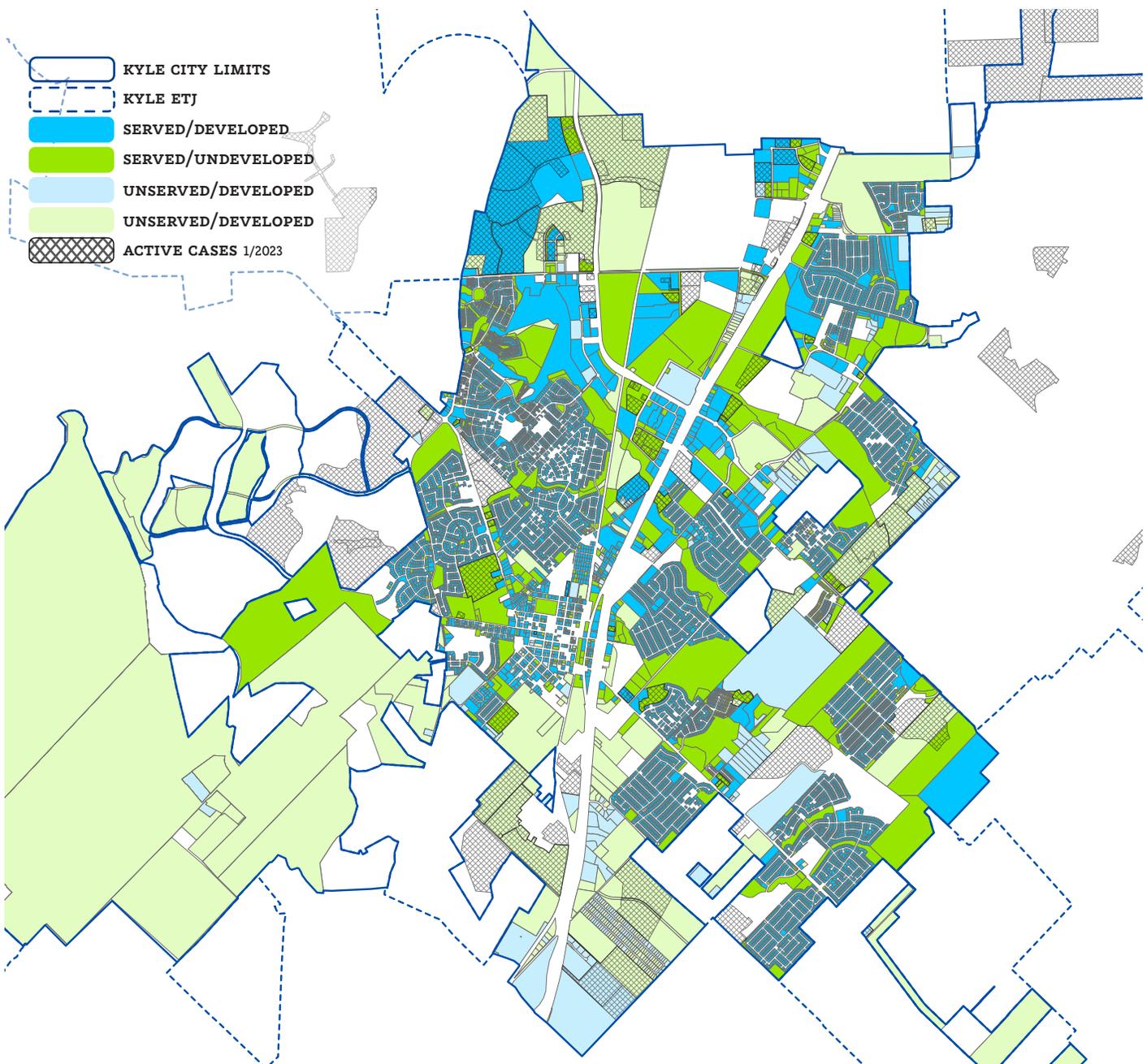
Water Availability

Areas within the City that do not currently have adequate water infrastructure built to them include the following:

1 A large area in the southeastern City Limits near the Nance/Blanco River property.

2 A section in the northern portion of the City Limits, northwest of IH-35.

3 A northern section of the City Limits on the east side of IH-35, including areas around Bebee Road.

Notably, most of the larger residential developments in the southern portion of the City Limits and east of IH-35 are serviced by other entities such as County Line Water Supply Company (WSC), Goforth WSC, Seton WSC, and Bluebonnet WSC.

Sanitary Sewer Availability

The trend for sanitary sewer access similarly follows the areas described within the previous text associated with water infrastructure. Areas within the city limits without adequate sanitary sewer infrastructure include:

4 The southernmost portion of the City Limits, on both sides of IH-35.

5 A large portion of the southeastern City Limits near the Nance/Blanco River property.

6 A northwestern portion of the City Limits, west of IH-35.

7 The western side of IH-35, generally between Old Bridge Trail and Kyle Crossing.

8 The eastern side of IH-35 from Lowes to Amberwood, including areas near Bebee Road.

Limited Service Areas
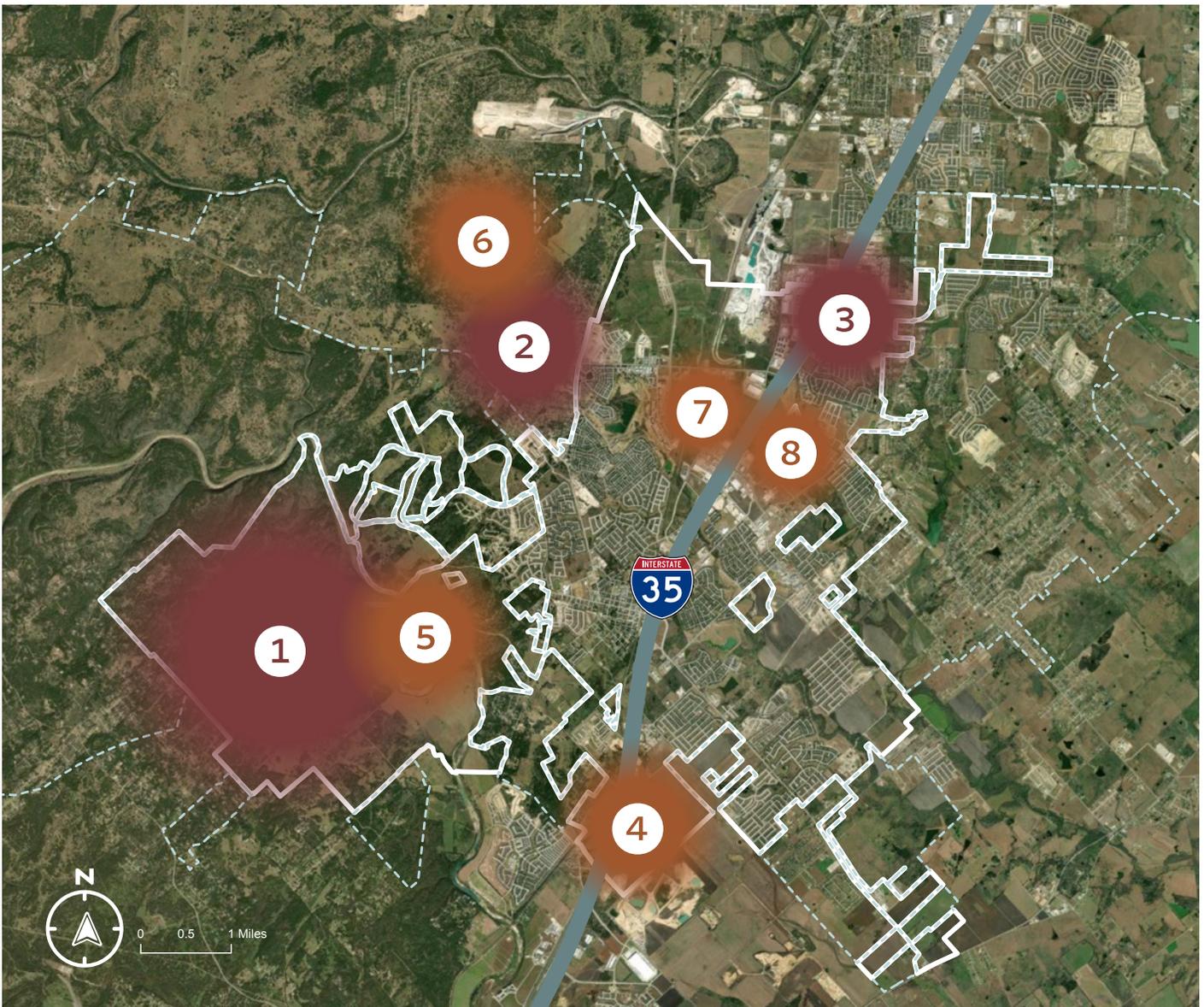
What Will Current Values Cover?

This map shows a breakdown of levy per acre calculations of individual parcels citywide. What we see is that the vast majority of the city's land area is not producing enough value to account for the infrastructure maintenance needs of today. To meet today's needs, the average levy per acre citywide needs to be $2,000 per acre. Today that number is only $765 per acre. On an individual parcel basis we see that some parcels have a dramatically higher levy per acre. If we have enough of these very high value parcels in the developed part of the city, they effectively subsidize the lower performing outer edges of the city. This makes clear how a development pattern that is more valuable is necessary for Kyle to remain solvent.

City of Kyle, TX

Property Tax Revenue Per Acre

Tax Revenue Per Acre
- ≤$2,000
- ≤$4,000
- ≤$6,000
- ≤$8,000
- ≤$10,000
- ≤$15,000
- ≤$20,000
- ≤$40,000
- ≤$80,000
- ≤$170,000
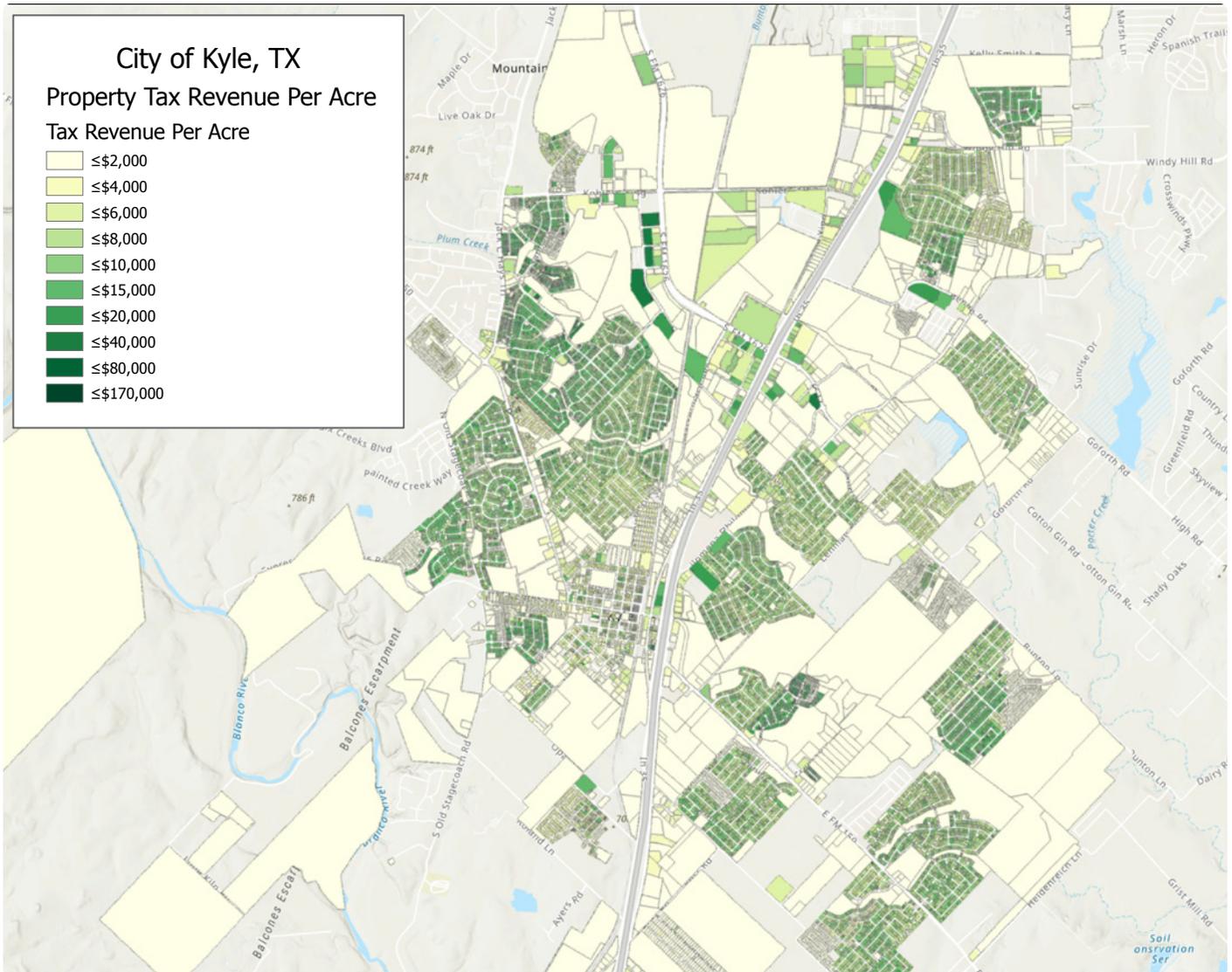
Land Use Type Productivity

Below we can see that some land uses are currently more productive than others. Single-family homes, for example, appear to generate revenue when accommodating for the current budgeted amount of maintenance costs for streets. The picture somewhat changes when calculating the financial needs to guarantee continued maintenance of streets already built (the net per acre with budgeted liabilities included). In that case, only some single-family homes generate enough, which is why the bar is roughly half. These highly productive single-family homes are currently propped up in their fiscal productivity because of their high appraisal values and their relatively new construction status. Over time, they will not retain their value. This means that the level of fiscal productivity currently being captured from these single-family homes will decrease.

In contrast, the multi-family properties – almost all of them – generate enough revenue and will retain their value better. What prevents multi-family uses from producing even better in Kyle right now is the suburban nature of the multi-family products that exist. They consume massive amounts of land for parking and sprawling building placement. If they were compact, using the land more economically, and if they were supplemented with moderate intensity multi-family housing types, they would outperform single-family homes. If Kyle wishes to remain solvent, work must be done to make the other categories more productive. This should start with an infusion of less intensive multi-family housing.

Productivity of Developed Land Use Types

| NET PER ACRE |
| NET PER ACRE (CURRENT BUDGET) |
| NET PER ACRE (BUDGET + DEFERRED LIABILITIES) |

SINGLE-FAMILY	MOBILE HOME	MULTI-FAMILY	COMMERCIAL	INDUSTRIAL	AGRICULTURAL
9508 Acres	452 Acres	306 Acres	2016 Acres	307 Acres	3322 Acres
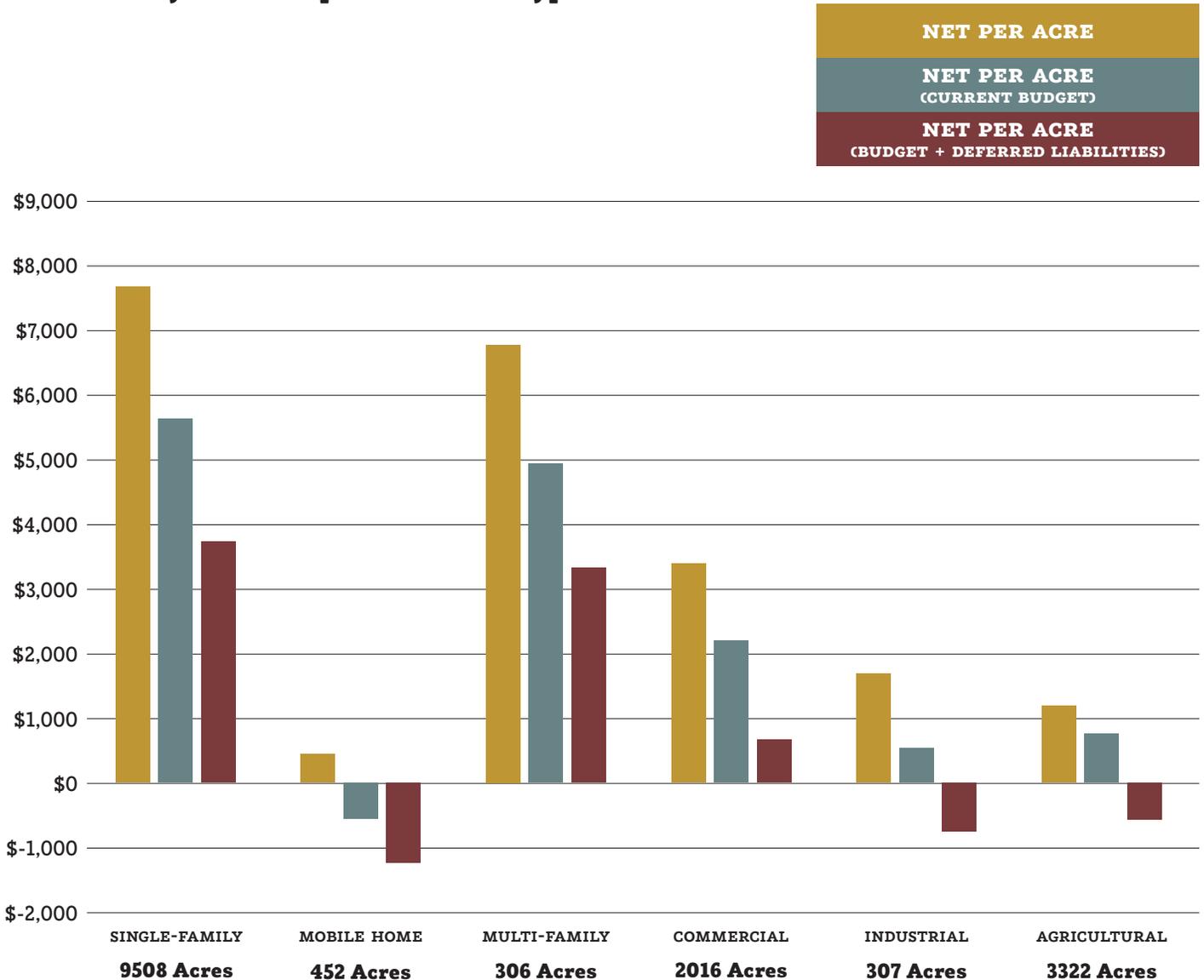
Insufficient Data for Considering Fiscal Impacts

Currently, when new development is presented to the city, there is not a complete process to evaluate the short- and long-term fiscal impacts on revenues, services, and infrastructure liabilities for the city and its taxpayers. As discussed earlier in this plan, this means that the costs associated with long-term maintenance are not fully accounted for, if considered at all. Without a robust fiscal analysis on incoming development projects, officials are deprived of a complete and honest picture of any given project and thus hindered in their ability to determine what will fit with the City's finances today and in the future.

Rapidly Growing Housing Costs and Lack of Variety

Kyle is already feeling the pinch of housing costs that are endangering the level of affordability that has factored strongly into its growth in recent years. As prices continue to rise for new housing, single family detached homes will become increasingly unattainable for many. By pri-

oritizing blocks and blocks of only this housing type, those who cannot afford the higher price points may have to locate elsewhere. This can impact not only the growth of Kyle, but creates other effects on industry and services who are dependent on Kyle for their employment base. With the development already in place and continuing to evolve at Plum Creek, Kyle has established that a mix of size and scale is something the community is open to. However, until a comprehensive plan and accompanying development standards are adopted that make this type of development likely, housing costs will continue to be affected. By diversifying the housing options locally, it is more likely that there is something within reach for a broader group of Kyle residents and prospective residents.

Complex Codes and Insufficient Tools
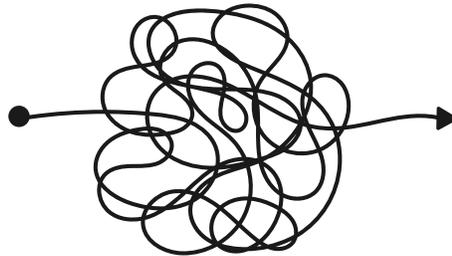
Kyle as a community has been vocal about their desire to ensure attractive developments that preserve its rich history while creating visual interest and unique places. When this is done in a piecemeal approach, it fosters an environment of uncertainty and lack of clarity for property owners and prospective developers. The intricate web of zoning regulations and reliance on negotiated standards, such as Planned Unit Development (PUD) Districts, is a significant barrier for those seeking entry into Kyle. This suppresses innovation and competition in the area. It also means development is not evolving to meet the changing needs of the community. Outdated codes hinder progress and create a stark disconnect between residents' aspirations for Kyle and the reality of what exists today. Design suggestions that are vague and

unenforceable introduce confusion. They fail to achieve the cohesive feel that marries Kyle's historic and established assets with new investment.

Absence of Widespread Documentation about Utility Capacity and Service Limitations
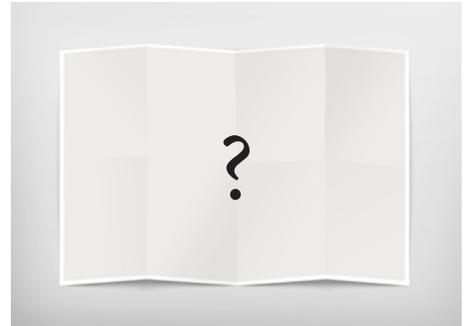
Planning for improved development patterns and fiscal sustainability is only as effective as the data upon which that planning is based. There is currently no central resource available to the public, development community, and officials that illustrates where capacity limitations exist, and to what extent. This prevents clear communication and can lead to costly decisions and delays. Thoughtful and thorough discussions about guiding development in ways that best utilize existing infrastructure are not possible without having more complete information. When this information is inaccessible, City departments and the development community face a huge challenge in guiding potential projects to the appropriate locations. Elected officials and the general public also miss out on crucial information about the needs of their community and understanding what investments are required.

PLACETYPES

On the heels of the Industrial Revolution, a primary focus on separating land uses from one another emerged. It was argued by some as critical to preserving quality of life and conditions. Zoning laws formalized this approach, and the increasing dependence on cars led to this sprawling development pattern. It remains a common practice today, though that is beginning to change as cities modernize a more organic and flexible stance on land use regulation. The shift is in part spurred on by the realization that strict separation of uses limits flexibility for buildings and neighborhoods to evolve over time as the market changes. Also, it requires much more infrastructure (roads, water, and sewer) for cities to maintain with limited resources. The pressure it places on roads is extreme, since it makes driving a necessity for everyone.

By integrating uses and building types that are cohesive and result in more complete neighborhoods where a variety of needs and desires are satisfied close to home, cities realize many benefits. This development pattern is more fiscally productive, flexible and resilient. It also produces unique places that offer multiple ways to travel, and a sense of community that is created when streets are active with pedestrian and bike traffic, not just the car. Site design elements like landscaping and open space, exterior building elements, building scale, and sidewalks can help create transitions without serving as barriers. The quality of the environment created makes various levels of density feel less intrusive and more pleasant. As discussed earlier in this document, higher density development is advantageous because it maximizes revenue per acre, better offsetting service and maintenance costs and contributing to fiscal resiliency for the community as a whole.

The following pages define and describe each of the place types created in collaboration with the community. Each place type has a title ribbon matched to the Future Land Use Map, showing where these place types are projected to continue, or to develop in time. The Future Land Use Map is the result of several months of study, research, and discussion with the city staff, city officials, and local residents. Each place type is accompanied by an intensity guide - a descriptor of the level of intensity expected in that place type.

Each place type's page includes a definition and series of photos to both verbally and visually describe it. These definitions were collectively created and vetted. The photos include examples from Kyle, and other examples from nearby and similar cities to provide inspiration - they are not intended to dictate a particular type of architectural design or style. They provide an "at a glance" idea of each place type's character, which is key to successful implementation. The bottom of each place type's page shows the types of buildings expected and appropriate, given the character of that place type.

More information, and descriptions of each of these building typologies are included in the neighborhoods section of this plan beginning on page page 90.

Rural Estate

This place type is generally characterized by large lots with single-family homes in rural settings away from the city center and public services. This type of development leaves ample surrounding open space and should involve minimal infrastructure investment.

Parking and public space concerns are low as most lots have enough of both to suit their users, but opportunities for natural preserves should be explored when possible.

Though this place type will almost exclusively be single-family homes, it is to be expected that home-based businesses may thrive in this environment.

It is imperative to understand that development using this place type must accommodate a lower level of service to guarantee fiscal productivity for the city. Large single-family lots with city-maintained roads paired with ongoing maintenance of water and wastewater infrastructure simply do not produce enough value to cover their share of maintenance and services. If rural development occurs, it should only be done with limited or no access to city services and preferably with privately maintained roads.

RESIDENTIAL TYPOLOGIES						MIXED USE TYPOLOGIES			NON-RESIDENTIAL TYPOLOGIES		
SINGLE FAMILY DETACHED	ADU	COTTAGE COURT	TOWN HOUSE	SMALL PLEX	APART-MENTS	LIVE-WORK	FEW OVER	MANY OVER	NEIGH-BORHOOD SCALE	REGIONAL SCALE	INDUS-TRIAL

Traditional Neighborhood

A traditional neighborhood recreates the pre-suburban development pattern with smaller lots, smaller setbacks, shorter blocks, diverse housing typologies, and a mix of uses. This mixing of activities and uses allows the area to adapt and change over time to suit the needs of its inhabitants. Services or commercial uses should be at a scale commensurate with the urban fabric surrounding it. In predominantly residential areas, small coffee shops, corner stores, and similar development should match the style and scale of adjacent buildings. As the intensity of use increases, so too should the location of those uses. A small corner store that is constantly using a few on-street parking spaces should be located nearer to higher trafficked streets.

Though it is not required for uses to always be mixed within the same building, it is essential to note that large single-use developments (such as large multiplex apartments or retail centers with large land area devoted to parking) do not suit traditional neighborhoods. Additionally, overly high proportions of any one housing type can reduce the natural and organic feel of an authentic neighborhood, and thus middle-scale housing should be spread evenly throughout these types of development whenever possible.

In areas with a more suburban road system already in place, opportunities for mixing uses in new and innovative ways should be supported and encouraged. Housing typologies that make use of empty portions of land can help these areas become more fiscally sustainable.

RESIDENTIAL TYPOLOGIES						MIXED USE TYPOLOGIES			NON-RESIDENTIAL TYPOLOGIES		
SINGLE FAMILY DETACHED	ADU	COTTAGE COURT	TOWN HOUSE	SMALL PLEX	APART-MENTS	LIVE-WORK	FEW OVER	MANY OVER	NEIGH-BORHOOD SCALE	REGIONAL SCALE	INDUS-TRIAL

Urban Mixed-Use
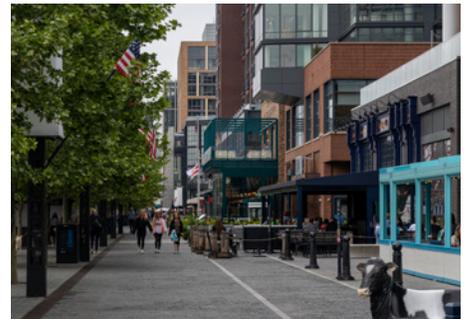
An urban mixed-use place is intended to be a bustling center of activity with active streets and a focus on people walking and cycling. Filled with high-yield development, it is also one of the most fiscally resilient place types and, in the right proportion, it can subsidize low-value development patterns. Kyle should have many smaller urban mixed use pockets throughout the city, which helps to disperse traffic and create unique character in each geographic context.

Streets are narrow with on-street parking making the streetscape comfortable for people who inhabit and patronize the homes and businesses here. When uses which require large amounts of parking are built, parking is hidden with continuous building frontage, this is especially true in the case of ur-ban apartment buildings. Commercial uses on the ground floor should have a higher proportion of glazing to create a more interesting interface between the public and private realm. Most commercial uses make sense in this area as long as the building form treats pedestrians as their principal user.

Especially when the highest intensity of development occurs, it is critical to ensure that the urban elements which provide high quality of life are paired with this pattern. Public spaces should be near enough to walk to, and the streetscape should be a pleasant place in which to walk and rest. The public realm should be treated as an outdoor room and thus an amenity to be maintained.

RESIDENTIAL TYPOLOGIES						MIXED USE TYPOLOGIES			NON-RESIDENTIAL TYPOLOGIES		
SINGLE FAMILY DETACHED	ADU	COTTAGE COURT	TOWN HOUSE	SMALL PLEX	APART-MENTS	LIVE-WORK	FEW OVER	MANY OVER	NEIGH-BORHOOD SCALE	REGIONAL SCALE	INDUS-TRIAL

Regional Commercial
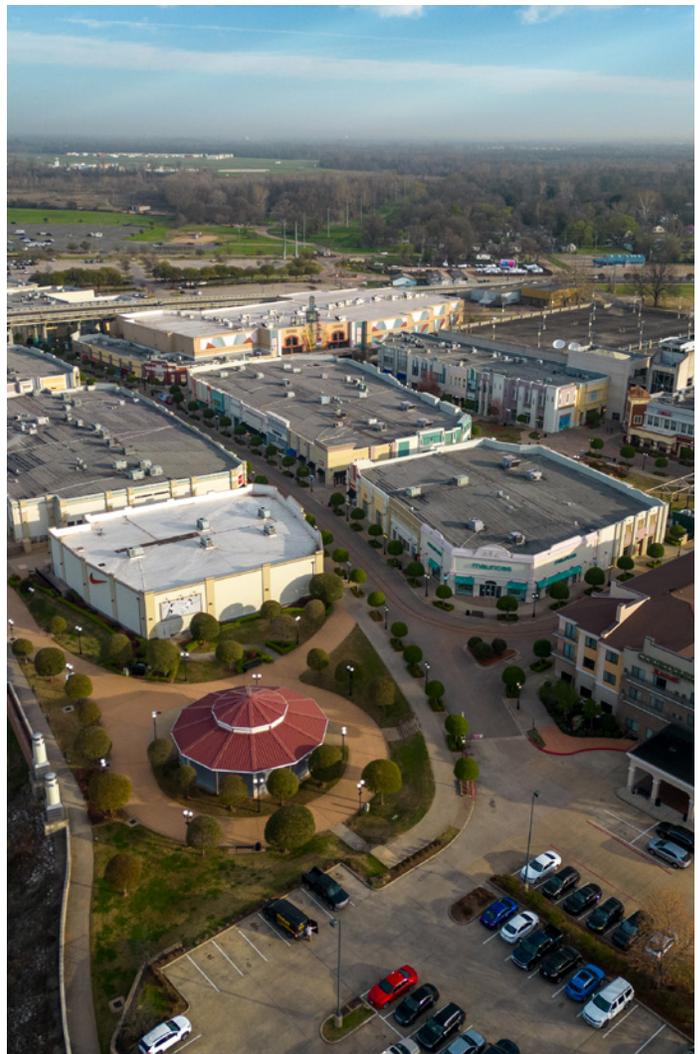
These places are first identified by their principal focus on auto-oriented traffic. Logically placed near high-traffic intersections, these spaces bring people from many surrounding neighborhoods. Typical uses will include regional businesses including but not limited to restaurants, retail, gas stations, and offices. When developed in a suburban model, these places often do not pencil out fiscally. To create a more sustainable development, care should be given to make the experience for users pleasant once they exit their vehicle. The era of long linear strip centers that require multiple car trips through the parking lot to get to each business has passed. These developments can be made more fiscally sustainable for the city by allowing multi-family over commercial.

RESIDENTIAL TYPOLOGIES						MIXED USE TYPOLOGIES			NON-RESIDENTIAL TYPOLOGIES		
SINGLE FAMILY DETACHED	ADU	COTTAGE COURT	TOWN HOUSE	SMALL PLEX	APART-MENTS	LIVE-WORK	FEW OVER	MANY OVER	NEIGH-BORHOOD SCALE	REGIONAL SCALE	INDUS-TRIAL

Industrial Warehouse

The Industrial Warehouse place type is designed to accommodate the highest intensity form of Industrial development. Uses like maker-spaces, and light manufacturing can fit into Traditional Mixed Use when the form of the building is suited to its context, but major warehouse distribution and similar developments simply need to be on their own away from more community-focused places. Generally, these are located along roadways that have adequate capacity to serve the larger industrial vehicles. It is important to consider that limited housing capacity should be allowed in this place type as many smaller producers may have need for on site housing for themselves. Parking requirements should be determined by the users of the development but should generally be placed behind structures and away from roadways.

RESIDENTIAL TYPOLOGIES						MIXED USE TYPOLOGIES			NON-RESIDENTIAL TYPOLOGIES		
SINGLE FAMILY DETACHED	ADU	COTTAGE COURT	TOWN HOUSE	SMALL PLEX	APART-MENTS	LIVE-WORK	FEW OVER	MANY OVER	NEIGH-BORHOOD SCALE	REGIONAL SCALE	INDUS-TRIAL
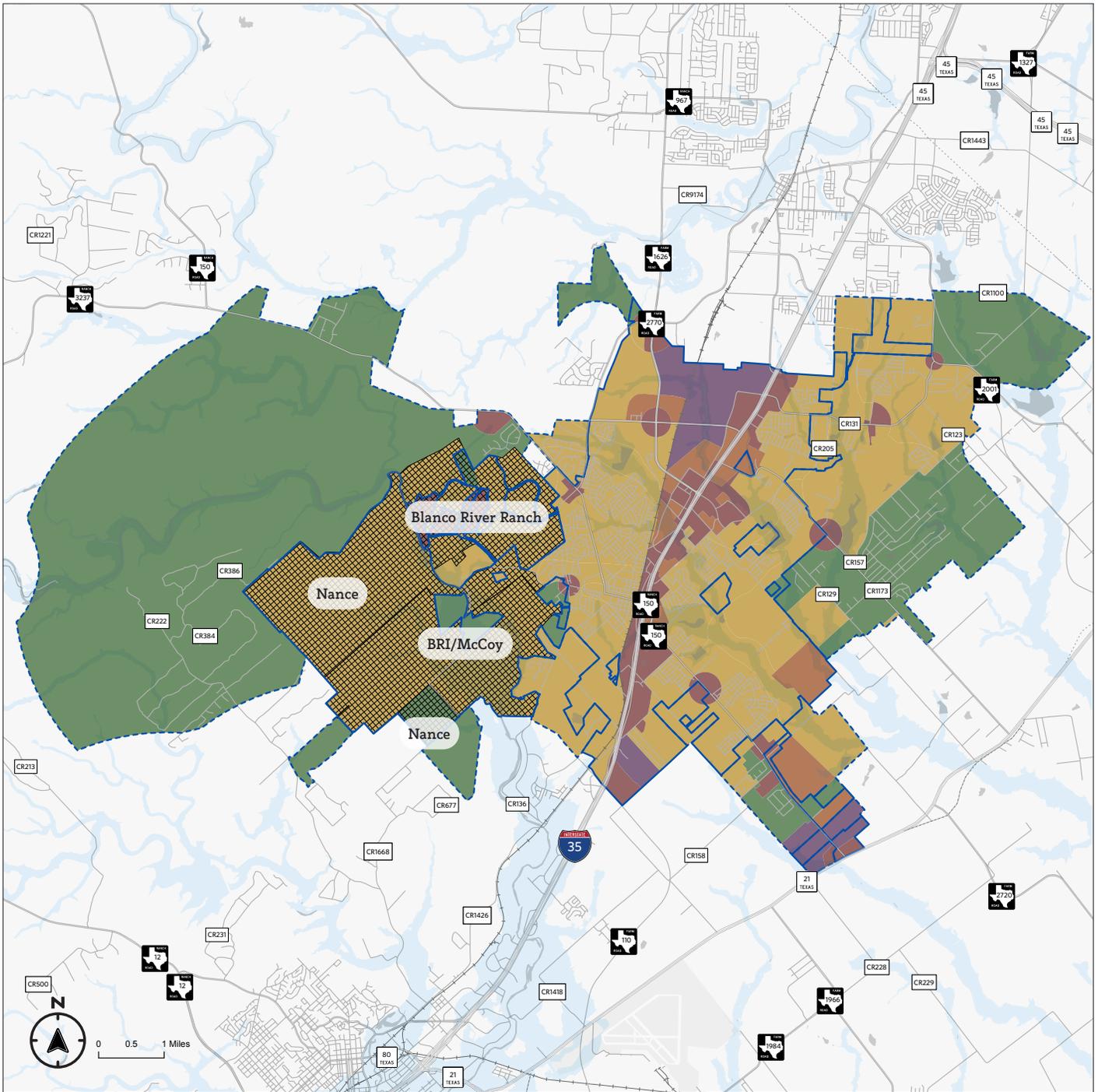
Legend

Rural Estate

Traditional Neighborhood

Urban Mixed Use

Regional Commercial

Industrial Warehouse

Floodplain

Major Entitlements

This Future Land Use Map does not circumvent, or otherwise override existing entitlements and legal agreements. A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

GROWTH SECTORS

The Growth Sectors and accompanying Map provide a framework to guide development to maximize land productivity (via increased tax revenues) and infrastructure investments. By prioritizing growth into certain areas of the city and controlling development in others, the City can increase tax revenues, provide reliable service delivery, improve infrastructure, and improve housing affordability and options - all without necessarily having to raise the tax rate.

When a new residential or commercial project is built in an undeveloped part of the city, it increases city revenues but also increases the demands on the city's infrastructure systems (roadways/traffic, water and wastewater) and services (police, fire, parks and recreation, etc.). The most fiscally productive manner for a city to grow is to prioritize infill and vertical expansion where there is already existing development and infrastructure. When new development is desired, it should be added incrementally in areas immediately adjacent to current development and infrastructure. Annexation should be managed such that the shape of the city can have as much contiguous growth as possible, minimizing "fingers" and out-parcels. The Growth Sector Map shows where development is desired in order to improve fiscal productivity and align service costs with what residents are willing and able to pay.

The Growth Sectors are shown on page page 79. Paired with the map on page 80, they capture Kyle's desired approach to growth management. This approach is centered on prioritizing growth in areas where the city has already invested in infrastructure and services, maximizing those investments. The color bars shown alongside the descrition and represenative images of the Sectors match the references to those sectors in the information presented on the map.

Infill & Enhance

Properties in this sector have existing development and full service, but are located in areas where additional population, higher development intensities, and integration of uses is desired. There may also be areas that are vacant, underutilized, or poorly developed. Growth policies for this sector should aggressively support infill, redevelopment, and infrastructure projects that accommodate more residents and small businesses and improve walkability. The encouragement of redevelopment with accessory dwelling units, smallplexes, and micro commercial that provides incremental increases in density and tax revenue is essential. Development should match the existing character and improve walkable access to businesses and amenities for people living and working in the vicinity. Furthermore, it should contribute to diversifying the housing and neighborhood options in the city.

Controlled Growth

Land in this sector includes vacant tracts that are currently under development or entitled for future buildout, as well as property that is in close proximity to existing development and has access to existing or planned infrastructure. Development in this sector should align with the guiding principles of this plan, particularly those related to diversifying the housing and neighborhood options in the city.

Restricted Growth

This sector includes areas within the farthest extents of the city limits and ETJ that aren't adjacent to existing development and that would require new city infrastructure to access or connect into. These areas are primarily large lots and vacant land that has value as open space or agricultural use. Expansion of infrastructure and development in these areas should be discouraged, at least during the duration of this plan.
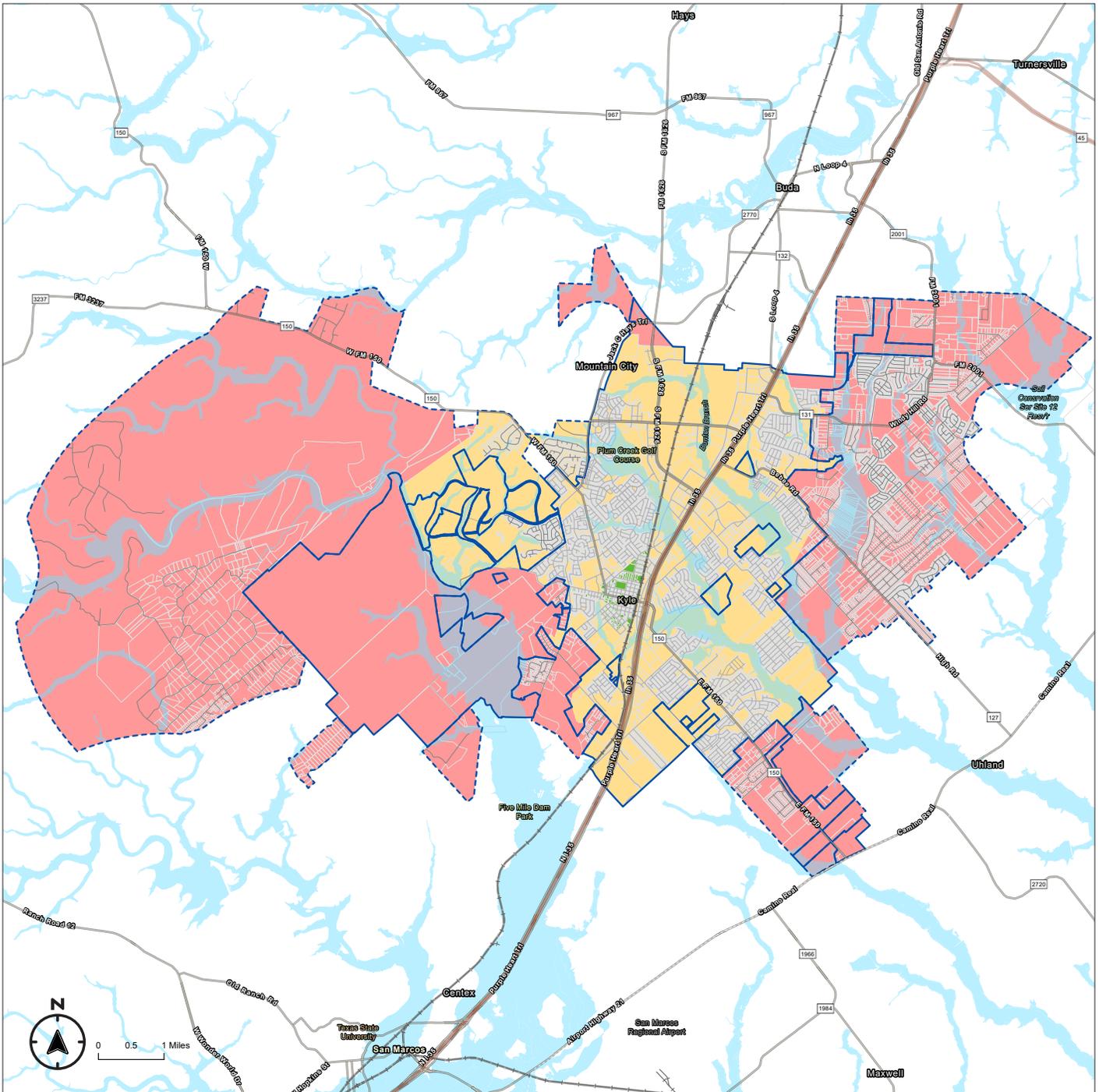
Legend

Infill & Enhance

Floodplain

Controlled Growth

Restricted Growth

It is possible to assess how much value could be created if the City of Kyle commits to the Future Land Use Map, using the place types as a placemaking tool and an inside-out growth management plan as directed by the Growth Sectors. Doing this allows us to see differences between the status quo growth pattern being used today and the alternative dictated by this Comprehensive Plan.

Broadly speaking, the Place Types described in this chapter will create more value in a given area than the development patterns found on the edges of Kyle today (the status quo). Thus, if we adopt policies which prioritize, and provide for this new pattern of development we can be sure that the values, and therefore net revenue to cover municipal services, can be paid for by the development alone. This improved development pattern, paired with a growth management strategy, is the surest way to see improvement in the city's bottom line. This strategy must focus on thickening the development in the Infill & Enhance Growth Sector. It must also insist upon high performing development in the Controlled Growth Sector. Finally, it should discourage development in the Restricted Growth Sector. At a minimum, city resources should not be invested in infrastructure outlays in this sector, nor should the City accept maintenance responsibility of privately-installed infrastructure.

Assumptions are necessary to make projections of future values for each place type and the service costs associated with them. It was important to ensure projections are true to the Kyle area and to prevent them from being skewed by data from other parts of the state. This was accomplished by locating representative examples of similar development patterns in the Central Texas area. The values and service costs for those similar development patterns were then averaged across ten to twenty acre sections. In the case of the Urban Mixed Use place type, a small number of examples were also drawn from the Dallas-Fort Worth metroplex where this place type is more prevalent than in Central Texas.

Once value and service cost averages are finalized, the next step is executed. That next step is to determine how much of each place type can be physically achieved through redevelopment and new development by 2030. In a short seven year span, the complete Future Land Use Plan cannot be fully achieved. This is true in any city, because a shift in land uses takes time, especially in areas that are currently in use. Factors that were incorporated into determining how much of each place type could be activated by 2030 include population projections and how similar (or different) each area is at present from its future place type. The percentage that is likely is also referred to as an attainment rate. For the Infill & Enhance growth sector, that attainment rate is estimated at 50%. For the Controlled growth sector, it is estimated at 9%. The Infill & Enhance growth sector is different; the existing pattern already present is fairly consistent with its future place type, so it has already,

in large part, achieved the attainment rate.

These projections in total indicate that 26,000 new residents could be accommodated by this plan for 2030. As a reminder, population projections already predict that an additional 25,000 residents will move to Kyle by that same year. Therefore, this plan slightly exceeds the needs for the City of Kyle to be ready for that growth. It has the added benefit of reducing inflation in housing prices due to demand for housing exceeding the supply of housing. Instead, the supply and demand are balanced.

The modeling results shown below are designed to provide a clear picture of the value that infill development (which in Kyle's case will be development that doesn't require major infrastructure improvements) can provide. The market value inside the city limits can be more than doubled, without upending the character of the existing city. That said, there are projects already entitled within the city limits that will create both liabilities - in the form of infrastructure requiring maintenance - as well as value, in the form of property tax. What is important to bear in mind is that the new development with new infrastructure needs to generate a levy per acre much higher than the citywide average so that it doesn't require subsidizing by older parts of town. In contrast, development in vacant areas inside the Infill & Enhance and Controlled Growth sectors produces a net benefit to the city at much lower total market valuation.
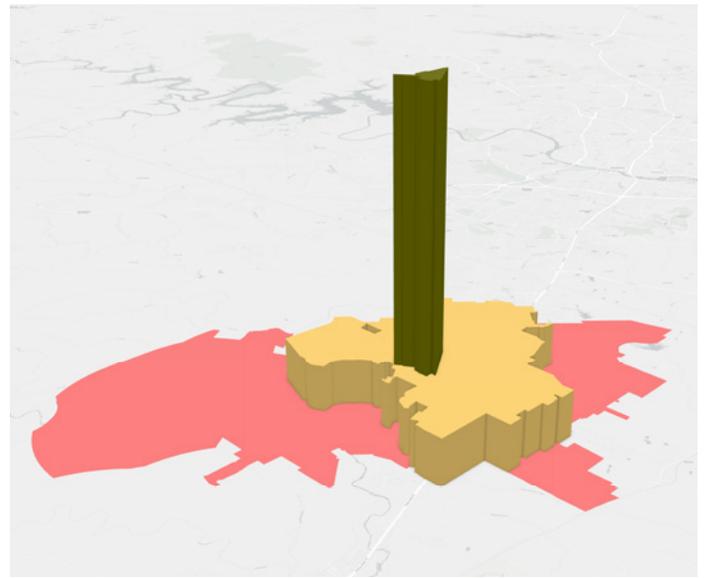
ABOVE: In this extruded map, the height of each shape corresponds to how much value can be generated in each of the growth sectors by adopting this comprehensive plan and actively applying its tenets.

Fiscal Outcomes

	NEW VALUE ADDED	APPROXIMATE POPULATION ADDED BY 2030
INFILL & ENHANCE	$844,550,000	3,000
CONTROLLED	$6,301,881,000	23,000
RESTRICTED	-	-
	$7.15B	26,000

The value added by developing mixed-use places is easiest to see in the Infill & Enhance Growth Sector. While the population increase in this sector is modest, the associated value added is staggering.

The Controlled Growth Sector includes almost all recently developed land, as well as vacant tracts that already are served by water and wastewater infrastructure. In this instance, massive fiscal gains are made by adopting a more mixed and diverse development pattern.

The reason no additional value or population gains are shown in the Restricted Growth Sector is because it is assumed, if adopted, that Kyle will be following the growth management plan. This plan is to avoid new growth in these areas. This is considered a best case result. It's unlikely that no development will occur here. To ensure that future development is fiscally responsible, these developments should require limited or no City-maintained infrastructure and use what is already available to adhere to resource constraints.

Property Tax and General Fund Contributions

$765

CURRENT LEVY/ACRE

This number does not meet today's infrastructure maintenance needs.

$3004

FUTURE LEVY/ACRE OF FUTURE SCENARIO

This number meets the target determined in the fiscal analysis future fiscal sustainability.

The takeaway of this analysis is clear: if the future land use and growth management elements of this Plan are followed, Kyle's infrastructure gap can be significantly narrowed. The new revenue generated by a more mixed and compact development pattern is enough to ensure a levy per acre target that meets both present and future needs.

Neighborhoods

Recommendations

1. ## Encourage neighborhood scale services where appropriate

   By promoting neighborhood-scale services, Kyle can enhance convenience for residents and foster a stronger sense of belonging and social cohesion. This approach entails providing essential amenities within residential areas, reducing reliance on long-distance travel, and improving resource efficiency.

2. ## Provide opportunities for housing needs to be met within existing neighborhoods

   Kyle can capitalize on existing neighborhoods where infrastructure is already present to gently introduce housing options that meet the diverse housing needs of its residents while respecting the existing historic fabric and scale. This provides opportunities to individuals and families who must find suitable homes in locations that are close to services, jobs, and recreation. It also maximizes infrastructure already paid for and installed and increases the tax base without expanding the city's footprint.

3. ## Support the creation of complete and cohesive neighborhoods citywide

   For neighborhoods to be complete, they must contain elements of housing, commerce, outdoor space, streets, and programming - they are more than simply housing areas. They are flexible places with life cycles that evolve and change, and that have a unique character that unite people, not separate them. This can be accomplished in both existing and new neighborhoods around the city.

4. ## Connect services and neighborhoods

   With a focus on enhancing connectivity, the City can improve active transportation networks, pedestrian and cycling paths, and other mobility systems to ensure seamless access to essential services, amenities, and recreational areas. By strategically linking neighborhoods, a high level of services, convenience, inclusivity, and quality of life for residents can be achieved. This has a positive impact on traffic levels, quality of life, and local, place-based economic development.

5. ## Exercise equitable distribution of resources

   By supporting the creation of cohesive neighborhoods throughout the city, disparities between the east and west sides of Interstate 35 can be addressed and remedied. Bridging the gaps between these areas, promoting community development initiatives, and placing equity considerations firmly at the center of investment decisions promotes unity and shared identity. The results are targeted investments, infrastructure improvements, and inclusive policies that speak directly to what residents have shared should be a focus.

Providing Housing for Everyone

Kyle has been and wants to continue to be a community that appeals to people of all ages, backgrounds, interests, and income levels. However, the majority of development built over the past decade has been in a suburban, single family subdivision style. This accomplished a goal of expanding options on the higher end of the price point spectrum and generating additional tax base for the city. However, if the city continues to build out the remainder of its city limits in this pattern, it will skew the housing mix too far in the high direction, making housing in the city less affordable for most people.

In order to keep housing attractive and affordable for everyone, Kyle must build a variety of housing and neighborhood types. Affordability and quality of life mean different things to different people, so it's important for the City and its developer partners to work together to understand and meet these different expectations. Kyle will accomplish this by building neighborhoods, not subdivisions.

There are several elements that must work together to create complete, affordable neighborhoods. The primary ones include housing and commercial options, parks and public space, streets, and programming. The place types outlined in the Land Use and Growth Management component provide the basic context for character, scale, and mix of uses for rural, urban, and suburban style neighborhoods. Thoroughfare classifications and street sections are covered in the Mobility component. The Neighborhoods component of the plan provides information on housing and commercial building typologies and other ancillary elements necessary to create more complete, affordable, and inclusive neighborhoods.

CURRENT HOUSING TYPOLOGIES

79.2%
Single-Family

13.9%
Apartments

6.1%
Mobile Home

0.8%
Duplex

CURRENT HOUSING SIZE

61.3%
Two or Three Bedrooms

29.0%
Four or More Bedrooms

8.3%
One Bedroom

1.4%
No Bedroom
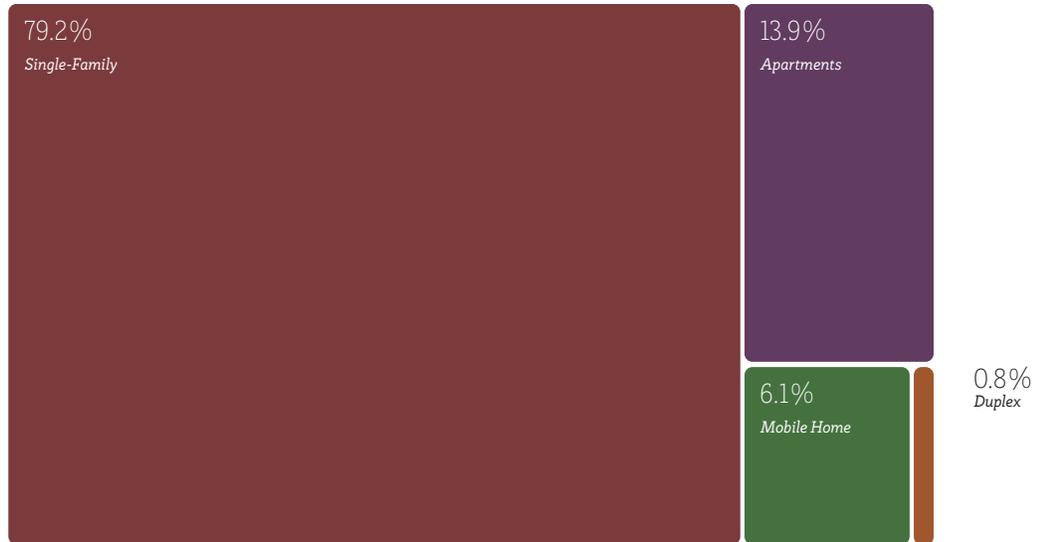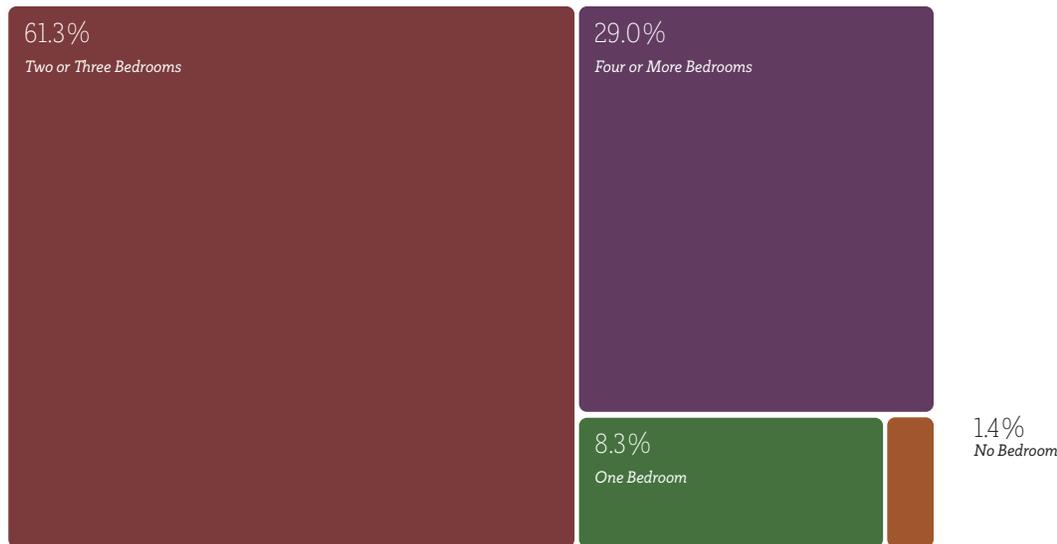
Source: 2020 ACS 5-Year Estimates

49 Walk Score®
Car-Dependent

59 Walk Score®
Somewhat Walkable

INTERSTATE **35**

0 Walk Score®
Car-Dependent

LEFT: Walk Scores range from 0 to 100, with 90-100 being a Walker's Paradise.

Data Source: Walkscore.com

Neighborhoods or Subdivisions?

Most large residential developers focus on building subdivisions. They acquire and subdivide property, build and sell single family homes, and then move on to another location. Depending on city codes, standards and the market they are trying to serve, there may also be a park or amenity center to add a recreational component. Commercial uses and other housing options beyond single-family detached houses are typically excluded, requiring those living in subdivisions to drive to daily needs, and making it difficult for those who can't afford or don't want a detached single-family home to live there. And while sidewalks are usually included and streets are intended to be safe for pedestrians, higher vehicle speeds allowed by wider suburban style streets and longer blocks make the environment less safe for residents and children walking, biking, or playing than it needs to be.

Neighborhoods, on the other hand, are designed and built to intentionally mix uses together so that the majority of daily needs are accessible within a safe and walkable distance - commonly defined as a quarter mile or a 15 minute walk. A diverse housing inventory reaps financial benefits for the city,

but also provides life cycle housing and housing for everybody regardless of their socioeconomic situation and life stage. The full-life cycle is intended to describe all stages of life — young singles, professionals, families with children, families without children, empty-nesters, retirees and seniors. Full-life cycle housing incorporates homes of various sizes, including large lots, small lots, townhomes, lofts, assisted living, multifamily complexes, condominiums, mother-in-law suites, carriage homes, garden homes, etc. Non-residential uses may include schools and child care facilities, parks and recreational facilities, small restaurants and coffee shops, corner stores, and other small businesses that fit a neighborhood context and require limited parking. Streets and public spaces are designed to prioritize walkability and human interaction over automobiles, often having narrower travel lanes laid out in a grid network with short blocks and more sidewalks, trails, and bike paths.

Our built environment significantly influences how people interact with one another. Being purposeful in the layout and design of our neighborhoods can go a long way to creating a sense of belonging and community.

Often when the term "affordable housing" is used, it is recognized as housing that is being subsidized in one way or another to provide a dwelling unit to someone who otherwise could not afford that same space at market value. But housing affordability in the broader sense is simply a measure of whether or not someone has the means to afford a given residence, either for purchase or rent.

It is generally accepted that a household can afford to spend up to 30% of their income on housing costs. This includes a mortgage or rent, and utilities. The median household income in Kyle in 2021 was $80,622. That means that anyone meeting that median income needs housing that costs no more than $2,015/month. A similar process can determine purchasing power for this same scenario. Two and a half times a household's yearly salary is considered to be an obtainable price point. So our imagined buyer could afford a home priced no higher than $201,555. According to Realtor.com® Economic Research, the median listing price of a home in Kyle was $389,900 in 2023 - almost $189,000 out of reach.

Quality and affordability are not mutually exclusive. It is possible to provide quality housing options at different price points. One way to provide high quality, low cost options is to reduce the size of a building or increase the number of units to fit the target market value. High quality units, in compact neighborhoods on smaller lots can still meet market demand and price points. Incremental developers across the state have shown that this is possible. Down market effects of these units coming online is that it frees up space in lower value units making prices more affordable for people at the very bottom of the economic ladder. Higher price point buyers and renters can benefit from urban townhomes, in more walkable places. A diverse stock of housing is a win for everyone.

And at a higher intensity guest suites, or attached ADUs are added – providing substantially more affordable housing than in the initial configuration.

Most lots include a large amount of unused space. Here a duplex is added, and the single-family lots are subdivided.

TIME

Initially standard residential lots usually hold a single family home.
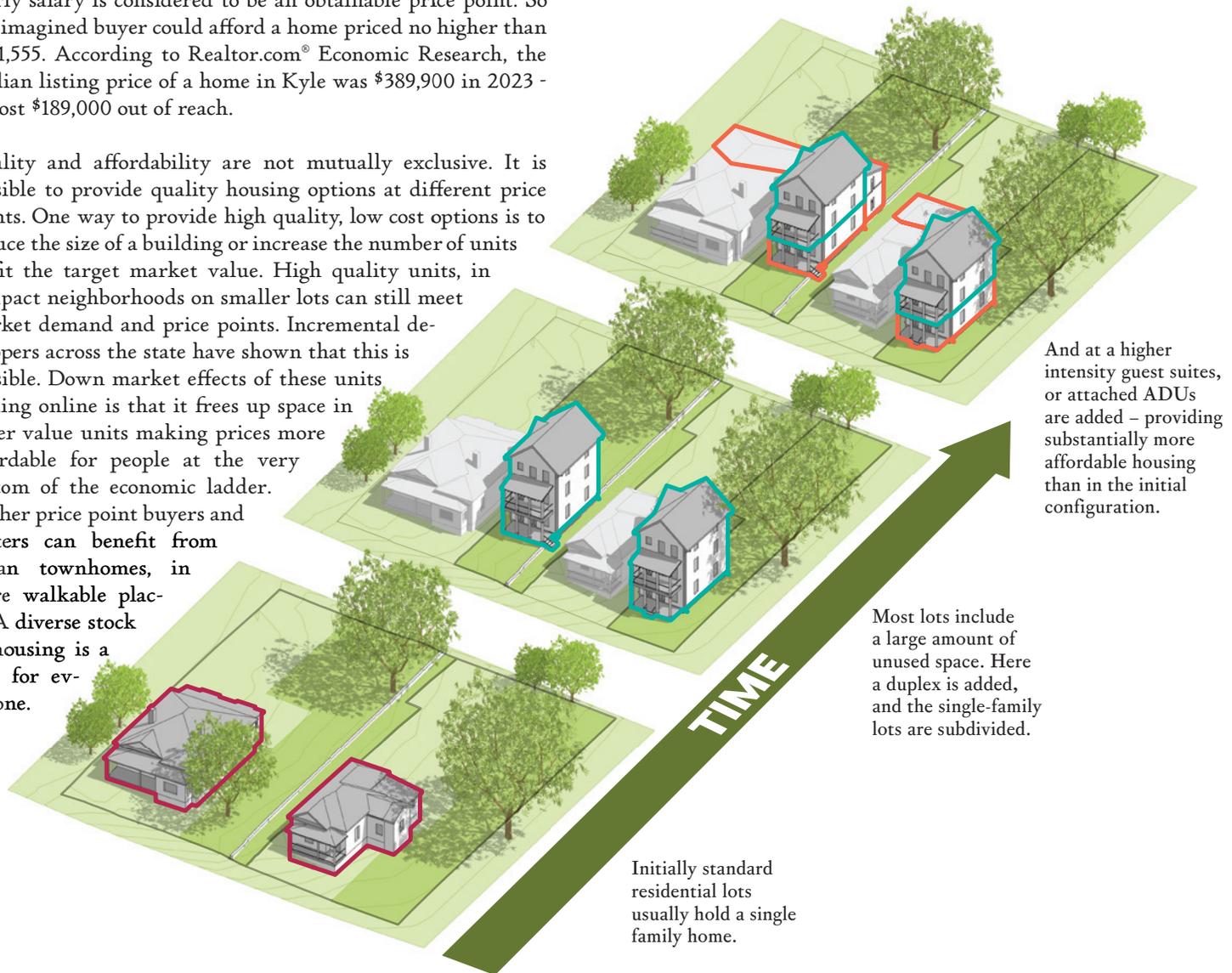
Ownership and Rental Mix

REGIONAL CONTEXT

Kyle is feeling mounting pressure in the housing market as new buyers come in search of affordable housing and rents. Nearby Austin's growing metro area is pushing out long-time residents and potential new residents are finding it difficult to locate there. Families continue moving outward in search of a high quality of life in a setting they can afford. This is an opportunity to add highly-skilled workers and young families to Kyle. However, these potential residents will come expecting neighborhoods that include amenities like walkability and access to services that they have come to expect in larger metro areas.

Kyle is in need of more housing, and it must provide a diversity of types and price points. While ownership levels are on par with the remainder of the state, a lack of compact urban form in much of the city and an overly car-reliant lifestyle will make it less desirable.

Owner Occupied Units 66.4%

Renter Occupied Units 33.6%
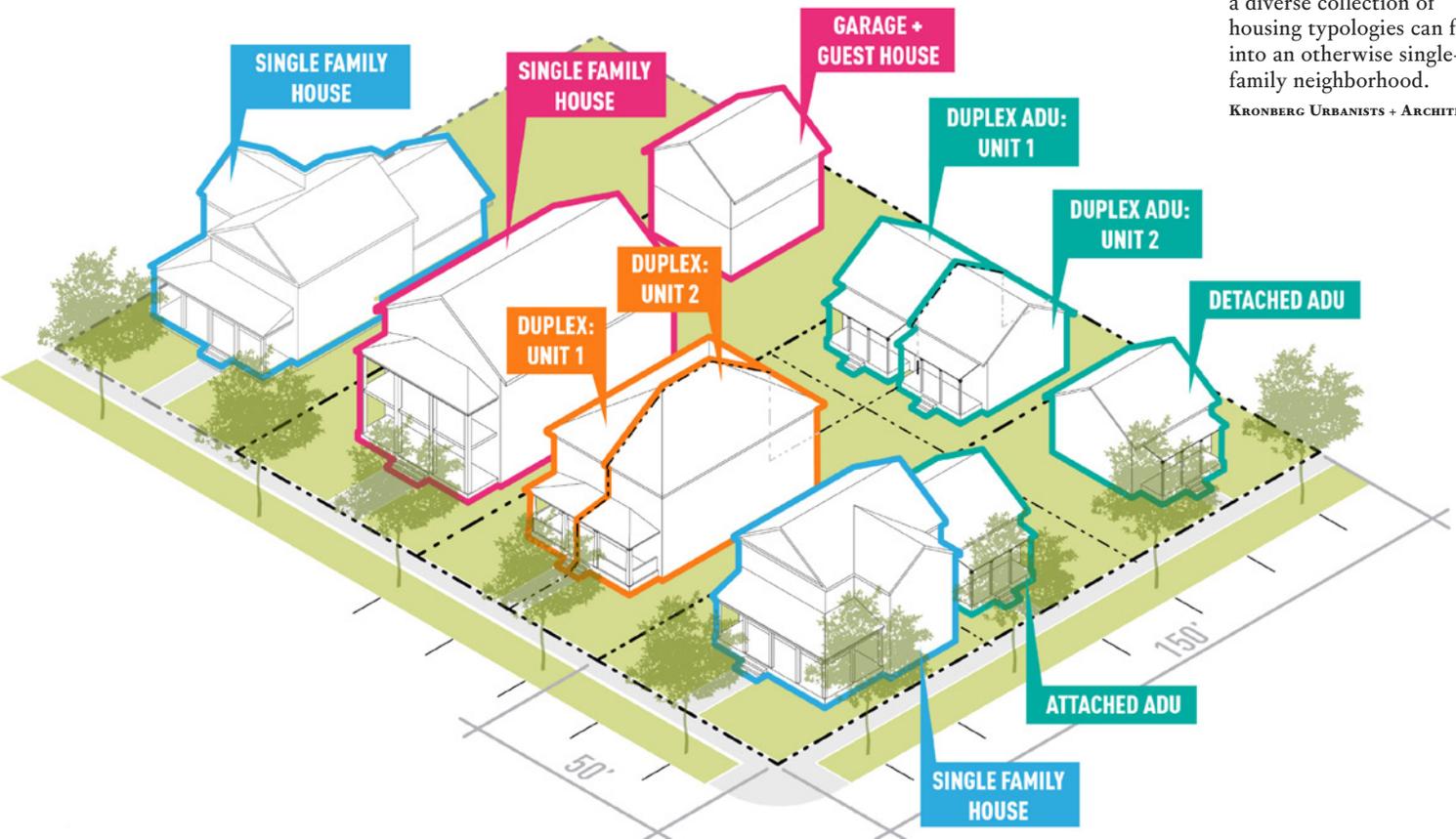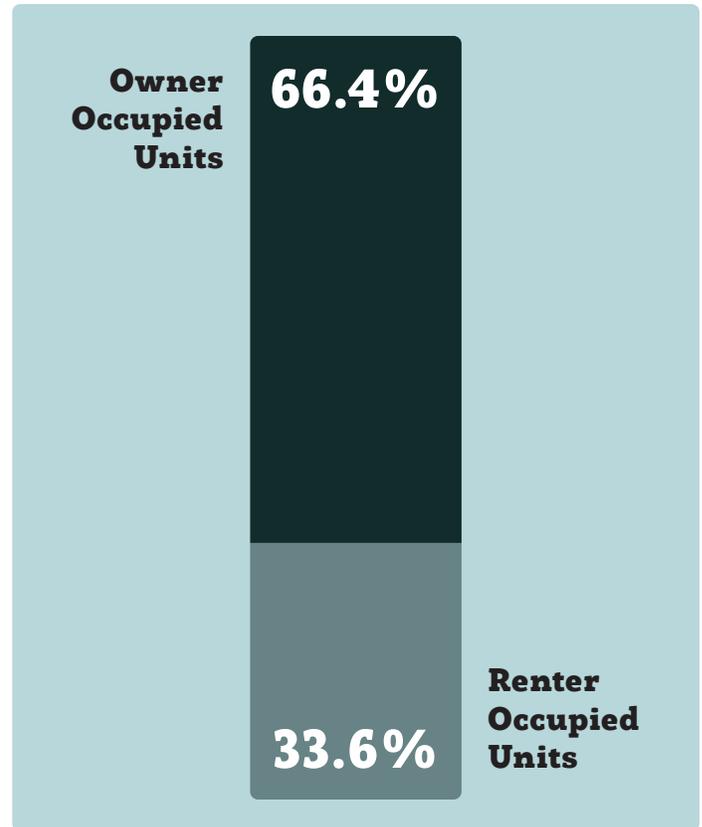
LEFT: This graphic makes it obvious how easily a diverse collection of housing typologies can fit into an otherwise single-family neighborhood.

Kronberg Urbanists + Architects

SINGLE FAMILY HOUSE

SINGLE FAMILY HOUSE

GARAGE + GUEST HOUSE

DUPLEX ADU: UNIT 1

DUPLEX ADU: UNIT 2

DETACHED ADU

DUPLEX: UNIT 2

DUPLEX: UNIT 1

ATTACHED ADU

SINGLE FAMILY HOUSE

150'

50'

Absence of Cohesive Neighborhoods East of I-35

Existing neighborhoods east of I-35 face a critical barrier to success that both affects them directly but also impacts the city as a whole. These neighborhoods lack essentials that make places feel like destinations. These essentials include parks, gathering spaces, neighborhood-scale retail, and other amenities. This has fueled the perception of division and favoritism regarding the location of new development and redevelopment within Kyle, specifically related to one side of I-35 over the other.

Blurred Distinction Between Neighborhoods and Housing Developments

The absence of clear definitions distinguishing neighborhoods from housing developments poses an issue. Often, developers tend to focus exclusively on building single-family homes for entry-level buyers, which can lack essential amenities and limit residents' options in terms of affordability and housing types. Kyle can redefine what it means for a development to be considered a neighborhood, which can strengthen the resale market and work towards relieving the burden on the City related to service and infrastructure costs.

Lack of Walkable, Connected Existing Neighborhoods

Existing neighborhoods within Kyle are grappling with a pressing problem: a lack of walkability and connectivity. Easy access to trails, bike lanes, alternative transportation, and complete sidewalk systems can have many positive impacts. This access could support active lifestyles, foster community bonds, and improve overall quality of life. Unfortunately, many existing neighborhoods lack some or all of these features, and therefore these positive elements are missing. Addressing these challenges is crucial to enhance the well-being of Kyle residents and create vibrant, livable places.

NEIGHBORHOOD HIERARCHY

Kyle's aim is to be a neighborhood-centric community. From a planning perspective, this means shifting thinking from what all residents need at the citywide scale to what is needed by people in different parts of the city at a more local scale, and then mixing different types of neighborhoods together across the city to offer a variety. The neighborhood should become the central planning unit—and the city's goal needs to be making every neighborhood a complete neighborhood.

Kyle's neighborhood planning needs can be categorized into three different tiers:

NEIGHBORHOOD SCALE

The local (neighborhood) scale is where most residents' daily needs are met, and where they spend most of their time. For most neighborhoods, this means amenities and destinations are easily reached on foot. At this scale, traffic patterns should favor pedestrians and bicyclists, and access to transit should be available. Housing is mixed, and in less rural neighborhoods, uses are mixed more freely. Neighborhoods themselves differ from one to the next, so plans should be created with substantial input from current residents regarding their needs in that area.

DEVELOPMENT ZONE

The development zone is the next tier—a halfway point between the local scale and the citywide scale. At this level, the City provides services that are not offered at the neighborhood scale—fire stations, community parks, middle schools, and libraries. Additionally, development zones should provide neighborhood scale commercial services to serve the nearby neighborhoods, filling in the commercial gaps that those neighborhoods may have (such as supermarkets).

CITYWIDE SCALE

At the citywide scale are those services and amenities that serve the whole population, and sometimes the broader region. These include places such as City Hall, the post office, regional retail/office/commercial centers, large regional parks and conservation areas, athletic complexes, high schools, and regionally-connected trails.

BUILDING TYPOLOGIES

Building a diverse mix of housing options at different price points is key to keeping housing in a community affordable, and attracting and retaining people in different stages of life and at different socioeconomic levels. Likewise, offering a mix of commercial buildings at various scales and in different contexts provides business owners and customers with options.

These pages are designed to show examples of various building typologies that are contextually appropriate in this region of the country, as well as to Kyle, and Central Texas more specifically. Though the images in this section are not exhaustive, they are meant to give a basic understanding of what these buildings can look like.

A building typology is a grouping of buildings according to basic characteristics they share. The page for each building typology provides a description of its features and is paired with a series of photos meant to represent that typology. These images are not intended to be exhaustive, but rather provide a sampling that showcases variations of buildings that fit within that typology. The idea with each of the images is to illustrate the diversity of style, scale, and architecture within the typology.

The most common housing style which can be found in a wide range of development types. These vary from small modular, prefabricated homes on compact lots to large estate-style houses on large lots. Multiple single-family homes on one lot can be a good way to reduce infrastructure cost while adding housing capacity.

Accessory Units are most commonly found with detached single family homes, as those homes often have a large amount of unused land on the lot. Accessory units are also possible with other building typologies, or anywhere that there is spare land on which a small building could be placed. In residential areas, these are also often referred to as Accessory Dwelling Units, or ADUs.

Townhouses typically consist of two to eight small- to medium-sized single-family structures attached side by side. Each unit has street frontage.

A cottage court (sometimes called a bungalow court) is a collection of often smaller homes surrounding a common green space. Cottage courts generally are made up of detached homes, but duplexes can also be incorporated to diversify housing types. In a greenfield development, these can be used to create spaces that preserve large trees that would otherwise be in the way of a conventional suburban layout. In an infill context, cottage courts can produce smaller homes on existing lots, particularly in a configuration referred to as a rosewalk where homes line the outside edges of a property and are arranged around a central linear green that also includes pedestrian connectivity between the units and to pedestrian facilities outside the court.

The term smallplex (or simply a small multiplex) is a single structure consisting of anywhere between two to 10 units. The smallest of these are also referred to as duplexes, or duets, triplexes, and quads, or quadplexes. The units may be side-by-side or stacked on top of one another. When these types of buildings are thoughtfully designed, they fit seamlessly into most largely residential neighborhoods. On smallplexes as large as quads it is common to have a large porch and a single entry door that opens onto a hallway with access to the first floor units and a set of stairs to the second floor units. In this configuration the exterior of the building is virtually indistinguishable from a large single-family home. In the larger configuration they may either have their own individual entrance or may share an entrance along the front of the building.

One medium- to large-sized structure with multiple units that are accessed from a courtyard or a series of courtyards. The units may be side-by-side or stacked on top of each other. Units may each have their own entrance or share an entrance with several units.

It is important to understand that modern suburban apartment complexes with many dozen buildings and hundreds of units, set up in an auto-oriented suburban context are not encouraged. Instead, smaller sets of 16-20 units provide the ability for apartments to fit within the scale of existing neighborhoods near higher intensity intersections. The large suburban complexes provide an over-concentration of a single type of resident generally without access to services without a car, straining the mobility network. This kind of singular focus also makes for a more fragile urban environment.

In a mixed-use or high intensity context, consider the 'many-over' as a preferable alternative to urban apartments when commercial uses are needed in close proximity to housing. Urban apartments with a meaningful street interface, wherein the building is brought up to the street and parking is hidden, is always preferable to the suburban model.

These are small- to medium-sized structures that includes a dwelling unit above or behind a non-residential unit. These structures may be attached or detached. The non-residential use has the flexibility of being used for a variety of commercial uses that are compatible with the residential use. Both units are owned by the same entity and occupied by the same tenant or property owner.

Few Over describes a mixed-use building where a small number of units, either office or residential, are on a floor above a commercial use (generally retail). Office over retail is common in downtowns and main streets where there is not presently a demand for residential use. For these spaces to adapt and change over time to suit the needs of the community, it is important that the uses allowed inside these buildings be as broad as possible. Generally these buildings will not be more than three stories, and often not more than two.

Many Over describes a mixed-use building where a large number of units, either office or residential, are on floors above a commercial use (generally retail). Office over retail is common in downtowns and Main Streets where there is not a large demand for residential presently. In modern mixed use developments, these are generally retail on the ground floor with apartments above. This allows an immediate and nearby group of patrons for the commercial uses downstairs.

These are light- to medium-intensity commercial uses, located within and around neighborhoods to serve the surrounding communities; easily accessible by foot or car. These uses consist of those that are essential to the community such as restaurants, general retail stores, medical offices, and fuel stations, and sometimes small residential units.

Serving the larger region, this building typology features a more expansive mix of uses. These include commercial centers with grocers, restaurants, and retail, large office campuses, and higher density residential. Although these are auto-oriented and draw in a larger customer pool from across the region, they serve the surrounding neighborhoods as well. It is important to understand that an otherwise auto-oriented building can be part of a broader mixed-use development. There can be some overlap between this category and the Many Over building type, in that residential can be introduced to otherwise commercial-only places.

Industrial consists of primarily intense commercial or industrial buildings that may not be compatible with lower intensity and residential uses. These uses include technology industries, light to heavy manufacturing, and outdoor operations and storage.

Complete neighborhoods also incorporate a variety of parks and public spaces. The City's Parks and Trails Master Plan (adopted 2016) provides more detailed information on the locations and types of parks in the community, but these are the most common:

Harris Krikelis

Dennis Sylvester Hurd
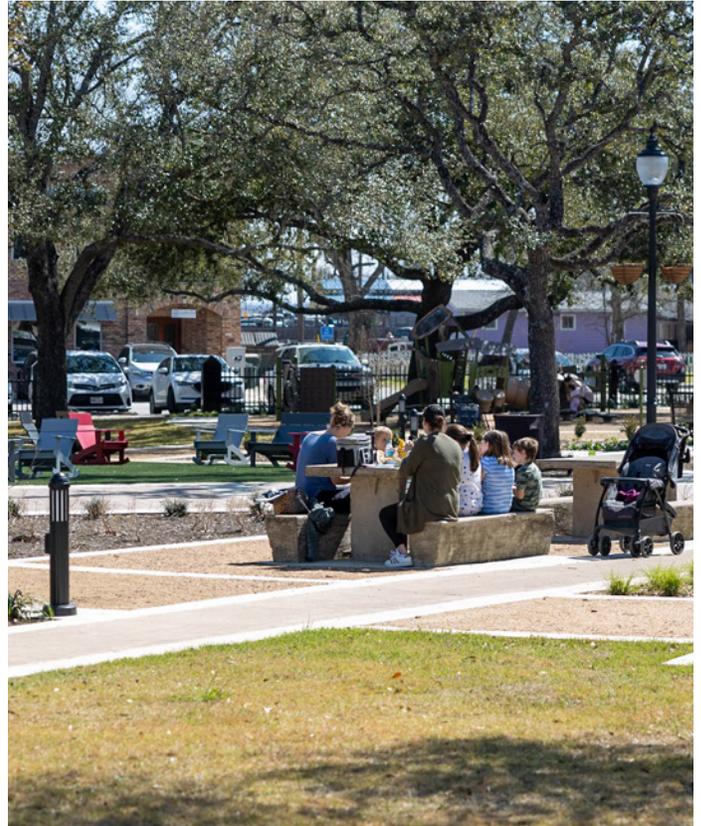
Pocket Parks

Mini parks (or pocket parks) are the smallest unit in a community's parks system. They are typically centrally located in a neighborhood, serving as a focal point for neighbors living or working within a few blocks of the park. Mini parks often reflect and contribute to neighborhood character, and their small size and accessibility tend to make them convenient nearby destinations for everyday use. They often create branding opportunities for the surrounding neighborhood, and tend to have a positive impact on property values. While these parks can be used for passive recreation and relaxation, elements like community gardens are a thoughtful addition to these spaces. Mini parks are particularly useful in traditional-style neighborhoods with denser grids and in downtown areas. Ease of access (on foot) is key to their success. These compact parks should be limited in purpose and should not be accompanied by off-street parking.

Parks in Kyle which fit this category include the park at Saddle Creek Apartments. For more information, refer to page 35 of the 2016 Parks, Recreation & Open Space Master Plan.

Neighborhood Parks

Neighborhood parks are often considered the cornerstone of any city's parks system. Like mini parks, they contribute significantly to the overall cohesiveness of a neighborhood, serving as an important recreational and social hub that is close to home for nearby residents. The neighborhood park typically features areas for both passive and (usually informal) active recreation activities, and can be combined with an elementary school to further enhance neighborhood character.

Parks in Kyle which fit this category include Amberwood Pool, Bunton Creek Pool, Lakeside Crossing, Meadows at Kyle, and Kirby Circle at Plum Creek. For more examples, refer to page 35 of the 2016 Parks, Recreation & Open Space Master Plan.

Tom Saunders
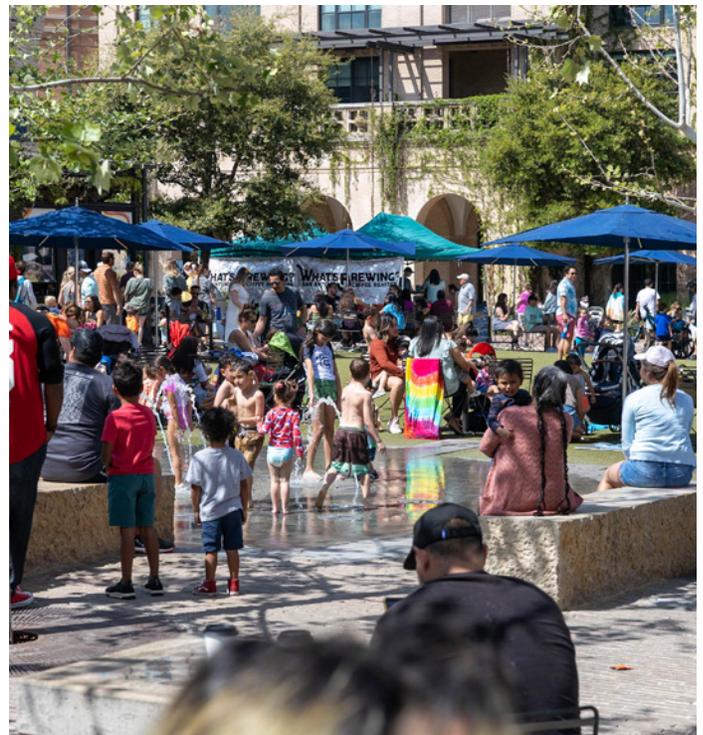
Community Parks

Community parks serve a broader purpose (and population) than neighborhood parks. The focus is on meeting wide-ranging community recreation and social needs, and park facilities will vary depending on those needs. Generally, these parks contain a special attraction that draws people from a larger area. Examples are a pond or lake, ice skating rink, trails, unique cultural or environmental features, or specialized sports complexes.

Quality community parks feature a balanced set of amenities—for both passive and active recreation—that can appeal to a broad range of users. Community parks bring people together to socialize, play, and find quiet space; active, programmed recreation should be encouraged, but it should not disrupt other activities on-site. Community park design should reflect the character of the community and take advantage of the region's particular landscape features where possible. It is important for community parks to be connected to the surrounding area via the trails and sidewalks. Community parks are major destinations for trail systems. Additionally, these parks need good road access.

Parks in Kyle which fit this category include Gregg-Clarke Park, Lake Kyle Preserve, Steeplechase Park, and Waterleaf Park. For more information, refer to page 34 of the 2016 Parks, Recreation & Open Space Master Plan.

Special Use Parks

These are parks or recreation facilities oriented toward specialized or single-use purposes that are not otherwise part of other neighborhood or community parks.

These may include historical/cultural/social sites, such as plazas, arboretums, or monuments. They may also include recreational facilities such as senior centers, community centers, golf courses, marinas, dog parks, skate parks, special-use athletic complexes, or practice fields.

Parks in Kyle which fit this category include Bunton Creek Ball Field, and Plum Creek Golf Course. For more information, refer to page 35 of the 2016 Parks, Recreation & Open Space Master Plan.

Regional Parks

Regional parks are very large parks which mimic community or special use parks, but with regionally-serving destination amenities. These parks are typically anywhere from less than 10 acres to several thousand acres in size.

Regional and community parks are larger and require longer-term planning, land acquisition, and funding for facilities and programming. Neighborhood and pocket parks are more localized. In new developments, the city should work with developers to locate these parks so that everyone in the neighborhood has access to a park within a quarter mile. The size, character, and programming of each park should complement the surrounding environment and neighborhood identity.
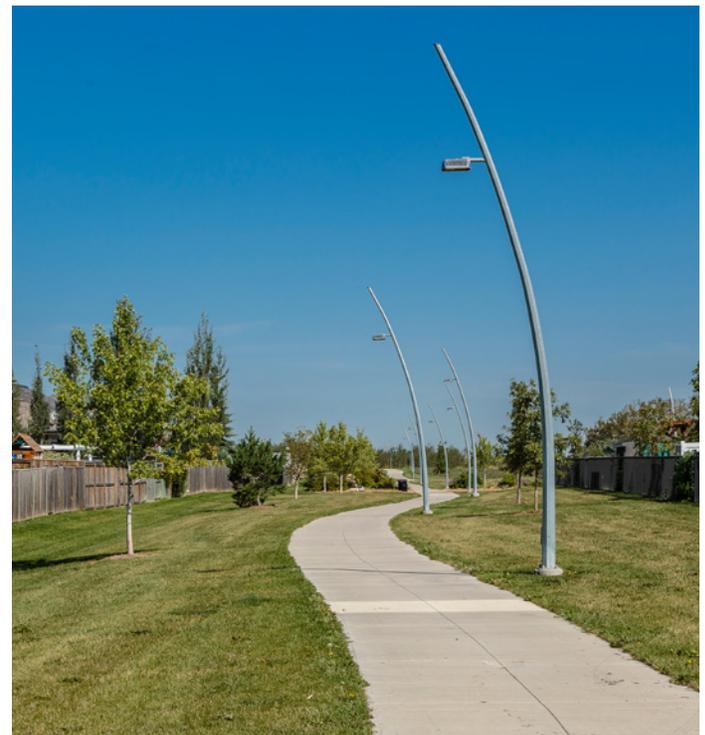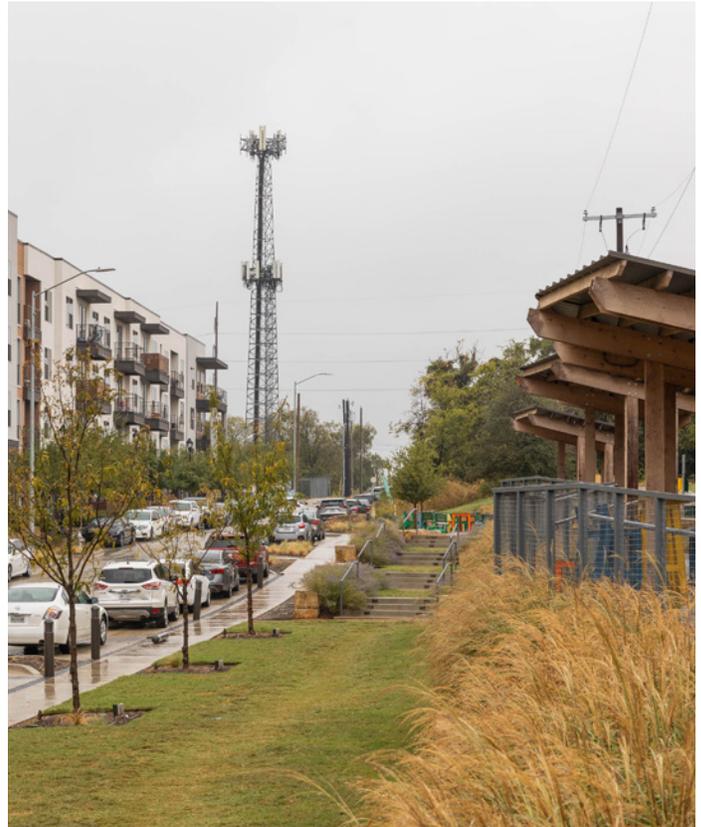
Linear Parks

Linear parks include open space and a variety of trail types such as greenway trails, thoroughfare connector trails, neighborhood connector trails, and in-park trails.

Parks in Kyle which fit this category include Bunton Creek. For more information, refer to page 34 of the 2016 Parks, Recreation & Open Space Master Plan.
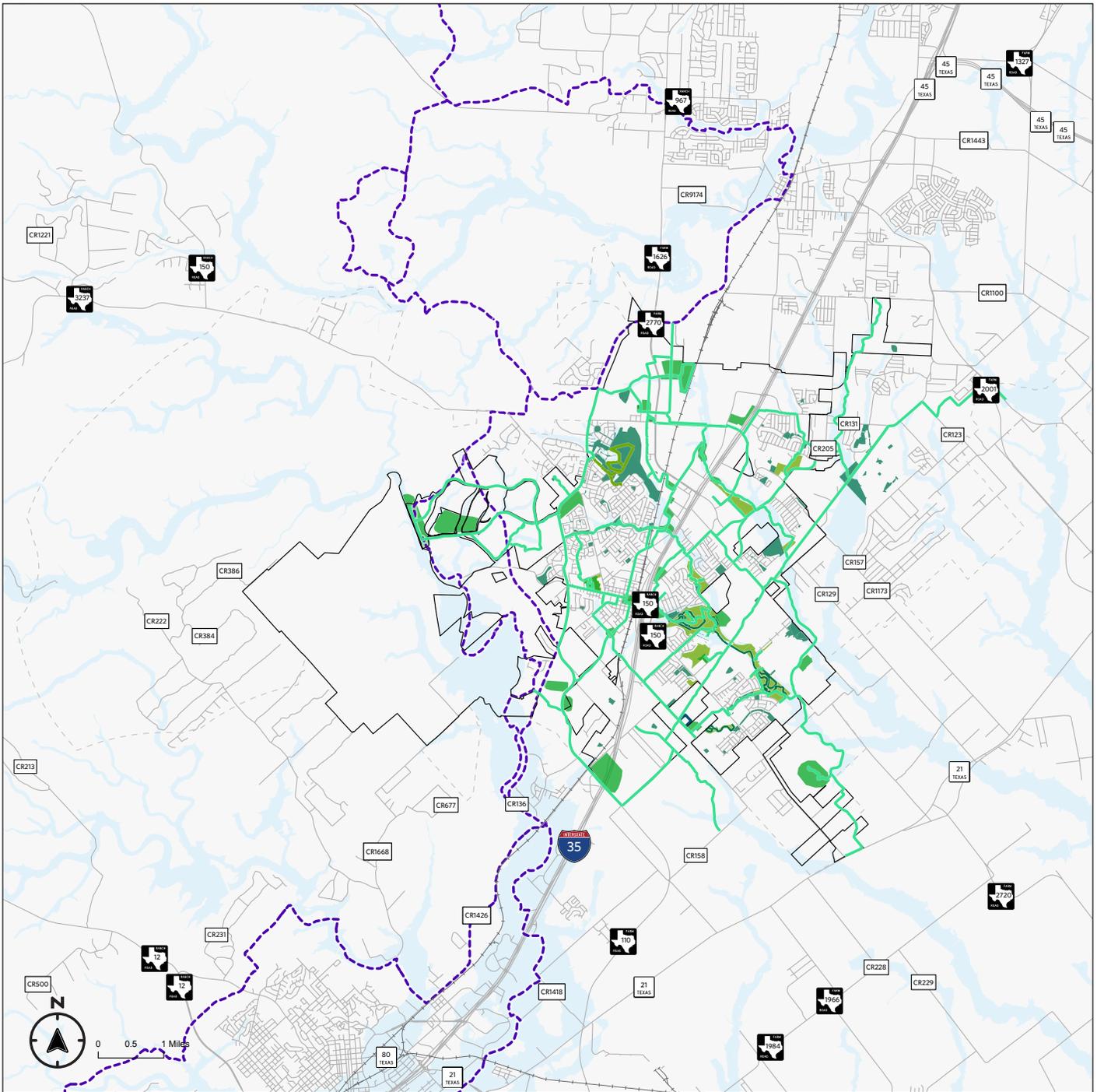
Legend

Existing Trails	
Private Park	Public Park
Proposed Emerald & Violet Crown Trails	
Floodplain	Vybe Spot
Proposed and Existing Vybe System	

For existing neighborhoods to grow and improve over time, and for new neighborhoods to feel welcoming and complete, a number of best practices should be applied across the city for new and existing development.

The Place Types introduced in the Land Use and Growth Management component cover how land is distributed between different scales of natural, residential, and commercial uses. Neighborhoods will generally reflect the use mix and context associated with the place type they are located within, but will also have their own unique mix of building, infrastructure, and public space elements that further support the character and lifestyle expected by those who choose to live there. The following base design guidelines should be utilized as a starting point when planning new development in each of the three primary neighborhood types (rural, transitional, and complete).

An important part of any cohesive neighborhood is a shared or unified sense of context. This means that the borders of a neighborhood, while not delineated visually by a line on the street, are apparent through the character of the place.

A number of elements can make up this context; scale, architecture, pedestrian access levels, and connection to the existing built fabric.

Auto-Pedestrian Continuum

The principal factor that changes between these neighborhoods is where they lay along an auto-oriented to pedestrian-oriented continuum. Rural is the most auto-oriented, and Complete is most pedestrian-oriented.

SCALE
WHICH IS MADE UP OF THE SIZE AND SHAPE OF BUILDINGS, AND HOW THEY INTERACT WITH THE PUBLIC SPACE (USUALLY STREETS).

ARCHITECTURE
WHICH DESCRIBES THE STYLE AND CHARACTER OF BUILDINGS THEMSELVES.

PEDESTRIAN ACCESS LEVELS
OR THE ABILITY FOR A PEDESTRIAN TO COMFORTABLY MOVE THROUGH A PLACE.

CONNECTION TO THE EXISTING FABRIC
WHEREIN NEW DEVELOPMENT RESPECTS THE CHARACTER AND HISTORICAL SIGNIFICANCE OF THE AREA IT INHABITS.

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RURAL NEIGHBORHOODS

Amenities and non-residential uses in rural areas are limited and require driving to get to. Those living in rural areas can expect to have fewer neighbors, more open space, and less traffic.

BLOCK CHARACTER

Variable block configuration generally represented by longer blocks and some dead-end streets

Limited pedestrian infrastructure and connectivity

LOT CHARACTER

Larger homestead style lots

Private drive access to each property off the main public street or county road

PARKING ACCOMMODATION

Private drives and parking on private property

STREET CHARACTER

Rural roads with limited access and connectivity

Bar ditches and trees in their natural locations

PARKS & OPEN SPACE

Limited, if any public parks

Natural open spaces such as floodplain and conservation land

Large private lots in lieu of public parks

ARCHITECTURAL DIVERSITY

Variety of architectural styles suited to rural environment and character

CIVIC SPACE

Passive recreation in floodplain and conservation areas

SECONDARY USE

Home-based businesses

TRANSITIONAL NEIGHBORHOODS

Transitional Neighborhoods are most commonly found in the Traditional Neighborhood place typ e and are intended to have a mix of residential options with pockets of neighborhood scale commercial located within walking distance. Because of the focus on residential, some commercial uses will be consolidated into larger neighborhood and regional commercial nodes that are accessible via a short drive. Streets and public space in these neighborhoods should prioritize pedestrians and walkability with a few collector style corridors that balance slow speed vehicular access and shared use trail connections to the larger citywide network.

BLOCK CHARACTER

Moderate block lengths.

Provide connectivity between blocks and developments.

Some flexibility in street connectivity around environmental constraints, but pedestrian connectivity is essential.

Cul-de-sacs are rarely used and where they must exist pedestrian access is provided.

LOT CHARACTER

A variety of lot sizes should be used in proximity within a neighborhood.

Utilize larger lots at logical points like end cap, T intersection, corner, and entry point lots.

Utilize alley lots on busier or prominent streets to limit driveways that interrupt continuous sidewalks.

PARKING ACCOMMODATION

On street
Driveways
Garages:
- Rear-Entry
- J-Swing
- Pull-Through
- Front-Entry
  (where deemed appropriate)

Non-residential uses requiring parking should have neighborhood-scaled and screened lots.

STREET CHARACTER

Primarily slow, narrow streets with parking on one or both sides.

Street trees are encouraged and sidewalks on both sides are required.

Encourage connectivity to major collector streets. More connection points means less traffic per street.

PARKS & OPEN SPACE

Green space within ¼ mile of all homes.

Connect all parks and open space through sidewalks and trails.

Integrate detention areas as meaningful parts of open space network, or should be created as scenic focal points.

ARCHITECTURAL DIVERSITY

Variety of architectural styles

Utilize common design themes across architectural styles.

Styles should encourage porches, stoops, and balconies - to add visual interest.

Encourage alternative exterior materials that are more durable and sustainable long term.

Add details such as pocket parks, or outdoor dining at terminated vistas to add interest to neighborhood design. These points where people must pause before continuing are opportunities for small investments that greatly enhance the overall beauty of a place.

CIVIC SPACE

Schools and houses of worship should feel integrated into the overall neighborhood.

Include pedestrian connectivity to the site.

Ensure parking lots are not predominate in site design, as much as possible hide parking behind buildings and bring buildings closer to the street.

SECONDARY USE

Commercial nodes should primarily serve adjacent residential areas and be integrated into the overall neighborhood.

Site design to serve pedestrians and cyclists first and automotive access second.

COMPLETE NEIGHBORHOODS

Complete Neighborhoods are most commonly found in the Traditional Neighborhoods and Urban Mixed-Use place types and are most complete in terms of use mix, access, and activity. Those living in these neighborhoods should expect constant change where the scale and use of properties is incrementally evolving to meet the residential and commercial needs of those living and working there. Residential and commercial uses can be mixed on the same block or grouped into small nodes that make the majority of needs convenient and accessible by biking or walking. Streets and public spaces are designed to prioritize pedestrians, walkability, and human interaction. Where higher levels of vehicular access are required, streets are designed to be slow-speed and accommodate on-street parking.

BLOCK CHARACTER

Generally, shorter block lengths

Provide connectivity between blocks and between developments.

Some flexibility in street connectivity around environmental constraints, but pedestrian connectivity is imperative.

Cul-de-sacs should not be permitted.

LOT CHARACTER

A variety of lot sizes should be used in proximity within a neighborhood .

Utilize larger lots at logical points like end cap, T intersection, corner, and entry point lots.

Utilize alley lots on busier or prominent streets to limit driveways and increase yard space.

PARKING ACCOMMODATION

On street

Driveways

Garages:

- Rear-Entry
- J-Swing
- Pull-Through
- Front-Entry
  (where deemed appropriate)

Non-residential uses requiring parking should have neighborhood-scaled and screened lots.

STREET CHARACTER

Primarily slow, narrow streets with parking on both sides.

Street trees and sidewalks on both sides are required.

Encourage high levels of connectivity to collectors.

PARKS & OPEN SPACE

Green space within ¼ mile of all homes.

Connect all parks and open space through sidewalks and trails.

Integrate detention areas as meaningful parts of open space network, or should be created as scenic focal points.

ARCHITECTURAL DIVERSITY

Variety of architectural styles

Utilize common design themes across architectural styles.

Styles should encourage porches, stoops, and balconies - to add visual interest.

Encourage alternative exterior materials that are more durable and sustainable long term. Such as cement fiber board in lieu of wood for craftsman and farmhouse styles.

Add details such as pocket parks, or outdoor dining at terminated vistas to add interest to neighborhood design. These points where people must pause before continuing are opportunities for small investments that greatly enhance the overall beauty of a place.

CIVIC SPACE

Schools and houses of worship should feel integrated into the overall neighborhood.

Include pedestrian connectivity to the site.

Ensure parking lots are not predominate in site design, as much as possible hide parking behind buildings and bring buildings closer to the street.

SECONDARY USE

Commercial nodes should serve adjacent residential areas and destination users.

Sites should be integrated into the overall neighborhood.

Site design to serve pedestrians and cyclists first and automotive access second.

DOWNTOWN NEIGHBORHOODS

Downtown, like other neighborhoods in the city, can be placed along the auto-pedestrian continuum. Downtown development occurs on a density/intensity spectrum. For example, denser building forms should take place most closely to the central core of downtown. Careful attention should be made so that each transitional zone of the downtown should step down to the next, ultimately blending into the neighborhoods that are on the other side of the boundary. This will ensure that the downtown urban form is compatible between districts and respectful to adjacent neighborhoods.

LOT CHARACTER

Orient pedestrian entrances to the primary street with automotive and service entrances on the alley or secondary street

Utilize alley access to limit driveways

STREET CHARACTER

Primarily commercial streets with parking on both sides.

Street trees and sidewalks on both sides are required.

Encourage high levels of connectivity

PARKS & OPEN SPACE

Connect all parks and open space through sidewalks and trails

Provide key trailheads and wayfinding to larger trail network

CIVIC SPACE

Government buildings, schools and houses of worship should be key architectural features of the neighborhood

Buildings should predominate with parking behind (surface parking is discouraged)

PARKING ACCOMMODATION

On street

Shared use parking garages

Parking Lots screened by building or landscaping (surface parking is discouraged)

ARCHITECTURAL DIVERSITY

Pedestrian-scaled Buildings

BLOCK CHARACTER

Shortest block lengths

Provide connectivity between blocks and between developments

Some flexibility in street connectivity around environmental constraints, but provide pedestrian connectivity

Cul-de-sacs are not permitted

There has been a resurgence in the smaller development community in recent years. "Small developers" tend to be local residents who have an interest in adding housing in their neighborhood, owning property, or starting a business. Unlike large developers that acquire big tracts of land and build out multiple lots at once, small developers focus on constructing unique, context-sensitive development on single lots that can activate and revitalize downtowns and aging neighborhoods. Organizations such as the Incremental Development Alliance and Small Developers Group on Facebook have been formed to connect and share resources with this rapidly growing group. The City should encourage incremental development, especially for infill projects and redevelopment in downtown and surrounding neighborhoods.
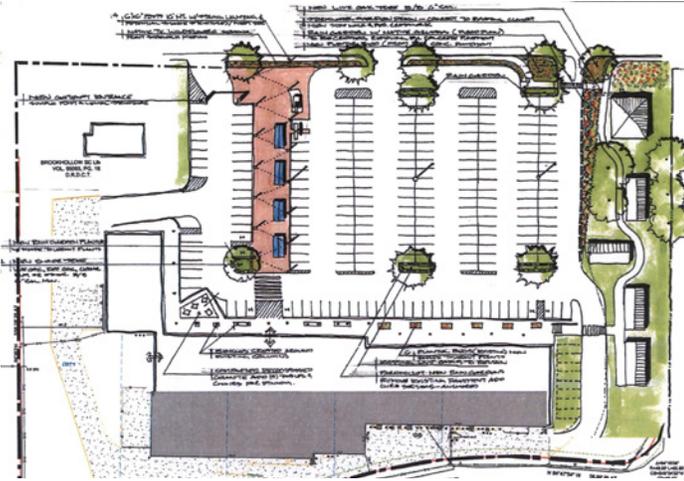
ABOVE: This new urbanist style neighborhood is being built in Midlothian incrementally over 20 years. A neighborhood commercial urban center has been built one building at a time, and a combination of single and multifamily residential and public space is being built in phases around it.

ABOVE: This project in DeSoto is converting a vacant Ace Hardware building and parking lot into a neighborhood commercial node with the main building redone as a business incubator for office, retail, and restaurants, and the parking area filled in with a food trailer plaza, kiosks, open space, and micro apartments.

ABOVE: This project provided a new mixed-use building in the heart of downtown Duncanville. The building is designed to frame the street corner with parking behind the building, and includes a mix of office, art, restaurant, and residential spaces.

Chapter 4
Implementation

Decision-Making Principles & Key Questions
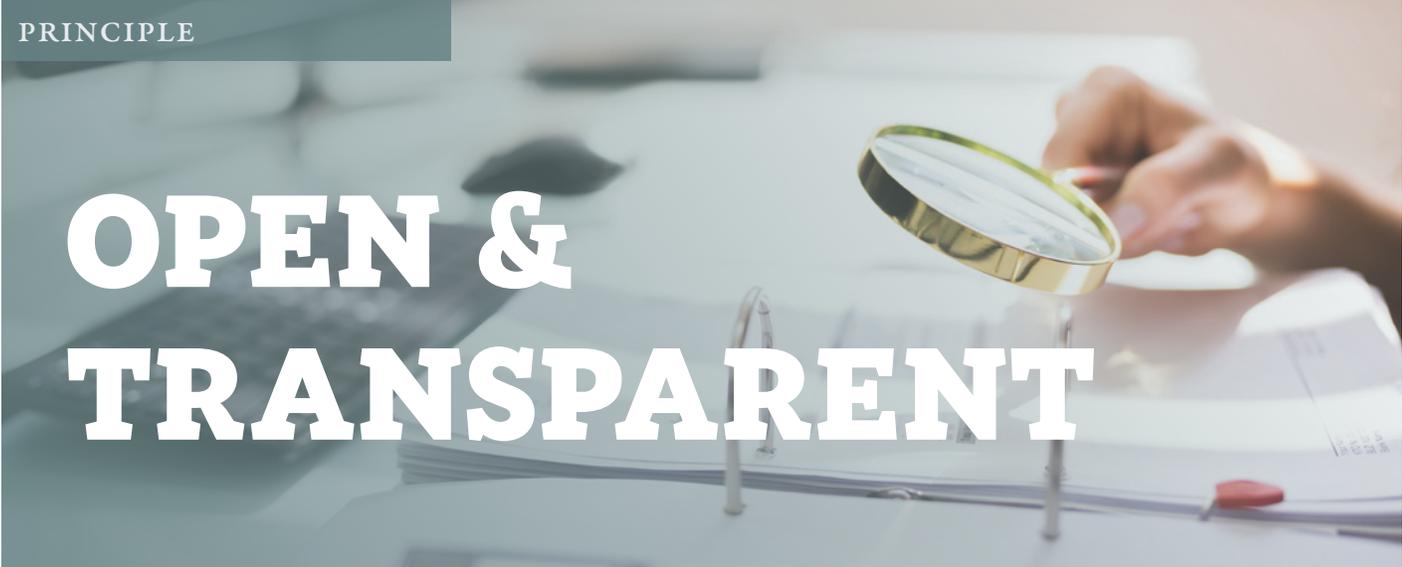
OPEN & TRANSPARENT

Decisions which are open and transparent should focus on talking about different elements related to line items on a budget, versus focusing solely on debt. Residents should be made aware of how all of these decisions are affecting them.

The development and permitting process is oftentimes confusing and may be the only experience many people have of doing business with the City. Everyone should understand the process itself, the time constraints that are part of the process, and the "whys" behind existing city regulations and restrictions in order to make it a positive experience.

Proactive communications and facts that ground discussion and show the path towards the decision being made should be shared with the public. This can be applied to capital improvement projects and in general - good governance.

When making decisions on development, the public should understand the analysis that took place and why there is a comfort level with approving developments; or, they should know what the options were for the City when considering these decisions. This is often information that the public either does not know, or they do not have access to the information.

The average citizen may see a conflict with all the different elements of city building and may not understand if they are being looked at together, separately, or not at all.

Key Questions

1. Was this decision made by taking into account fiscal elements other than debt?

2. Was information shared proactively with the public to explain the rationale behind the decision making?

3. Was the public made aware of what options the City has when considering decisions relating to development?

4. Is there a clear understanding of how the decisions being considered will impact residents, and are efforts being made to communicate and make residents aware of these impacts?

ECONOMIC PROSPERITY

Decisions that affect economic prosperity include moving towards a combination of utilizing materials in a way that creates lasting value throughout Kyle. The quality of the buildings should be used to attract targeted groups into becoming residents of Kyle.

Development should not only focus on accommodating the developers but should also provide the ability to own a variety of housing stock other than a traditional single family home. The City of Kyle should focus on bringing incremental types of building stock that are attainable to locals who are invested in the community and want to stay long term. Developments should not only be on a larger scale for investors outside of Kyle who will then lease to local business owners.

Key Questions

1. Does this decision achieve a goal of diversifying or adding to the diversity of different businesses in terms of size, scale, and ownership in Kyle and the level of jobs it would provide?

2. Does this decision help local homeowners also become business owners?

3. Does this decision prioritize incremental types of building stock that encourage long-term residency rather than catering primarily to investors outside of Kyle?

4. Does this decision prioritize sustainable economic growth and development in Kyle?

FISCAL RESPONSIBILITY

Decisions related to fiscal responsibility should include optimizing public funds to manage growth sustainably while carefully spending on city services and infrastructure improvements. This principle, grounded in strategic budgeting, ensures that each allocation of funds is meticulously evaluated for potential return on investment and long-term sustainability. By prioritizing fiscal health, the City of Kyle can manage public resources in a way that not only fosters transparency but accountability to its residents. This goes hand in hand with decisions being open and transparent - people need to understand what they are paying for.

Key Questions

1. What is the most efficient way to accomplish this task?

2. Are there cost savings in doing it ourselves versus doing it through a third party?

3. Is the decision fiscally responsible in the long term, and if so, how?

4. What is the cost of development, now and over time? Is the development designed to maximize fiscal productivity?

EQUITY AND JUSTICE

Decisions regarding transportation, parks and open space, and retail developments should be made with equity and justice in mind. These decisions should consider access, proximity and connection. They should also be considerate of how these resources are allocated - east of I-35 versus west of I-35.

The distribution of resources needs to take into account potential users from a diverse range of backgrounds. Access constraints should be identified, and potential solutions to those constraints must be of high priority. It is important to think of access not just in terms of physical access, but also in terms of perceived access. For example, is it clear who can enjoy a facility or improvement?

Key Questions

1. How does the proposed decision address the issue of equity and justice?

2. What measures have been taken to ensure equal access, proximity, and connection to the resources being considered in the decision?

3. Are there any potential inequalities in the allocation of resources? If so, how does the decision aim to address these disparities?

4. What factors are being used to assess the potential impact on equity and justice, and will these be analyzed over time to ensure these principles are being followed?

Implementation Approach

INCREMENTAL

Oftentimes, plans lose traction quickly because implementation recommendations prioritize too many large, complex projects that take many years to complete and require funding the City doesn't have. An alternative approach is to embrace an incremental, iterative approach that makes meaningful progress toward bigger goals immediately with the resources the community has available. The proposed implementation program was built around the Strong Towns "barbell strategy", where roughly 80 percent of projects are small, low risk projects that can be completed quickly with minimal resources and the other 20 percent toward larger high risk, high reward projects.

Source: Better Block Foundation

NEIGHBORHOOD CENTRIC

The majority of this plan focuses on improving quality of life for residents at the neighborhood level. Studies show that when quality of life is improved, property values and city revenues increase, and the wealth, health, and social wellbeing of residents also improve. And nobody knows what is needed in a neighborhood more than the people who live, work, worship, and recreate there every day. As such, the second critical aspect of the proposed implementation strategy centers around working with a neighborhood "cultivator crew" (residents, local businesses, and other community and philanthropic partners) to create and execute a series of neighborhood enhancement plans. These plans are intended to be lean, living documents that organize and prioritize ideas from the people in the neighborhood into small projects that will make the neighborhood incrementally better. Some of the projects will require city support through staff and funding, while others should be projects that can be done independently by residents with partnerships with philanthropic organizations and local businesses.

Action Types

GUIDELINES

Plans and design guidelines (such as technical standards) that are used to guide development of the functional and visual environment throughout the city or within certain "districts".

REGULATIONS

Ordinances and adopted policies that are used to guide and enforce development patterns in the city, most notably the zoning and subdivision ordinances.

FINANCIAL & PROCESS INCENTIVES

One of the ways a city can encourage development of the type, quality and form it wants is to provide monetary incentives. Examples include reduced fees, tax rebates and loans or grants. Fast-tracked approvals and other expedited processes that save developers time (and money) are another method.
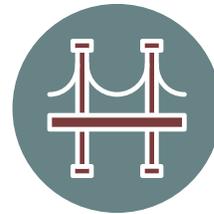
CAPITAL INVESTMENTS

Infrastructure projects and other city investments that help preserve and enhance economic growth, property values and quality of life.

EDUCATION & COMMUNICATION

Programs and activities that inform, engage and connect residents, local businesses and agency partners, and help with promotion of the community to prospective residents, developers and employers.
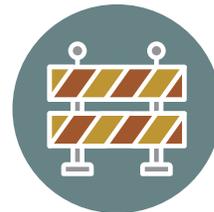
TACTICAL/COMMUNITY

Low budget projects that can be executed by residents and other partners to address safety and quality of life issues and test out ideas while waiting for funds to become available for more permanent improvements.

PARTNERSHIPS

Specific partnerships and collaborative efforts that are needed or that can help to achieve the desired vision for our community.

ECONOMIC DEVELOPMENT

A city can cultivate a robust environment for entrepreneurship through programs, plans, and events that generate support or offer assistance. While the size of businesses varies, they are all reliant on local assistance and investment.

General Recommendations

1. ## Embrace the Comprehensive Plan as the centerpiece of decision making

   A unified community vision and shared objectives are essential for the effective governance of a city. This document serves as the framework for guiding other plans, policies, and budgets to strengthen Kyle's fiscal position and enhance the quality of life and affordability for both present and future residents and businesses. By using the Plan to guide everyday decisions, the City can maximize and balance economic growth, community well-being, and sustainable development. This ultimately fosters a prosperous and inclusive environment for all who call Kyle home.

2. ## Cultivate a resilient, self-sustaining local economy & workforce

   Kyle is a resident-oriented community that goes above and beyond to promote the growth and achievements of its local businesses and employers. While actively encouraging the establishment of new businesses, Kyle recognizes the crucial importance of supporting and enhancing the success of existing ones.

3. ## Align decisions with the community's principles

   Decisions that are consistent with community principles develop trust, engagement, and ownership among residents. As the gap between needs and resources grows, the City must focus on projects that increase tax revenues while limiting excessive infrastructure liabilities. Integrating these principles into decisions about policy, budgeting, development, and project selection promotes the transparency and accountability that the community values. This can strengthen the relationship between the City and residents.

4. ## Establish and apply tools to collect and assess projects and initiatives

   The City can enhance its decision-making processes and improve efficiency by incorporating tools that quantify the fiscal impacts of proposed development while incorporating decision-making principles that the people of Kyle identified as priorities. Regular reviews of ongoing initiatives should identify successes, areas for improvement, and obstacles. This proactive approach would help the City take timely measures to ensure success while optimizing resource allocation.

Component	Action	Action Type	Values					Aspirations					Timing				City Department	City Entities	Local Partners Can Assist As
			Active Lifestyle	Education	Affordability	Community History	Local Entrepreneurship	Improved Mobility Network	Managed Growth	Preserved City Center	Expanded Offerings	Unified East/West Kyle	Always	Years 1-2	Years 3-4	Years 5-7			
GEN 1	**Recommendation: Embrace this plan as the centerpiece of decision making**																		
GEN 1.A	Conduct an implementation kickoff summit to inform elected officials, staff, and community members about the Plan's guiding principles, goals, and top priorities for immediate action.	**Education & Communication**	•	•	•	•	•	•	•	•	•	•		•			All Departments	City Council, Planning & Zoning Commission, Economic Development & Tourism Board, Parks & Recreation Board, Trails Committee, Youth Advisory Council, TIRZ #2 Board	Investors, Supporters, Developers, Promoters, Volunteer Talent/Expertise
GEN 1.B	Add the guiding principles & implementation priorities from this Plan into board/council agenda reports & recommendations.	**Guidelines**	•	•	•	•	•	•	•	•	•	•	•				All Departments	City Council, Planning & Zoning Commission, Economic Development & Tourism Board, Trails Committee, Parks & Recreation Board,	
GEN 1.C	Implement a proactive action plan to provide regular progress updates, recommendations, and actions to the Planning and Zoning Commission and City Council regarding the comprehensive plan.	**Guidelines**	•	•	•	•	•	•	•	•	•	•		•			Planning, Administration	City Council, Planning & Zoning Commission	Promoters
GEN 1.D	Design and implement a comprehensive communication strategy using social media, City website, and an annual meeting schedule to foster open communication and transparency around the comprehensive plan.	**Regulations**	•	•	•	•	•	•	•	•	•	•		•			Communications, Planning	City Council, Planning & Zoning Commission	
GEN 1.E	Collaborate with neighboring jurisdictions and regional agencies on cross-agency policies and projects regarding regional trails, thoroughfares, transit, water supply, and more.	**Guidelines**	•	•	•	•	•	•	•	•	•	•	•				Planning, Parks & Recreation, Administration	City Council, Planning & Zoning Commission, Parks & Recreation Board, Trails Committee	Supporters, Volunteer Talent/Expertise
GEN 1.F	Conduct fiscal impact analysis on development projects and incorporate the results into development recommendations and decisions.	**Guidelines**	•	•	•	•	•	•	•	•	•	•	•				Planning	City Council, Planning & Zoning Commission	
GEN 1.G	Publish and distribute a biennial progress report on implementation items to the community.	**Guidelines**	•	•	•	•	•	•	•	•	•	•	•				Communications, Planning	City Council, Planning & Zoning Commission	Promoters, Supporters
GEN 1.H	Evaluate and update Recommendations, Future Land Use Map (FLUM), Growth Sectors and accompanying elements of this Plan to reflect current conditions.	**Guidelines**	•	•	•	•	•	•	•	•	•	•		•	•	•	Planning	City Council, Planning & Zoning Commission	
GEN 1.I	Regularly update the Land Use Fiscal Assessment (LUFA) to monitor progress in fiscal metrics related to development patterns.	**Guidelines**	•	•	•	•	•	•	•	•	•	•			•	•	Planning	City Council, Planning & Zoning Commission	
GEN 1.J	Ensure that adopted plans are consistent with this Plan; when they are not, coordinate edits to bring them in line until new versions can be pursued. New versions should use this Plan as their foundation.	**Guidelines**	•	•	•	•	•	•	•	•	•	•	•				Planning	City Council, Planning & Zoning Commission	

Component	Action	Action Type	Values					Aspirations					Timing				City Department	City Entities	Local Partners Can Assist As
			Active Lifestyle	Education	Affordability	Community History	Local Entrepreneurship	Improved Mobility Network	Managed Growth	Preserved City Center	Expanded Offerings	Unified East/West Kyle	Always	Years 1-2	Years 3-4	Years 5-7			
GEN 2	**Recommendation: Cultivate a resilient, self-sustaining local economy & workforce**																		
GEN 2.A	Update the Economic Development Strategic Plan in a manner consistent with this Plan.	**Economic Development**	●	●	●		●		●	●	●			●			Economic Development	Economic Development & Tourism Board, City Council	
GEN 2.B	Form a network comprised of developers and builders interested in investing in Kyle through incremental development, adaptive reuse, and neighborhood infill projects. Identify potential participants, contact them, and establish regular collaboration meetings.	**Partnerships**	●	●	●		●		●	●	●			●			Planning, Economic Development, Building	Planning & Zoning Commission, Economic Development & Tourism Board	Investors, Supporters, Developers, Promoters, Volunteer Talent/Expertise
GEN 2.C	Establish a Local Business Incubator Program in collaboration with local developers and investor that offers tools, training, and support to participants.	**Partnerships**	●	●	●		●		●		●				●		Economic Development, Planning	Economic Development & Tourism Board	Local Businesses, Investors, Supporters, Developers, Promoters, Volunteer Talent/Expertise
GEN 2.D	Implement the Economic Development Strategic Plan, once adopted.	**Partnerships**	●	●			●				●		●				Economic Development	Economic Development & Tourism Board, City Council	
GEN 2.E	Collaborate with local economic development and real estate partners to identify spaces within the core of Kyle appropriate for start-ups and local entrepreneurs. Comprise a marketing plan to fill these spaces.	**Partnerships**	●	●							●					●	Planning, Economic Development, Building	Planning & Zoning Commission, Economic Development & Tourism Board	Investors, Supporters, Developers, Promoters, Volunteer Talent/Expertise
GEN 2.F	Formulate an action plan for the east side of I-35 that addresses current economic conditions/opportunities in a way that provides parity in resources & offerings with the west side.	**Economic Development**	●	●	●		●		●		●	●			●		Planning, Economic Development	Economic Development & Tourism Board, Planning & Zoning Commission, City Council	Investors, Supporters, Developers, Promoters, Volunteer Talent/Expertise
GEN 2.G	Adopt and publish a development guide that concisely and clearly outlines how to navigate the development process for land division, zoning, signage, and permitting.	**Guidelines**	●	●	●		●		●		●	●		●			Planning, Building, Engineering & Capital Improvements, Economic Development		Promoters, Supporters, Volunteer Talent/Expertise
GEN 2.H	Formulate and adopt a facilities master plan to reserve properties for future development.	**Guidelines**						●	●		●			●			Administration, Planning, Engineering & Capital Improvements, Economic Development, Building	City Council	

Component	Action	Action Type	Values					Aspirations					Timing				City Department	City Entities	Local Partners Can Assist As
			Active Lifestyle	Education	Affordability	Community History	Local Entrepreneurship	Improved Mobility Network	Managed Growth	Preserved City Center	Expanded Offerings	Unified East/West Kyle	Always	Years 1-2	Years 3-4	Years 5-7			
GEN 3	**Recommendation: Align decisions with the community's principles**																		
GEN 3.A	Use the annual budget report to show how financial decisions and priorities align with this Plan.	Guidelines	●	●	●	●	●	●	●	●	●	●	●				Administration, Finance, Planning	City Council, Economic Development & Tourism Board	
GEN 3.B	Develop and apply assessments for sustainability and equity impacts on key decisions, projects, and policies.	Guidelines	●	●	●	●	●	●	●	●	●	●		●			All Departments	City Council, Planning & Zoning Commission	
GEN 3.C	Define the "gold standard" so that residents, developers, businesses, and others interested in Kyle know what it means and how it is applied.	Education & Communication	●	●	●	●	●	●	●	●	●	●		●			Administration, Planning	City Council, Planning & Zoning Commission, Economic Development & Tourism	Supporters, Developers, Promoters, Volunteer Talent/Expertise
GEN 3.D	Engage the Youth Advisory Committee to act as advisors to the City Council to provide a perspective not typically present in decision making.	Partnerships		●	●					●		●	●				Administration	City Council	Supporters, Promoters, Volunteer Talent/Expertise
GEN 3.E	Administer the Vibrant Community Assessment (survey 1 of this planning effort) annually to all local citizens and track ratings while using them to inform governing decisions.	Guidelines	●	●	●	●				●		●		●	●	●	Communications, Administration	City Council, Planning & Zoning Commission, Economic Development & Tourism Board	Supporters, Promoters, Volunteer Talent/Expertise, Volunteer Labor
GEN 3.F	Participate in a Council retreat that results in a strategic plan to guide decisionmaking.	Education & Communication	●	●	●	●	●	●	●	●	●	●	●				Administration	City Council	
GEN 4	**Recommendation: Establish and apply tools to assess projects and initiatives**																		
GEN 4.A	Perform a comprehensive evaluation of the development review process, to identify gaps in data and areas of needed improvement in data sharing.	Guidelines	●	●					●		●		●				Planning, Engineering & Capital Improvements		Volunteer Talent/Expertise
GEN 4.B	Implement data collection as part of development applications to ensure staff has adequate information for assessing the fiscal impact of requests.	Regulations	●	●					●		●		●				Planning		
GEN 4.C	Form a cross-functional team from various City departments to oversee projects/initiatives, collaborate and problem solve.	Guidelines	●	●	●				●	●	●	●		●			Administration		Supporters, Volunteer Talent/Expertise
GEN 4.D	Assemble & map city utility data showing capacities, sizes, & conditions throughout Kyle. Make this data available to all city departments and decision makers.	Guidelines	●	●					●	●	●	●	●				Engineering & Capital Improvements		
GEN 4.E	Track and inventory the City's inventory of roads, including new construction, expansions, and improvements. Utilize this data to inform annual road cost analysis.	Guidelines	●	●				●	●				●	●	●		Engineering & Capital Improvements, Public Works		
GEN 4.F	Assemble a Unified Development Code that contains regulations and regulatory incentives to incremental redevelopment and high-yield revenue per acre development. Additional information is provided in the Appendix.	Regulations	●	●									●				Planning	City Council, Planning & Zoning Commission, Economic Development	
GEN 4.G	Set up a utility council to allow all utility companies to be kept informed about developments and proactively coordinate.	Partnerships	●	●						●				●			Public Works, Engineering & Capital Improvements		Local utility companies, Investors, Supporters, Promoters, Volunteer Talent/Expertise
GEN 4.H	Design an educational brief for the general public explaining how property taxes work.	Education & Communication	●	●										●			Communications	City Council, Planning & Zoning Commission, Economic Development	Supporters, Promoters, Volunteer Talent/Expertise

Land Use & Growth Management Recommendations

1. **Collect data and assess fiscal impacts of decisions**

   Data is critical when determining the levels of success that the Kyle has as they pursue various projects and initiatives. From city investments to development projects, the discussion of fiscal sustainability can only be fruitful when data is collected, analyzed, and presented to tell the complete story.

2. **Maximize the types of housing offered in Kyle**

   Maximizing the types of housing offered in Kyle is essential for creating a diverse and inclusive community that meets the needs of its residents. By providing a wide spectrum of housing options, the community is better able to attract residents with various income levels, family sizes, and lifestyle preferences. Additionally, maximizing housing options can contribute to sustainable growth, minimize commuting distances, and foster vibrant neighborhoods.

3. **Align future development with current/projected capacities**

   Aligning future development with current and projected capacities is crucial for the City of Kyle to ensure sustainable growth and efficient use of resources. Existing limitations should be well documented and included in every consideration process. By doing this, the City can avoid overburdening its infrastructure systems, direct development where it is best accommodated, and ensure that it can adequately support the needs of the growing population.

4. **Adopt/accept an incremental approach to connectivity**

   Adopting an incremental approach to connectivity can ensure efficient and effective infrastructure development. This strategy prioritizes the step-by-step expansion of connectivity networks based on evolving needs, funding availability, and community demands. By improving connectivity incrementally, the City can avoid large-scale investments that may not align with immediate needs or become outdated. Instead, it can focus on targeted improvements and upgrades to address specific gaps, maximize existing infrastructure, and meet the changing demands of residents and businesses.

5. **Encourage a development pattern that preserves green spaces**

   The City can prioritize preserving green spaces to maintain sustainability, enhance the quality of life, and promote well-being. This can be achieved by incorporating green space requirements into zoning regulations, incentivizing developers to include green spaces, and promoting sustainable land use practices. This approach can mitigate environmental impacts, improve air quality, provide recreational opportunities, and support biodiversity.

6. **Introduce a land use strategy without a single focus on the separation of uses**

   Kyle's land use strategy can be greatly improved by promoting mixed-use developments that bring together various activities within the same space. Doing this has the potential to reduce commuting times, improve the overall quality of life, stimulate economic growth, foster sustainability, and promote social connections.

Component	Action	Action Type	Active Lifestyle	Education	Affordability	Community History	Local Entrepreneurship	Improved Mobility Network	Managed Growth	Preserved City Center	Expanded Offerings	Unified East/West Kyle	Always	Years 1-2	Years 3-4	Years 5-7	City Department	City Entities	Local Partners Can Assist As
			Values					**Aspirations**					**Timing**						
LUGM 1	**Recommendation: Collect data and assess fiscal impacts of decisions**																		
LUGM 1.A	Apply fiscal impact analysis to development projects and incorporate the results into P&Z and Council memos and presentations.	Guidelines	●	●					●		●		●				Planning	City Council, Planning & Zoning Commission	
LUGM 1.B	Set fiscal performance targets for new development projects and update them as applicable.	Guidelines	●	●					●		●			●			Planning	Economic Development	
LUGM 1.C	Monitor progress through the development review process and collaborate with developers of all sizes to align project proposals with fiscal performance targets.	Guidelines	●	●					●		●		●				Planning		Supporters, Developers
LUGM 1.D	Conduct an updated land use fiscal assessment to monitor land use progress and update fiscal metrics related to various zoning categories.	Guidelines	●	●					●		●				●		Planning	City Council, Planning & Zoning Commission	
LUGM 1.E	Adopt a governance policy of prioritizing maintenance and enhancement of existing roads over building new roads.	Regulations	●	●					●		●		●				Planning	City Council, Planning & Zoning Commission	
LUGM 2	**Recommendation: Maximize the types of housing offered in Kyle**																		
LUGM 2.A	Implement zoning changes for mixed-use, multigenerational developments and incentivize various home types, values, and amenities.	Guidelines	●	●	●				●	●	●	●		●			Planning	City Council, Planning & Zoning Commission	
LUGM 2.B	Advocate for the construction of compact, walkable neighborhoods near downtown areas and key activity centers like parks and retail locations.	Guidelines	●	●	●			●	●	●	●	●	●				Planning	City Council, Planning & Zoning Commission, Economic Development	Supporters, Promoters, Volunteer Talent/Expertise
LUGM 2.C	Produce an online development guide aimed at educating and attracting developers for small scale projects.	Guidelines	●	●	●			●	●	●	●	●	●				Communications	Economic Development	Supporters, Promoters, Volunteer Talent/Expertise
LUGM 2.D	Identify existing barriers to the Urban Mixed Use-type development in the current code.	Regulations	●	●	●			●	●	●	●	●	●				Planning		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 2.E	Create guidelines for the placement and design of Urban Mixed Use development.	Guidelines	●	●	●			●	●	●	●	●			●		Planning		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 2.F	Create an educational brief that explains the code changes related to Urban Mixed Use Development types.	Education & Communication	●	●	●			●	●	●	●	●			●		Communications, Planning		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 2.G	Determine metrics for monitoring housing affordability and accessibility in Kyle.	Guidelines	●	●	●			●	●	●	●	●	●				Planning		
LUGM 2.H	Regularly monitor these metrics to ensure consistent tracking.	Guidelines	●	●	●			●	●	●	●	●		●	●	●	Planning		
LUGM 2.I	Compile a comprehensive report that showcases the year-over-year changes and trends in these metrics, ensuring a clear understanding of the shifts in housing affordability and accessibility in Kyle.	Education & Communication	●	●	●			●	●	●	●	●		●	●	●	Communications, Planning		
LUGM 3	**Recommendation: Align future development with current/projected capacities**																		
LUGM 3.A	Prioritize CIP projects in areas with aging infrastructure that present opportunities to capture additional tax revenue through infill and redevelopment.	Capital Investments	●	●	●			●	●	●		●		●			Engineering & Capital Improvements, Public Works	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
LUGM 3.B	Generate an online map to direct developers and realtors to potential development and redevelopment zones within Kyle, emphasizing advantages and existing infrastructure capacity.	Guidelines	●	●	●			●	●	●					●		Planning, Public Works, Engineering & Capital Improvements	Economic Development	
LUGM 3.C	Perform a thorough evaluation of current infrastructure systems, including water, storm, and wastewater, to spot potential capacity issues, connectivity issues, or bottlenecks where upgrades are necessary for future redevelopment.	Education & Communication	●	●	●			●	●	●		●				●	Engineering & Capital Improvements, Public Works		
LUGM 3.D	Pursue partnership with regional entities as part of a long-term water and wastewater supply solution.	Partnerships			●				●	●						●	Administration, Engineering & Capital Improvements, Planning, Public Works	City Council	
LUGM 3.E	Regularly review and update development policies and zoning regulations to ensure they align with current and projected infrastructure capacities.	Guidelines	●	●	●			●	●	●		●	●				Planning	City Council, Planning & Zoning Commission	
LUGM 3.F	Carefully prioritize expansion of City staff positions, the insufficiency of which can limit plan implementation progress.	Guidelines	●	●	●			●	●		●			●	●	●	Administration		
LUGM 4	**Recommendation: Adopt/accept an incremental approach to connectivity**																		
LUGM 4.A	Launch small-scale pilot projects to test and demonstrate the feasibility and benefits of incremental connectivity improvements.	Capital Investments	●	●	●			●	●	●	●	●			●		Economic Development	City Council, Planning & Zoning Commission	Promoters, Supporters, Developers, Volunteer Talent/Expertise
LUGM 4.B	Create an incremental, phased improvement strategy with short-term, achievable milestones to improve connectivity over time that is scalable with available resources and opportunities.	Capital Investments	●	●				●								●	Planning, Engineering & Capital Improvements		Promoters, Supporters, Developers, Volunteer Talent/Expertise
LUGM 4.C	Enhance connectivity elements during routine maintenance and infrastructure upgrades. Whenever streets, sidewalks, or other infrastructures require repairs or replacements, seize the opportunity to improve connectivity within these projects' scope.	Capital Investments	●	●				●	●	●			●				Engineering & Capital Improvements, Public Works		
LUGM 4.D	Initiate a strategic sidewalk expansion program, prioritizing high-traffic areas and gaps in the current network to enhance pedestrian accessibility.	Capital Investments	●	●				●	●	●		●			●		Engineering & Capital Improvements	City Council, Planning & Zoning Commission	Promoters, Supporters, Developers, Volunteer Talent/Expertise
LUGM 4.E	Incorporate flexibility in street and pathway design regulations and standards to allow for easy adaptability in response to evolving mobility demands.	Regulations	●	●				●	●	●		●			●		Engineering & Capital Improvements		

Component	Action	Action Type	Values					Aspirations					Timing				City Department	City Entities	Local Partners Can Assist As
			Active Lifestyle	Education	Affordability	Community History	Local Entrepreneurship	Improved Mobility Network	Managed Growth	Preserved City Center	Expanded Offerings	Unified East/West Kyle	Always	Years 1-2	Years 3-4	Years 5-7			
LUGM 5	**Recommendation: Encourage a development pattern that preserves green spaces**																		
LUGM 5.A	Build a comprehensive map and accompanying GIS data to identify natural and environmentally sensitive areas in Kyle that should be preserved.	Guidelines		●		●		●	●		●		●				Planning, Engineering & Capital Improvements		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 5.B	Implement measures to protect and preserve the identified natural and environmentally sensitive areas through overlays and other regulations.	Regulations		●				●	●		●			●			Planning, Parks & Recreation, Engineering & Capital Improvements		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 5.C	Develop and adopt a policy for the public acquisition of open space and conservation easements on the outskirts of the city and in the extraterritorial jurisdiction (ETJ) to ensure an ample amount of open space for future parks and stormwater management initiatives as Kyle grows.	Regulations	●	●				●	●		●			●			Planning, Parks & Recreation		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 5.D	Widen floodplain buffers and incentivize developers to integrate green infrastructure and stormwater Best Management Practices (BMPs) for enhanced utility and appeal of open spaces.	Regulations	●	●				●	●	●	●			●			Planning, Parks & Recreation		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 5.E	Update the Parks and Trails Master Plan to identify future park locations, incorporate the Vybe trail, & lay out specific steps for enhancing current parks and constructing the Vybe system.	Guidelines	●	●				●	●	●	●					●	Planning, Parks & Recreation		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 5.F	Pursue accreditation through Commission for Accreditation of Park and Recreation Agencies (CAPRA) and National Recreation and Park Association (NRPA).	Education & Communication	●	●				●	●	●	●				●		Planning, Parks & Recreation		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 5.G	Pursue a state award through the Texas Recreation & Parks Society (TRAPS) by qualifying and being nominated for either the Administration - Management Excellence Award, the Planning Excellence Award, or the Promotions and Marketing Excellence award.	Education & Communication	●	●				●	●	●	●				●		Planning, Parks & Recreation		Supporters, Promoters, Volunteer Talent/Expertise
LUGM 5.H	Develop a trail Connection from Post Oak to Southeast Kyle.	Capital Investments	●					●			●	●		●			Parks & Recreation		Developers, Promoters
LUGM 5.I	Develop a trail from Gregg Clarke Park to Southwest Kyle Trail corridor.	Capital Investments	●					●			●	●				●	Parks & Recreation		Developers, Promoters
LUGM 5.J	Develop a trail from Kensington to Amberwood corridor	Capital Investments	●					●			●	●				●	Parks & Recreation		Developers, Promoters
LUGM 6	**Recommendation: Introduce a land use strategy without a single focus on the separation of uses**																		
LUGM 6.A	Ensure new development incorporates the characteristics defined for each place type in the comprehensive plan (e.g. scale, housing types, etc.).	Regulations	●	●				●	●	●	●	●	●				Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
LUGM 6.B	Proactively rezone properties in areas that need revitalization - such as Urban Mixed Use and Traditional Neighborhood place types - to more flexible zoning districts.	Guidelines	●	●	●			●	●	●	●	●		●			Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
LUGM 6.C	Once a new code is adopted, periodically conduct a comprehensive review and analysis of it to identify redundancies, inconsistencies, and areas of unnecessary complexity.	Regulations	●	●	●			●	●	●	●	●		●			Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
LUGM 6.D	Establish design regulations that promote compatibility and ensure that mixed-use developments contribute positively to the surrounding environment and aesthetics.	Regulations	●	●	●	●	●	●	●	●			●				Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
LUGM 6.E	Eliminate approval of single-use suburban subdivisions.	Regulations	●					●	●	●			●				Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise

Neighborhood Recommendations

1. ## Encourage neighborhood scale services where appropriate

   By promoting neighborhood-scale services, Kyle can enhance convenience for residents and foster a stronger sense of belonging and social cohesion. This approach entails providing essential amenities within residential areas, reducing reliance on long-distance travel, and improving resource efficiency.

2. ## Provide opportunities for housing needs to be met within existing neighborhoods

   Kyle can capitalize on existing neighborhoods where infrastructure is already present to gently introduce housing options that meet the diverse housing needs of its residents while respecting the existing historic fabric and scale. This provides opportunities to individuals and families who must find suitable homes in locations that are close to services, jobs, and recreation. It also maximizes infrastructure already paid for and installed and increases the tax base without expanding the city's footprint.

3. ## Support the creation of complete and cohesive neighborhoods citywide

   For neighborhoods to be complete, they must contain elements of housing, commerce, outdoor space, streets, and programming - they are more than simply housing areas. They are flexible places with life cycles that evolve and change, and that have a unique character that unite people, not separate them. This can be accomplished in both existing and new neighborhoods around the city.

4. ## Connect services and neighborhoods

   With a focus on enhancing connectivity, the City can improve active transportation networks, pedestrian and cycling paths, and other mobility systems to ensure seamless access to essential services, amenities, and recreational areas. By strategically linking neighborhoods, a high level of services, convenience, inclusivity, and quality of life for residents can be achieved. This has a positive impact on traffic levels, quality of life, and local, place-based economic development.

5. ## Exercise equitable distribution of resources

   By supporting the creation of cohesive neighborhoods throughout the city, disparities between the east and west sides of Interstate 35 can be addressed and remedied. Bridging the gaps between these areas, promoting community development initiatives, and placing equity considerations firmly at the center of investment decisions promotes unity and shared identity. The results are targeted investments, infrastructure improvements, and inclusive policies that speak directly to what residents have shared should be a focus.

Component	Action	Action Type	Values					Aspirations					Timing				City Department	City Entities	Local Partners Can Assist As
			Active Lifestyle	Education	Affordability	Community History	Local Entrepreneurship	Improved Mobility Network	Managed Growth	Preserved City Center	Expanded Offerings	Unified East/West Kyle	Always	Years 1-2	Years 3-4	Years 5-7			
NH 1	**Recommendation: Encourage neighborhood scale services where appropriate**																		
NH 1.A	Gather feedback from community members, local businesses, and neighborhood associations on desired service types and where those services are needed.	**Education & Communication**		●		●	●	●	●	●	●			●		●	Communications, Planning	Economic Development	Local Businesses, Supporters, Promoters, Volunteer Talent/Expertise
NH 1.B	Offer incentives and support to entrepreneurs and small businesses for setting up neighborhood services like grocery stores, cafes, clinics, and convenience stores tailored to local residents' needs.	**Financial & Process Incentives**	●	●	●	●	●	●	●		●	●	●				Communications, Planning	Economic Development	Local Businesses, Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 1.C	Promote adaptive reuse of existing vacant buildings and spaces for new services with incentives that can include expedited processes, reduced permit fees, and potential tax incentives.	**Financial & Process Incentives**	●	●		●	●	●	●	●	●	●	●				Planning	Economic Development	Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 1.D	Initiate and nurture partnerships among local organizations, groups, and service providers, using platforms such as community meetings or digital forums to facilitate the development of neighborhood services.	**Guidelines**		●	●	●	●	●	●	●	●	●	●				Planning	Economic Development	Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 2	**Recommendation: Provide opportunities for housing needs to be met within existing neighborhoods**																		
NH 2.A	Collaborate with housing agencies and financial institutions to explore innovative financing options and incentives for homeowners interested in creating ADUs or converting existing properties into multi-unit dwellings.	**Financial & Process Incentives**		●	●		●	●	●	●	●	●	●				Planning	Economic Development	Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 2.B	Offer technical assistance and streamlined permitting processes for housing projects within existing neighborhoods to expedite their development while ensuring compliance with safety and quality standards.	**Financial & Process Incentives**		●	●		●	●	●	●	●	●	●				Planning		
NH 2.C	Promote community education and engagement initiatives to raise awareness about the benefits of housing diversity within existing neighborhoods and address any concerns or misconceptions among residents.	**Education & Communication**		●	●		●	●	●	●	●	●	●				Communications	City Council, Planning & Zoning Commission	Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 2.D	Revise zoning and land use regulations to facilitate diverse housing options within existing neighborhoods, such as infill development, accessory dwelling units (ADUs) by right, or redevelopment of underutilized sites.	**Regulations**		●	●		●	●	●	●	●	●			●		Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
NH 2.E	Facilitate meetings between housing developers and community stakeholders, provide guidelines for neighborhood-specific needs, and offer feedback on projects to ensure new housing and redevelopment align with each neighborhood's unique character.	**Partnerships**		●	●		●	●	●	●	●	●	●				Communications, Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
NH 2.F	Adopt a series of pre-approved building plans for Accessory Dwelling Units (ADUs) to encourage gentle infill within existing neighborhoods.	**Financial & Process Incentives**		●	●			●		●				●			Planning, Building	City Council, Planning & Zoning Commission	
NH 2.G	Publish a document to share how interested community members can build Accessory Dwelling Units (ADUs).	**Education & Communication**		●	●		●	●		●				●			Communications, Planning		Supporters, Promoters, Volunteer Talent/Expertise
NH 2.H	Work with local realtors to communicate the benefits of building Accessory Dwelling Units (ADUs).	**Education & Communication**		●	●		●	●		●					●		Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
NH 3	**Recommendation: Support the creation of complete and cohesive neighborhoods citywide**																		
NH 3.A	Review neighborhood development proposals for conformity with the "Traditional Neighborhood" place type. Provide feedback on how to incorporate mixed-use spaces, diverse housing, and preservation of open spaces.	**Guidelines**						●	●	●	●	●	●				Planning		
NH 3.B	Conduct outreach to support and expand a network of local small developers and entrepreneurs for enhancing commercial and residential offerings in existing neighborhoods.	**Education & Communication**		●		●	●	●	●	●	●	●					Communications	City Council, Planning & Zoning Commission, Economic Development	Supporters, Promoters, Volunteer Talent/Expertise
NH 3.C	Administer resident surveys to identify potential community garden locations in parks and city-owned properties, using their feedback to guide decisions.	**Regulations**	●					●	●	●	●			●		●	Communications, Parks & Recreation		Supporters, Promoters, Volunteer Talent/Expertise
NH 3.D	When reviewing proposed infill, redevelopment, or greenfield projects, ensure that the proposed development fits the style and feel of the neighborhood, keeping its unique character intact.	**Education & Communication**	●	●				●	●	●	●	●	●				Planning	City Council, Planning & Zoning Commission	
NH 3.E	Implement a Complete Streets policy for neighborhoods demonstrating a commitment to multi-modal transportation options.	**Guidelines**		●		●		●	●	●	●			●			Planning, Engineering & Capital Improvements		
NH 3.F	Conduct a series of listening sessions to solicit input on neighborhood identification and naming. Using this, create a Kyle neighborhoods map, and build a neighborhood advocacy and planning program.	**Education & Communication**		●		●		●	●	●	●	●		●		●	Communications, Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
NH 3.G	Assemble a brief guide on establishing and registering a neighborhood association with the city, and designate a staff member to function as the point of contact for coordination and information sharing with the organizations.	**Education & Communication**		●		●		●	●	●	●			●			Communications, Planning		Supporters, Promoters, Volunteer Talent/Expertise
NH 3.H	Set an example for redevelopment of City-owned properties in a manner consistent with the adopted place type.	**Capital Investments**		●	●	●	●	●	●	●	●	●	●				Administration, Planning, Building	City Council, Planning & Zoning Commission, Economic Development & Tourism, TIRZ Board	Supporters, Promoters, Investors, Developers
NH 3.I	Undertake a community design process for a mixed use project at 104 S Burleson. Pursue a development partner to refine and execute it.	**Partnerships**				●	●		●	●				●			Planning, Economic Development	City Council, Planning & Zoning Commission, Economic Development & Tourism, Arts &	Investors, Developers, Promoters, Supporters, Volunteer

Component	Action	Action Type	Values					Aspirations					Timing				City Department	City Entities	Local Partners Can Assist As
			Active Lifestyle	Education	Affordability	Community History	Local Entrepreneurship	Improved Mobility Network	Managed Growth	Preserved City Center	Expanded Offerings	Unified East/West Kyle	Always	Years 1-2	Years 3-4	Years 5-7			
NH 4	**Recommendation: Connect services and neighborhoods**																		
NH 4.A	Establish a comprehensive mobility framework to enhance connectivity between services and other neighborhoods.	**Regulations**	●	●		●	●	●	●	●	●	●			●		Planning, Engineering & Capital Improvements		
NH 4.B	Collaborate with local service providers, transportation agencies, and community organizations to develop strategies for enhancing connections between services and neighborhoods.	**Guidelines**	●	●		●	●	●	●	●	●	●	●				Communications, Planning, Administration		Local utility companies, Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 4.C	Conduct an assessment to identify potential multi-modal transportation infrastructure improvements that can enhance connectivity between services and neighborhoods.	**Education & Communication**	●	●		●	●	●	●	●	●	●		●			Engineering & Capital Improvements, Public Works		
NH 4.D	Implement a community outreach program to gather input from residents and stakeholders on their transportation needs and preferences.	**Education & Communication**	●	●		●	●	●	●	●	●	●	●				Communications, Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
NH 4.E	Organize a community-led event in a specific neighborhood or corridor in need of connectivity improvements and identify temporary interventions that can be implemented.	**Tactical/Community**	●	●		●	●	●	●	●	●	●			●		Communications, Planning	City Council, Planning & Zoning Commission	Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 4.F	Document the outcomes of the community event, including lessons learned, successes, and challenges, and use the insights gained to prioritize permanent improvements that enhance connectivity between neighborhoods and services.	**Tactical/Community**	●	●		●	●	●	●	●	●	●			●		Communications, Planning		Supporters, Promoters, Volunteer Talent/Expertise
NH 4.G	Develop a community resource directory or online platform that provides information about local services, organizations, and amenities in different neighborhoods.	**Guidelines**	●	●		●	●	●	●	●	●	●	●				Communications, Economic Development, Planning		Supporters, Promoters, Volunteer Talent/Expertise
NH 4.H	Utilize resource directory to achieve specific implementation actions & disseminate information	**Partnerships**		●	●	●				●	●	●	●				Communications, Economic Development, Planning		Supporters, Promoters, Volunteer Talent/Expertise
NH 4.I	Investigate inclusion in a regional transit service areas, such as CARTS.	**Partnerships**	●		●			●		●	●	●				●	Planning, Engineering & Capital Improvements	City Council	Supporters, Promoters
NH 5	**Recommendation: Exercise equitable distribution of resources**																		
NH 5.A	Evaluate the current distribution of resources geographically across Kyle, including infrastructure, public services, economic development, and programs/initiatives.	**Guidelines**	●	●	●	●	●	●	●	●	●	●	●				Economic Development, Planning	City Council, Planning & Zoning Commission	Investors, Supporters, Volunteer Talent/Expertise
NH 5.B	Develop transparent guidelines and criteria for distributing resources, ensuring they are fair and based on the needs of various neighborhoods and parts of Kyle.	**Guidelines**	●	●	●	●	●	●	●	●	●	●			●		Economic Development, Planning		Supporters, Promoters, Volunteer Talent/Expertise
NH 5.C	Design a way for residents from all areas of Kyle to actively participate in the decision-making process regarding resource allocation.	**Tactical/Community**	●	●	●	●	●	●	●	●	●	●	●				Communications, Planning		Investors, Supporters, Promoters, Volunteer Talent/Expertise
NH 5.D	Advance budget transparency by issuing concise, easily-digestable reports on how city resources are allocated, and why.	**Guidelines**	●	●	●	●	●	●	●	●	●	●	●				Communications, Planning	City Council, Planning & Zoning Commission	Supporters, Promoters, Volunteer Talent/Expertise
NH 5.E	Partner with local businesses to create small, low-cost community improvement projects/initiatives in underserved areas.	**Guidelines**	●	●	●	●	●	●	●	●	●	●			●		Planning	Economic Development	Local businesses, Supporters, Promoters, Volunteer Talent/Expertise

Appendices

One of the largest recommendations is GEN.4F, "Assemble a Unified Development Code that contains regulations and regulatory incentives to incremental redevelopment and high-yield revenue per acre development."

While this project scope did not include a review of the current development regulations, there are several areas suggested below for further examination at the time a Unified Development Code is pursued. Some of these suggestions come from engagement activities and interviews with the public during this planning process. Others are topics of outdated regulatory approaches that are known to work at cross-purposes with a vision of simplified rules and fiscally sustainable development patterns. They together serve as a list the City can use in a code effort.

CONSIDERATIONS

1. Require green space within close proximity to new residences.

2. Mandate extensions and connections of/to bike and pedestrian pathways in neighborhoods as they evolve, or as new ones are built.

3. Make possible the development or redevelopment of land within neighborhoods to neighborhood scale businesses and office space.

4. Use design standards to maintain compatibility within neighborhoods among all types of structures.

5. Introduce expedited approval processes for projects that introduce missing middle housing options in the core of Kyle, such as duplexes, triplexes, and live/work units.

6. Revise standards to allow accessory structures and dwelling units by right so long as certain minimum criteria are met.

7. Encourage compact and walkable neighborhoods with street and subdivision standards.

8. Preserve existing homesteads and rural estate-style, larger lot neighborhoods beyond the city limits by focusing strategic areas of low-to-moderate density within the city limits.

9. Continue connectivity by requiring street cuts and/or cross access to adjacent undeveloped land as new development occurs.

10. Revisit the minimum required block length to create shorter blocks in a grid pattern.

11. Reduce minimum lot size requirements to encourage additional redevelopment and reuse of lot remnants and vacant land within the city limits.

Tapestry Segmentation Area Profile

Kyle city, TX
Kyle city, TX
Geography: Place

Top Twenty Tapestry Segments

| | | 2022 Households | | 2022 U.S. Households | | |
| | | | Cumulative | | Cumulative | |
Rank	Tapestry Segment	Percent	Percent	Percent	Percent	Index
1	Up and Coming Families (7A)	87.5%	87.5%	2.8%	2.8%	3141
2	Metro Fusion (11C)	6.6%	94.1%	1.5%	4.2%	452
3	Urban Edge Families (7C)	3.8%	97.9%	1.5%	5.8%	249
4	Workday Drive (4A)	2.1%	100.0%	3.1%	8.8%	69
5	Bright Young Professionals (8C)	0.0%	100.0%	2.3%	11.1%	1
	Subtotal	**100.0%**		**11.2%**		
6	Green Acres (6A)	0.0%	100.0%	3.3%	14.4%	0
				3.3%		
	Total	**100.0%**		**14.4%**		**696**

Top Ten Tapestry Segments Site vs. U.S.

Percent of Households by Tapestry Segment

Legend: ■ Site ■ U.S.

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

March 09, 2023

Tapestry Segmentation Area Profile

Kyle city, TX
Kyle city, TX
Geography: Place

2022 Tapestry Indexes by Households
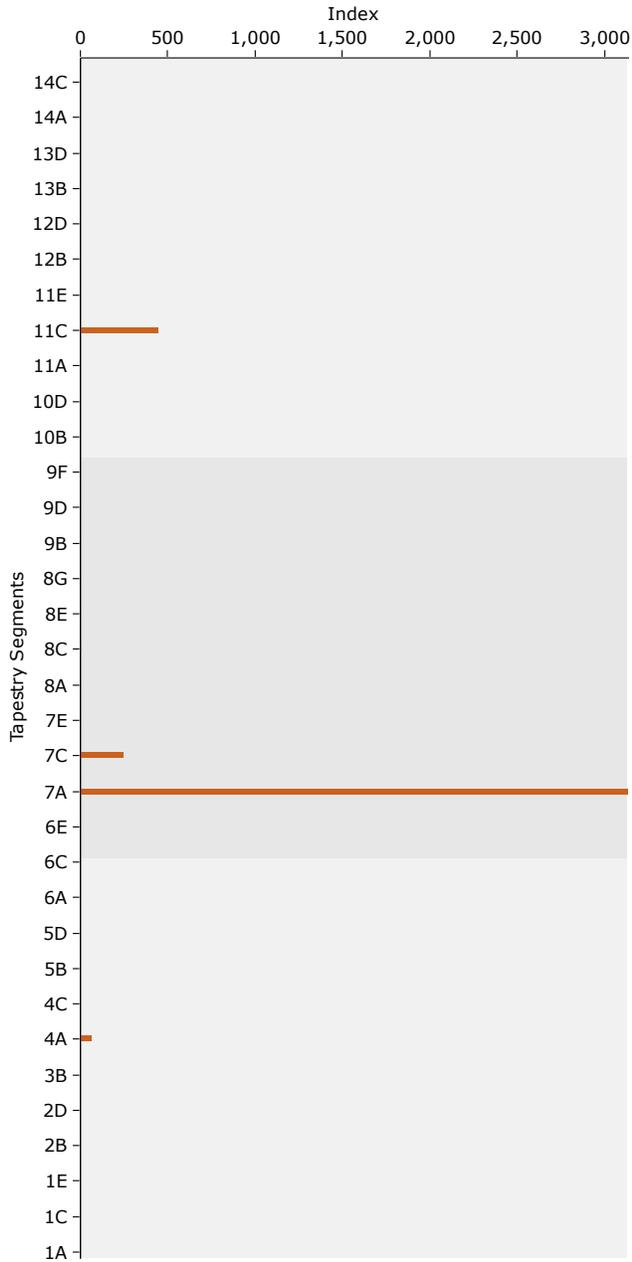
2022 Tapestry Indexes by Total Population 18+
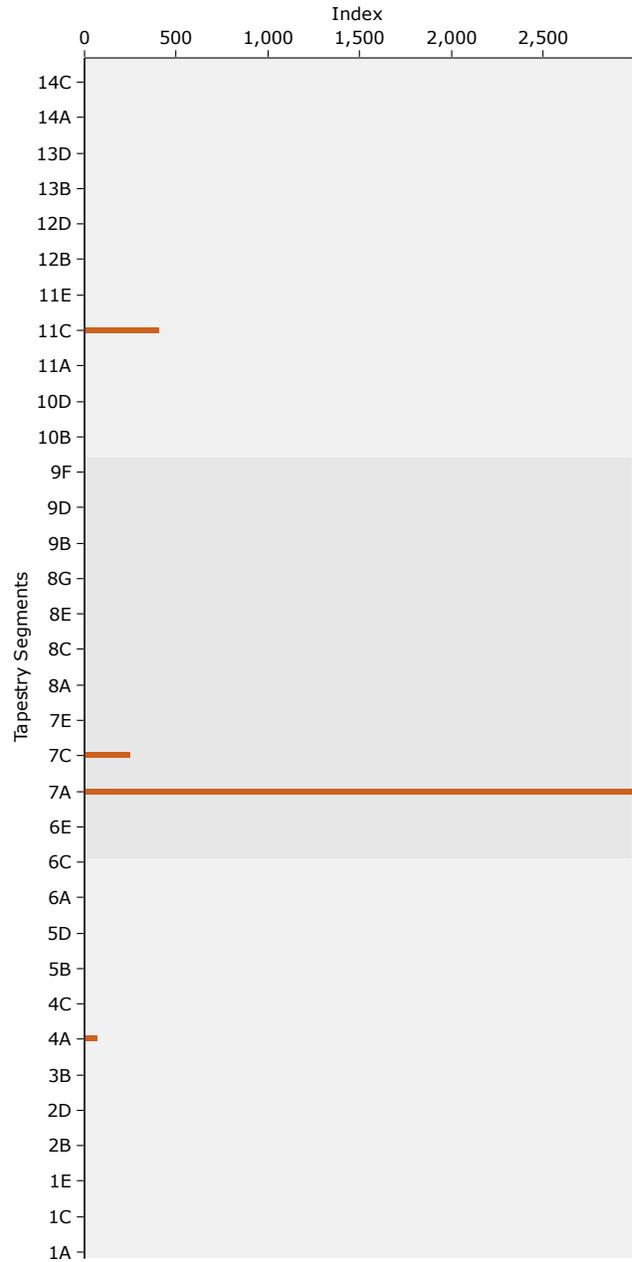
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Source: Esri

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Tapestry Segmentation Area Profile

Kyle city, TX
Kyle city, TX
Geography: Place

Tapestry LifeMode Groups	2022 Households			2022 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	17,177	100.0%		34,731	100.0%	
1. Affluent Estates	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
2. Upscale Avenues	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
3. Uptown Individuals	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	**364**	**2.1%**	**27**	**835**	**2.4%**	**30**
Workday Drive (4A)	364	2.1%	69	835	2.4%	74
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	0	0.0%	0	0	0.0%	0
5. GenXurban	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Comfortable Empty Nesters (5A)	0	0.0%	0	0	0.0%	0
In Style (5B)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
6. Cozy Country Living	**1**	**0.0%**	**0**	**2**	**0.0%**	**0**
Green Acres (6A)	1	0.0%	0	2	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
7. Sprouting Explorers	**15,678**	**91.3%**	**601**	**32,003**	**92.1%**	**1098**
Up and Coming Families (7A)	15,031	87.5%	3,141	30,529	87.9%	2,992
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
Urban Edge Families (7C)	647	3.8%	249	1,474	4.2%	249
Forging Opportunity (7D)	0	0.0%	0	0	0.0%	0
Farm to Table (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

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Source: Esri

March 09, 2023

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Tapestry LifeMode Groups	2022 Households			2022 Adult Population		
	Number	**Percent**	**Index**	**Number**	**Percent**	**Index**
Total:	17,177	100.0%		34,731	100.0%	
8. Middle Ground	**2**	**0.0%**	**0**	**5**	**0.0%**	**0**
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	2	0.0%	1	5	0.0%	1
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hometown Heritage (8G)	0	0.0%	0	0	0.0%	0
9. Senior Styles	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
10. Rustic Outposts	**0**	**0.0%**	**0**	**5**	**0.0%**	**0**
Southern Satellites (10A)	0	0.0%	0	5	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Economic BedRock (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	**1,132**	**6.6%**	**105**	**1,877**	**5.4%**	**99**
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	1,132	6.6%	452	1,877	5.4%	410
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Sincerity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Diverse Convergence (13A)	0	0.0%	0	0	0.0%	0
Family Extensions (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	**0**	**0.0%**	**0**	**4**	**0.0%**	**1**
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	4	0.0%	1
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

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Tapestry Segmentation Area Profile

Kyle city, TX
Kyle city, TX
Geography: Place

Tapestry Urbanization Groups	2022 Households			2022 Adult Population		
	Number	**Percent**	**Index**	**Number**	**Percent**	**Index**
Total:	17,177	100.0%		34,731	100.0%	
1. Principal Urban Center	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	**1,781**	**10.4%**	**42**	**3,356**	**9.7%**	**55**
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
Urban Edge Families (7C)	647	3.8%	249	1,474	4.2%	249
Forging Opportunity (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	2	0.0%	1	5	0.0%	1
Metro Fusion (11C)	1,132	6.6%	452	1,877	5.4%	410
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
Diverse Convergence (13A)	0	0.0%	0	0	0.0%	0
Family Extensions (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	**0**	**0.0%**	**0**	**4**	**0.0%**	**0**
In Style (5B)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hometown Heritage (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	4	0.0%	1
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

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Source: Esri

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Kyle city, TX
Kyle city, TX
Geography: Place

Tapestry Urbanization Groups	2022 Households			2022 Adult Population		
	Number	**Percent**	**Index**	**Number**	**Percent**	**Index**
Total:	17,177	100.0%		34,731	100.0%	
4. Suburban Periphery	**15,395**	**89.6%**	**280**	**31,364**	**90.3%**	**271**
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Workday Drive (4A)	364	2.1%	69	835	2.4%	74
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters (5A)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	15,031	87.5%	3,141	30,529	87.9%	2,992
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Middleburg (4C)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Farm to Table (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Sincerity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	**1**	**0.0%**	**0**	**7**	**0.0%**	**0**
Green Acres (6A)	1	0.0%	0	2	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	5	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Economic BedRock (10C)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

March 09, 2023

ENGAGEMENT SUMMARY

Through engagement with residents, we saw that residents felt unheard by decision-makers and have heard that there is a perception that they are not prioritized. Kyle residents tended to think that development is growing too quickly and that there is a need to focus on things such as infrastructure, the transportation system, and the quality of development, including the potential businesses coming to Kyle.

We heard there is an urgent need to address water and wastewater capacity issues and that future development should not be approved without increasing capacity through additional regional plants. Notably, when asked if they were committed to making their community the best, the average response was significantly higher than any other questions. When asked what principles are most important for leaders to consider, the highest-rated principle was fiscal responsibility.

The numbers showed that most residents typically bought essentials inside Kyle but went outside of Kyle for leisure and entertainment. Social media brought in opinions from many, sharing that they would like to see more locally owned businesses, less fast food, fewer gas stations and convenience stores, and more nightlife, entertainment, and family-friendly destinations.

Residents identified a multitude of assets in their community. Some included Austin Community College and the Kyle Public Library, which play significant roles in fostering education and lifelong learning. Healthcare is well-catered with facilities like Ascension Seton Hays. The city has several active community organizations, such as Boy/Girl Scout Troops, Meals on Wheels, Hays County Food Bank, Kyle Area Senior Zone (KASZ), and Hays-Caldwell Women's Center. Various religious congregations contribute to the city's spiritual richness, including Rock Church and Fellowship Church at Plum Creek, among many others.

Further enriching the community were initiatives provided by the Job Corps, the Performing Arts Center, and the 4-H club. Parent associations, volunteer societies, and the Youth Advisory Council are also active in Kyle. Entities like the Kyle Chamber of Commerce and Greater San Marcos Partnership represented business and commerce well. Social services are strengthened by organizations such as Goodwill Industries of Central Texas and Austin Habitat for Humanity. Lastly, various clubs and academies were identified as assets due to their fostering of camaraderie and community spirit, including the Lions Club, Citizen Police Academy, Knights of Columbus, and San Marcos Rotary.

A recurring response that residents shared is that they moved to and remain in Kyle because of the affordable and available housing. However, they also expressed that they may soon be driven out due to rising costs and lack of availability.

A consistent community feedback item related to Kyle's "gold standard"; however, no one could define it. Residents acknowledged that having a "gold standard" is idealistic but not helpful if left undefined. Some felt that inconsistent development standards made it difficult for new developers to come to Kyle because many new developments seemed to be negotiated through planned development ordinances – requiring additional time and cost burdens.

Additionally, while the Vybe trail is seen as good intent, the community felt that guidelines must be more attractive and attainable for developers to contribute to building it. Also related to development, a perceived rivalry between Kyle's west and east side of Interstate 35 took away from good development in the city as a whole. Observers noted that there seems to be a constant self-imposed need to make development appear even; that is, an equal number of approvals or projects happening on each side – even if that means that "bad" or unwanted development is approved.

Finally, we heard that the engagement with residents is usually insufficient because it is difficult to access or understand or that residents cannot attend because they commute elsewhere for work, school, activities, etc. Residents also expressed that a lack of trust and increased frustration have built up over the years, and some even expressed a cynicism that current efforts will be any different.

KICK-OFF TRIP #1
10/26/2022-10/27/2022

Day #1 - October 26, 2022

- Tour of City
  - Verdunity staff drove around several locations throughout the city and ETJ to familiarize themselves with the area. This time was used to understand the geography of the city and the types of developments and take photos for the plan.
- Meet with Staff
  - The Planning staff and the Economic Development Director met to discuss critical concerns with the current plan and ongoing projects that may impact the new plan.
- Kick-Off Event
  - Station A - Staff and Verdunity greeted guests, explained the project's timeline, displayed the QR code to access the website and survey, and asked them to sign in and provide their email to sign up for the mailing list.
  - Station B - Attendants were invited to share where they live/work inside/outside city limits by dropping pebbles in jars that corresponded with their response, where they go for fun/needs inside and outside of Kyle, how they get local information by noting down their answers on note cards.
  - Station C - Attendants were asked what the two most crucial decision-making priorities are by selecting two out of 10 cards and noting their reasoning on the back.
  - Station D - Attendants were invited to list assets by adding sticky notes on the board with what they consider an asset in each category.

Day #2 - October 27, 2022

- Engagement at Summer Moon
  - Customers of Summer Moon were invited to share where they live/work inside/outside city limits, where they go for fun/needs inside and outside of Kyle, and how they get local information by noting down their responses on note cards. They were also asked to list what they consider assets in each respective category.
- Engagement at Texas Pie Company
  - Customers of Texas Pie Company were invited to share where they live/work inside/outside city limits, where they go for fun/needs inside and outside of Kyle, and how they get local information by noting their responses on note cards. They were also asked to list what they consider assets in each respective category.

- P&Z Workshop
  - The Commission was asked to add to the list on the board what they consider an asset in each respective category.

HIGHLIGHTS:

STATION B: Inside/Outside (including Day 2 engagement)

All respondents during the Kick-Off live in Kyle, but only 46% work within Kyle, 29% work outside, and 25% are retired or disabled.

Top 5 Learn About What's Happening:
1. Social Media
2. Community Impact Newspaper
3. Word of Mouth
4. Website
5. KASZ Newsletter

The number one source where most residents receive their information is Facebook. This includes several groups, pages, and profiles, including the City page, City Council members, specified City pages, neighborhood groups, HOAs, and the local community group for Kyle.

Top 4 Buy/Do for Fun *Outside* Kyle:
1. Clothing
2. Restaurants
3. Sporting Goods (Academy, Cabelas)
4. Costco,

The most common thing people did outside of Kyle was shopping at places or for items not accessible in Kyle, such as clothing, sporting goods, specialized grocers, and bulk buying. Several responses also stated they go outside Kyle for more restaurant options.

Top 5 Buy/Do for Fun *Inside* Kyle:
1. Groceries
2. Food
3. Parks & City Events
4. Bowling/EVO
5. Clothing

Most residents buy groceries and clothes within Kyle and grab fast food, but fewer go to restaurants. For entertainment, the most common things to do are go to the City parks and EVO for bowling and movies.

STATION C: Decision-Making Principles
The top 5 responses are:
1. Fiscally Responsible
2. Innovation & New Ideas
3. Economic Prosperity
4. Neighborhoods for Everyone
5. Culture & History

Fiscal responsibility and innovative, new ideas are residents' top two priorities, giving the impression that they want change to come to Kyle responsibly. This aligns with the essential items Verdunity would incorporate into the Comprehensive Plan and will make it easier to convince people about concepts.

STATION D: Assets (including Day 2 engagement)

Top 3 Physical Assets
1. Parks and trails
2. Developing Downtown
3. Senior Center

Top 2 Economic Assets
1. Proposed Costco
2. HEB

Top 5 Community Assets
1. Parks and Recreation
2. Kyle Area Senior Zone
3. Churches
4. Library
5. Veterans of Foreign Wars

Top 4 Identification Assets
1. Train Depot
2. Mary Kyle Hartson Park
3. Downtown
4. Pie Capital

Top 6 Public Assets
1. Austin Community College
2. Library
3. Hospital
4. Healthcare Option
5. Senior Resources
6. Hays CISD

CPAC/P&Z WORKSHOP: ASSETS

Physical Assets

The Commission identified assets that include:

- City parks, trails, open space, the lake, and the creek
- Roadways, railways, and utilities
- Variety of available land, developments, and industries
- Proximity to surrounding metroplexes, Hill Country
- Affordability relative to Austin

Economic Assets

The Commission identified assets that include:

- A list of industries and businesses
- Proximity to surrounding airports
- Available land, space
- Events, festivals, markets
- Diverse housing, educated and remote workforce, higher median income
- Groups, organizations, districts
- Film Friendly community
- Opportunity to create a unique identity

Community Assets

The Commission identified assets that include:

- Many specific groups, such as seniors, faith, youth, political, sports, veterans
- Many service groups, including fraternities, humanitarian, scouts, Meals on Wheels, Hays County Food Bank
- Several places of worship
- Groups on social media such as Facebook, Next Door
- Businesses and establishments such as the library, Clebourne Log Cabin, Katherine Ann Porter House, Thrift Store, PAWS Shelter, cemetery
- Boards, committees, commissions, and other partners

Identification Assets

The Commission identified assets that include:

- Major roads, rails bridges
- Events, festivals
- Opportunity to Define Identity
- Texas Pie Co.
- Parks, centers, trails, and conservation districts
- Involved community and family-oriented (elder and youth)
- Affordability and access to surrounding metroplexes

Public Assets

The Commission identified assets that include:

- Emergency first responders and training
- Hospitals, Kyle Emergency Room, secondary practices, dental, eye care
- Public School Districts, secondary education, charter schools
- Utilities and service providers
- Uber 3.14, no sales tax elections
- Soil conservation districts, parks, pools, centers, library
- Major interstate
- Web presence

EDT WORKSHOP: ASSETS

11/09/2022

Physical Assets

The Board members identified assets that include:

- Schools, higher education
- Parks, open space, trails
- Emergency Services
- Infrastructure, roads, utilities
- Proximity to surrounding metroplexes, airports
- Downtown, specific developments, and industries

Economic Assets

The Board members identified assets that include:

- Local and regional groups
- A list of industries and businesses, distribution centers
- Diverse housing, educated and remote workforce, higher median income
- Proximity to surrounding airports and metroplexes
- Film Friendly community
- Incentive offerings, tax incentives
- Major roadways
- Large plants in the surrounding metroplexes.

Community Assets

The Board members identified assets that include:

- Local and regional groups, boards, committees, and commissions
- Many specific groups, such as seniors, faith, youth, sports, veterans
- Many service groups, including fraternities, humanitarian, Hays County Food Bank, 4H, PTAs,
- Several places of worship
- Centers such as Hays Caldwell Women's Center, mentoring at Rock Church, Job Corp., Performing Arts Center
- Press and Communication

Identification Assets

The Board members identified assets that include:

- Events, festivals, event venues
- An open mindset, can-do spirit, diversity, and small-town feel with ample amenities
- Texas Pie Capital
- Plum Creek Golf Course
- Establishments such as the library, Clebourne Log Cabin, Katherine Ann Porter House

Public Assets

The Board members identified assets that include:

- Medical industries
- Business, community, and education partners
- First responders, training facility
- City staff, surrounding City, County, and State partners, regional community
- Simpler permitting process

SOCIAL MEDIA

FACEBOOK, as of 07/12/2023

There have been 26 posts using #Kyle2030. While some posts have been informational, sharing the ongoing surveys or events, the posts that have generated comments from the public asked, "What do you see in our city's future?" and "What would you 'fix' in Kyle?"

Many expressed the need for more pedestrian facilities, management of growth, and a focus on locally owned businesses. Some desired development includes more nightlife, grocery options, and family-oriented destinations. Many said they would like fewer apartment complexes, fast food, gas stations, and convenience stores. A shared concern was the lack of maintenance on the roadway system, needing to widen roads, and congestion throughout. Several mentioned that the decision-makers need to hear residents, developers are catered to, and fees are not fair (too high for the current residents and not enough for developers).

INSTAGRAM, as of 07/12/2023

On Instagram, comments on posts that utilized #Kyle2030 echoed similar sentiments as Facebook. A desire to stop, or slow down, building and conserve open spaces and protect wildlife was a suggestion, as was the introduction of fitness facilities like Gold's Gym or LA Fitness.

TWITTER, as of 07/12/2023,

No comments from the public.

NEXT DOOR, as of 07/12/2023

No posts using #Kyle2030

KYLE2030.COM, as of 07/19/2023

Implementation - For this station, the community was prompted to provide various specific, measurable, short-term actions that could be taken by the city of Kyle to improve the lives of its residents. Recommendations include addressing traffic congestion through alternatives to building more roads, promoting walkability, and discouraging things that contribute to sprawl. Other suggestions include enhancing recreational amenities, establishing a family recreation center, preserving history, promoting education, improving public transportation, diversifying businesses, upgrading infrastructure, engaging the community through brainstorming sessions and citizen groups, managing water resources, creating family-friendly neighborhoods, and developing a master plan for a community park.

Resources - The community was prompted to provide a list of resources and groups they believe are essential to include in an inventory for successful community implementation. Some suggested resources include city planner and author Jeff Speck's book *Walkable Cities* and the local school district and senior citizens group. Organizations like Kiwanis, community libraries, preservation associations, and alum groups are desired. The community wanted adult sports leagues, community groups similar to the Austin Volunteer Society, and amenities like gyms and saunas. Additionally, they mentioned engaging with regional partners like the Austin Chamber of Commerce, TxDOT, and Capital Metro for support and collaboration.

Prioritization - When asked about the one thing they would prioritize fixing in Kyle if it could be done immediately, the community members provided a wide range of responses. Improving public transit and walkability were common suggestions, focusing on creating a vibrant downtown area with family-friendly amenities, clean parks, and pedestrian-friendly infrastructure. Some expressed the need for better grocery store options, significantly an Asian/Indian grocery store, to reduce travel time. Addressing traffic congestion and improving roadways were prominent concerns, with calls for bike lanes, sidewalks, and better traffic flow management. Additionally, there were requests for more parks, local restaurants, and free family-friendly establishments.

SURVEY #1

The Vibrant Community Assessment is an assessment for respondents that asks them to give specific rankings of how their community is performing in each of ten categories, each of which is a key indicator of vibrancy. Participants can see the qualities of a community functioning at a 1 (low performance) and that of a community functioning at a 10 (high performance). Then, they are asked to rank the place they call home. The assessment is a tool based on the book *Building a Vibrant Community: How Citizen-Powered Change is Reshaping America* by Quint Studer.

The assessment ran from 10/24/2022 through 12/31/2022.
515 responses were collected.

Q1. CITIZEN ENGAGEMENT - how engaged are your community's citizens?
Mean Score: 4.57

Q2. ABILITY TO KEEP TALENT AT HOME - how likely is it that young people will live and work in the community after graduating from high school or college?
Mean Score: 3.70

Q3. ABILITY TO ATTRACT NEW BUSINESSES/TALENT - how attractive is your town to new businesses and/or talent?
Mean Score: 5.43

Q4. QUALITY OF EDUCATION - how strong is your education system?
Mean Score: 5.38

Q5. VIBRANCY OF DOWNTOWN - how vibrant is your downtown?
Mean Score: 3.67

Q6. ABILITY TO GET WEALTH OFF THE SIDELINES - how successful are you at getting wealth off the sidelines and encouraging people to invest in the community?
Mean Score: 3.89

Q7. EASE OF DOING BUSINESS - how easy is it to create and run a small business in your community?
Mean Score: 4.52

Q8. TRAINING AND DEVELOPMENT OF SMALL BUSINESS - how likely are small business owners to receive the training and development they need to thrive long-term?
Mean Score: 3.91

Q9. OBJECTIVE MEASUREMENT & TRACKING OF OUTCOMES - how proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them?
Mean Score: 4.36

Q10. ALIGNMENT OF LOCAL GOVERNMENT ENTITIES - to what extent are local government entities aligned and successful at working together to create a better quality of life for your community?
Mean Score: 4.56

Q11. CITY'S BIGGEST OPPORTUNITY TO IMPROVE - please describe what you feel the city's biggest opportunity to improve is.
Most common: Roads, infrastructure, restaurants, businesses, downtown

Q12. CITY'S BIGGEST CHALLENGE - please describe what you feel the city's biggest challenge is.
Most common: Traffic, infrastructure, roads, growth

Q13. COMMITMENT - how committed are you to making your community the best it can be?
Mean: 7.58 This number is significant because it indicates a higher-than-average expression of commitment by community residents. This signals a healthy spirit of volunteerism in Kyle, which can be capitalized on for implementing the plan.

Q14. LIVED IN THE COMMUNITY - How long have you lived in the community?
21.17% - 2 years or less
18.64% - 3-5 years
21.36% - 6-10 years
29.51% - 11-25 years
5.63% - More than 25 years
2.33% - I'm not a resident of the city but do live in Hays County
1.36% - I'm not a resident of the city, nor am I a resident of Hays County

Overall, the mean score of the assessment was low, with a range of 3.67 to 5.38. The only response that received a higher response was when asking respondents if they were committed to making their community the best it can be. The answers, including roads and infrastructure, are very similar when asked about the most significant improvement opportunities and the biggest challenge. Almost 30% of residents have lived in Kyle for 11-25 years, and nearly 60% have moved within the last ten years.

SURVEY #2

Q1. When decisions are made in Kyle, what two principles do you think are the most important for leaders to consider?
- ☐ Fiscally Responsible
  40.99%
- ☐ Public Health & Safety
  26.71%
- ☐ Open & Transparent
  24.43%

Q2. What two things do you think of most when you think of Kyle? (Pick 2)
- ☐ Downtown, Historic Buildings
  50.00%
- ☐ Natural and Open Space (ex: Plum Creek)
  40.13%

Q3. What two things do you value the most about Kyle?
- ☐ Parks, trails, and open space
  43.66%
- ☐ Location, proximity to metros
  41.51%
  193

Q4. What do you think are the two biggest challenges Kyle faces today?
- ☐ Traffic congestion on local roads (excludes I-35)
  75.59%
- ☐ Limited retail and dining options
  51.40%

Q5. What two things would you like to see more of in Kyle?
- ☐ Locally owned businesses
  32.17%
- ☐ Family restaurants
  33.04%
- ☐ Parks, trails, open spaces, and sports facilities
  31.30%
- ☐ Variety of grocers
  30.22%

Q6. What are two changes you would like to see in Kyle?
- ☐ More parks, trails, open spaces, and sports facilities/leagues

61.56%

☐ Other (please specify)
31.78%

Most common: maintenance and improvements on transportation network and infrastructure.

Q7. In what ways would you be willing to invest more of your time, energy, or money into to make Kyle better? Please select all that apply.

☐ Volunteering at events and festivals
27.48%

☐ Volunteering for cleanups, painting, and maintenance projects that benefit the community
36.49%

Q8. How would you describe what makes Kyle special?
Most common: small town feel, affordable, location between two metros

Q9. If you had to name a single item which was the biggest factor in your reason for moving to and staying in Kyle, what would it be?

☐ Housing Cost
39.64%

☐ Closeness to Austin
21.85%

Q10. Name something that Kyle has that no other nearby community has.
Most common: most responded by saying N/A, no, or none.

Survey #2 confirmed that the respondents are interested in being fiscally responsible as a city with almost 41% voting it as a principle that they think is the most important for leaders to consider. Many hold the downtown and open space, parks, and trails in high value through their responses. Other notable reactions were that many value the proximity to Austin and San Antonio. Many commented on the traffic being an issue and noted that there needs to be maintenance and improvements on the transportation system, and infrastructure needs to be maintained and improved. Respondents' most common responses also included Kyle's affordability compared to Austin's. However, responses also suggested that increasing taxes and home values or the intense growth plan might drive them out.

STAKEHOLDER INTERVIEWS

Vision in Kyle
- Kyle needs a unified vision. Many felt growth is happening haphazardly and reactively. There is a universal feeling that an attempt in the past to have a cohesive vision has taken place through the building materials downtown. It wasn't fully realized.
- Some report tensions between East and West Kyle and Old and New Kyle that are difficult to resolve.
- Some commented that it doesn't appear the council or community holds a comprehensive plan in high regard.
- When asked about the "Gold Standard," responses were that neither they nor the community know or understand what that means.

Perception of Kyle
- The broad consensus was that Kyle is still perceived as a bedroom community.
- There is general concern about how quickly the boundaries have grown and the adequacy of infrastructure to support and serve it.
- Some mentioned that there is a perception that it is challenging to develop Kyle because of inconsistent or uncertain answers and unclear regulations.
- The City tries to put out information, but generally, it only reaches some, or the community is apathetic about it. This is compounded by the number of new people coming in and the fact that so many people live in Kyle but commute to work elsewhere, limiting their time and ability to get involved.

Lessons Learned to Keep in Mind
- Despite insufficient staffing, the City has done an admirable job of keeping up with all the growth.
- Engagement essentially requires people to find things (i.e., go to the website, scroll through looking for events, walk into City Hall) as opposed to the information finding them (i.e., outdoor banners and signage, TV and radio ads, pushing information out through local groups).
- There is a common fear that Kyle will be overwhelmed by growth, and some shared that the City must learn from how quickly it has happened elsewhere south of Austin.
- Several recommended that clear guidelines for new construction and businesses would help make it easier to navigate the development process.
- A unified and unique sense of design is a lesson some offer, based on the lack thereof at present.
- The pressure of the exploding growth strains communications between the city and other entities that need to share information regularly, which should be carefully avoided moving forward. An example given of where communication was assertive was with the public safety center.
- Kyle must understand the imbalance between housing costs and income and how financing realities work in the development community.

- A frequent sentiment was that Kyle needs to grow "in the right way" and use incentives where it makes the most long-term sense.
- One opinion raised repeatedly was that the City shares much information with the public. Still, it often isn't "translated" in a way that the average citizen can follow and understand.

Ideas Shared
- Engagement that is above and beyond the typical meeting framework was highly suggested.
- Set up a utility council to inform utility companies of developments and coordinate proactively.
- Create a resource to explain how property taxes work efficiently - this is a common source of contention and misunderstanding.
- Demystify board agendas and meetings so the public can follow what's happening.
- Being able to sell Kyle better also helps attract the employees that employers are ideally looking for.

Most Time-Sensitive Challenges to Tackle
- Have land ready for development (zoned, for example).
- Identifying where things need to go (geographically) and ensuring sufficient infrastructure for those areas to develop fully.
- Figure Identify who Kyle primarily wants to attract and embrace as a blue-collar employment center.
- Address transportation constraints - not just traffic, but the ability for people to be mobile throughout the community.
- Getting clear about the execution of the Vybe trail so it is clear how it will be implemented during development.
- A common challenge is that the City of Kyle is perceived as not open to partnering with others or thinking regionally.
- Achieving the construction of the senior center.
- There are widespread concerns about water, sewer, and road infrastructure - their condition, proximity, and capacity.
- A walkable community (and not just around the square).
- City Hall needs stability internally because the lack thereof dramatically impacts the community.

Getting the Community Involved
- Set up at community events and be clear about what is being asked of the community members - what is the time commitment, what is the task, what will they be doing?
- Bring in the HOAs; they are well-organized.
- Rely on Kyle's existing service and interest groups, who know the most influential people, to help with efforts.
- Realize that everyone doesn't get information the same way.
- Overcome the perception that speaking at public hearings doesn't do good.

- Work with neighborhoods directly to have local people disseminate information outwardly to them.

COCOA AND COMPREHENSIVE PLAN
12/10/2022

STATION B:

What do you buy outside of Kyle? Do for fun outside of Kyle?

Fun:
> Responses include visiting surrounding cities for entertainment, such as museums, events, restaurants, markets, outdoors, or nightlife.

Buy:
> Responses include retail shopping, electronics, clothing, furniture, and some grocers, shopping at local businesses, and dining at restaurants.

What do you: buy inside of Kyle? Do for fun inside Kyle?

Fun:
> Responses include going to EVO, coffee shops, restaurants, socializing, events, shopping, city parks, and recreation.

Buy:
> Responses include groceries, household items, restaurants, fast food, dining, gas, and hardware stores.

Where do you live and work?

- Retired: 3
- Live Inside City Limits: 7
- Live Outside City Limits: 2
- Work Outside City Limits: 3
- Work Inside City Limits: 6

How do you learn about what's happening in Kyle?
> Responses include the city website, news, newspapers, social media, next door, billboards, public meetings, email lists, and word of mouth.

STATION C:

Top 3 Guiding Principles:
- Culture and History
- Open and Transparent
- Fiscally Responsible

STATION D:

Community Assets
Responses include several city parks and facilities, churches, the VFW, culture, diversity, and community.

Public Assets:
Responses include several medical facilities, schools from Hays County ISD to ACC, local government, state representatives, infrastructure, and the growing trails.

Physical Assets
Responses include downtown, parks, trails, open spaces, and the ranch community.

Identity Assets
Responses included history, the people, events, downtown, engagement, the slight town feel, and the openness to change.

Economic Assets
Responses included the willingness to invest, being located between San Antonio and Austin, a growing economic corridor, and businesses.

GROWTH & LAND USE TRIP #2

02/13/2023 - 02/15/2023

Day #1 - February 13, 2023

- Meet with Staff
  - Verdunity presented to the department heads and the other community stakeholders the basis of the comprehensive plan followed by the land use fiscal analysis results.
- Community Workshop with the Planning & Zoning Commission and City Council
  - Verdunity presented to the Planning & Zoning Commission and City Council the basis of the comprehensive plan followed by the land use fiscal analysis results. Three key takeaways from the fiscal analysis were used to close the presentation.
    - Takeaway 1 - A replacement for development revenue must be determined now.
    - Takeaway 2 - Kyle is at an inflection point wherein policy decisions will determine whether or not you continue to have affordable housing.
    - Takeaway 3 - A growth management policy that supports a fiscally sustainable development pattern is needed.
- Planning & Zoning Commission and City Council Workshop
  - Verdunity asked the Planning & Zoning Commission (P&Z) and City Council questions about the three key takeaways from the fiscal land use analysis.
    - P&Z and City Council were evenly divided on increasing property tax revenues and sales tax revenues to replace development revenues in the future.
    - Most of this group responded that 21-30% of the total home inventory in Kyle should be affordable.
    - Most of this group responded that 11-30% of the total rental inventory in Kyle should be affordable.
    - Most of this group responded favorably to introducing various intensity levels into residential neighborhoods. They were comfortable with most levels shown; at the upper end of the intensity scale, they felt there might be certain circumstances in which that level might or might not be consistent with the community's character.

Day #2 - February 14, 2023

- Meet with Staff
    - Verdunity met with the Finance Director, City administration, City Engineer, Parks Department, and Planning staff to discuss ongoing issues or priorities to consider in drafting the comprehensive plan.

Day #3 - February 15, 2023

- Meet with Planning Staff
    - Verdunity met with Planning Staff to discuss future land use-related issues, proposals, and other items that should be considered.
- Community Event - Fire Station #2
    - Residents were asked to share which building typologies they believe are most appropriate in each respective placetype. Then residents identified where the placetypes would be most suitable on the overall aerial map and city quadrants.
- Community Event - 4 Quadrants
    - Residents were asked to share which building typologies they believe are most appropriate in each respective placetype. Then residents identified where the placetypes would be most relevant on the overall aerial map and specific quadrants of the city in which they were located.

HIGHLIGHTS:

The Planning & Zoning Commission and City Council expressed through the poll questions that the majority supported varying building typologies and densities in neighborhoods throughout or in certain city areas.

During conversations with staff, it was made clear that there needs to be more capacity for services that would be able to serve any proposed development. The solution for water capacity is the regional plant, whose completion is nearing the end. The wastewater capacity will require an expansion to the existing plant for some additional capacity while a new regional plant is constructed.

There are several improvements and projects that are in the works or will be coming up soon that need to be accounted for. The budget is constantly being amended to adjust for new projects, the initial projects tend to be delayed, and maintenance is seen as unimportant. Many fees will be added or increased soon, which leaves little room for adding to the taxpayers' burden.

Several park projects are occurring, and regular maintenance is being performed. A bond, others by the budget fund some projects. An issue affecting the department's performance is that the city is growing quickly, but the staff is increasing at a different pace despite additional positions being created yearly.

Regarding infrastructure, the transportation plan is less of a concern than the utilities. Residents express their concern with traffic on social media, but the focus needs to be on utilities. The ongoing issue with roadways requires maintenance instead of constructing new roads. The City owns equipment for the maintenance of the roads but not for the construction of new streets.

The Vybe trail is a good concept, but the Vybe Spots should have considered the wastewater model and added strain to the capacity. Sidewalks are currently being constructed, but there is pushback for bike lanes due to the maintenance and adding cyclists to the roads.

Development is encouraged to be standard zoning when small in scale. If a PUD is large in scale or complex, it is seen as controversial. When architectural standards are discussed, a development agreement is then approved. Approvals of PUDs are typically preferred due to the ability to approve a concept plan and have visuals of the final product.

Discussions with the Planning Staff helped identify many areas throughout Kyle that are opportunities for growth and others that need a little extra help. The current code has some flaws documented through processing PUDs and plats, which must be addressed once the comprehensive plan is completed.

The placetypes and respective building typologies received the following votes in support. The mapping exercise will be used to finalize the first draft of the Future Land Use Map.

Rural Estate:
- Single-family Detached: **24**
- Accessory Dwelling Units: **15**
- Neighborhood Scale: **21**

Traditional Mixed Use:
- Single-family Detached: **16**
- Accessory Dwelling Units: **9**
- Cottage Courts: **17**
- Townhouse: **12**
- Smallplex: **12**
- Live-Work: **14**
- Few Over: **10**
- Neighborhood Scale: **18**

Urban Village:
- Townhouse: **17**
- Smallplex: **11**
- Apartments: **4**
- Live-work: **12**
- Few Over: **20**
- Many Over: **6**
- Neighborhood: **21**
- Regional Scale: **5**

Regional Commercial:
- Many Over: **9**
- Neighborhood Scale: **19**
- Regional Scale: **10**
- Industrial: **0**

Industrial:
- Live-work: **11**
- Industrial: **16**

GROWTH SCENARIOS TRIP #3

Day #1 - May 22, 2023

- Growth Scenarios Meeting with Staff
    - Verdunity presented and reviewed two growth scenarios with City Staff and discussed the outcomes and expected tradeoffs, answered questions, and gathered concerns/input.

- Community Engagement Events 1 & 2: Scenario Review
    - Verdunity greeted members of the public at the Kyle Public Works Building and Kyle City Hall and guided them to stations where two growth scenarios for the city were displayed. These events occurred at 1-4 PM and 5-8 PM, respectively. During this time, Verdunity encouraged community members to review and discuss the outcomes and expected trade-offs and invited them to answer questions and provide concerns and input.
        - Key Takeaway - Most residents supported diversifying the housing stock and adopting a more efficient development pattern. They want to see new uses that benefit the community as a whole, focusing on more parks, night (dark) sky initiatives, and places that are accessible and compatible for all. They emphasized the importance of ensuring that such development offers high-quality amenities to the public, including improved public spaces and walkability. Moreover, residents advocated for an equitable distribution of development across the entire city.

Day #2 - May 23, 2023

- Utility Capacity Meeting with Staff
    - Verdunity met with City staff to identify where capacity, topography, or other issues the consultants might need to be made aware of might limit or justify modifications to the Future Land Use Map from Trip 2 and the Growth Scenario Maps from the day prior.
        - Takeaway 1 - Diffusing density around the community, rather than concentrating it in specific locations, is easier to serve with the existing and planned infrastructure networks.
        - Takeaway 2 - There are capacity and pressure issues in and around Kyle, and there will need to be some strategic planning and design to address these issues as development and redevelopment come in.

- City Council and Planning & Zoning Commission Workshop
    - Verdunity presented and reviewed a spectrum between two growth scenarios with the City Council and Planning and Zoning Commission. During this time, the group discussed the outcomes and expected tradeoffs of each. Verdunity shared information about what had been heard/collected from Day 1 activities, answered questions, and gathered concerns/input. This activity aimed to get consensus

from the group and leave the meeting with a selected or modified scenario to move forward with.

- ■ Takeaway 1 - The group approved Growth Scenario #2, stipulating maintaining and enhancing quality of life. They emphasized the importance of parks and recreational elements in higher-density areas to preserve the aspects encompassing the "American Dream," such as spending time outside as a family, fostering neighborly interactions, and having a personal haven.
- ■ Takeaway 2 - The group supports diversifying housing options and promoting affordability throughout the city. However, they suggest rebranding to address the misconception about affordable housing, particularly concerning mobile homes, crime, and drugs.
- ■ Takeaway 3 - The group supports that Growth Scenario #2 can enhance walkability and connectivity throughout the city. They anticipate increased density, including trails, light rail, and other mobility assets, will facilitate improved access to various parts of the city. While the group acknowledges the importance of personal vehicles for residents, they also recognize the potential benefits of introducing alternative forms of transportation.

HIGHLIGHTS:

Residents liked Growth Scenario #2 and advocated for incorporating diverse building typologies and densities in neighborhoods across the entire city or specifically in designated areas. They also expressed a desire to preserve farmland and natural open spaces while embracing the idea of allowing small businesses within neighborhoods. They are eager for enhanced inter-neighborhood connectivity and improved walkability. Creating inviting gathering areas and parks and introducing new transportation options to enhance mobility is essential. Moreover, the residents emphasized the significance of fostering inclusivity within the community, aiming to establish a strong sense of belonging for Kyle's current and prospective residents.

The Planning and Zoning Commission and City Council approved Growth Scenario #2 but emphasized the need to maintain and enhance quality of life. Parks and recreational elements are essential in higher-density areas to preserve aspects of the "American Dream" and promote family time and neighborly interactions. The group supported diversifying housing options and promoting affordability throughout the city and wanted to address the misconceptions about affordable housing through rebranding. Walkability and connectivity are expected to improve under Growth Scenario #2, with increased density and including trails, light rail, and other mobility assets. The group acknowledged the importance of personal vehicles but wanted the community to recognize the benefits of introducing alternative forms of transportation.

IMPLEMENTATION TRIP #4

Day #1 - July 11, 2023 (½ day)

- Community Engagement Events 1 & 2: Implementation
  - Verdunity greeted community members at the Texas Pie Company and Kyle City Hall and guided them to stations that displayed a sampling of implementation recommendations and actions for Kyle and community resources identified throughout the planning process. The full implementation strategy will be prepared during August, to include input from this trip. These events occurred at 1-3 PM and 5-8 PM, respectively. During this time, Verdunity encouraged community members to review and discuss the recommendations for the comprehensive plan, identify community resources needed to accomplish the plan's implementation and invite them to answer questions and provide feedback.
  - Key Takeaways -
    - Action Prioritization:
      - #1 priority for *align decisions with the community's principles*: Define the "gold standard" so that residents, developers, businesses, and others interested in Kyle know what it means and how it is applied.
      - #1 priority for *support the creation of complete and cohesive neighborhoods citywide*: Review neighborhood development proposals for conformity with the "Traditional Neighborhood" place type. Provide feedback on incorporating mixed-use spaces, diverse housing, and preservation of open spaces.
      - #1 priority for *encourage a development pattern that preserves green spaces*: Build a comprehensive map and accompanying GIS data to identify natural and environmentally sensitive areas in Kyle that should be preserved.
    - Community Resources
      - On top of previously identified resources in Kyle, the community identified the following additional resources:
        - Hays County Historical Commission
        - Preservation Associates Inc
        - St. Anthony's Catholic Church
        - Kyle Baptist Church
        - Kyle Depot & Heritage Center
        - Homeowners Associations
        - FEMA
        - For the Love of Go!
        - PAWS
        - Live Oak Masonic Lodge
        - VFW

- AMVETS
- Kyle & Plum Creek Garden Clubs
- Hays Latinos United
- ■ Crafting Implementable Actions
  - Residents eagerly took on the role of city planners, sharing their unique ideas and views to shape a plan for Kyle's future. The activity focused on neighborhoods, transportation, and businesses. The insights gathered were used to adjust the actions initially laid out by Verdunity, ensuring they indeed mirrored community sentiment.

Day #2 - July 12, 2023 (full day)

- Meeting with Staff
  - During this meeting, the consultants and staff discussed the budget and capital improvement plan for the upcoming year(s). During these discussions and preparations, Verdunity sought insights on various factors: (1) potential adjustments to revenue sources, (3) the likely capital projects to be funded or not funded, (4) the capital improvement project ranking process, and (5) the staff's priorities in preparing this year's budget, etc. This information proved vital in ensuring that the plan's recommendations maintained consistency.
- Joint Planning & Zoning Commission and City Council Workshop
  - Consultants from Verdunity led the group through an exercise designed to familiarize them with developing an implementation strategy. The discussion centered on the distinction between recommendations and actions and how they form a robust method for the city to execute the final comprehensive plan. Other topics discussed included the implementation process, the various tools used in its execution, and the essential aspects of linking this strategy back to the feedback received until that point. The consultants walked the attendees through how to craft actionable steps, followed by a conversation of how a continuing process of refinement and updating is necessary to help the plan remain relevant and useful as transitions in elected officials and city staff changes over time. The recognition and dialogue about challenges they will face in implementation of the plan wrapped up the workshop.

HIGHLIGHTS

This trip included collaborating with the community and elected officials through discussions on the future of Kyle. High on the agenda was prioritizing actions that align with the community's principles, creating complete and cohesive neighborhoods, and preserving green spaces. One key action identified was defining Kyle's "gold standard" for community members to ensure a shared understanding of future development goals. Attendees also recommended reviewing neighborhood development proposals for consistency with a "Traditional Neighborhood" placetype and creating a comprehensive map of areas with environmental significance. Several new community resources were identified during these discussions, including local churches,

homeowners associations, and community organizations. Attendees engaged in active city planning, sharing insights to refine Verdunity's proposed actions, reflecting solid alignment with community sentiments.

Kyle Comprehensive Plan Community Assessment

Q1 CITIZEN ENGAGEMENTOn a scale of 1 to 10, how engaged are your community's citizens? SCORE OF 1:Few people vote. Even fewer attend public meetings. Few attempts are made to promote dialogue between community leaders and citizens. Most letters to the editor and social media posts on local issues have a tone of disillusionment, pessimism, and anger. In the past when people have given their input, they haven't seen results so they've given up trying. SCORE OF 10: Voter turnout is high. Public meetings and events attract a large and diverse crowd. Civic leaders communicate with citizens often and through various avenues. While not everyone agrees on the issues, there's plenty of spirited debate. There's a sense of optimism in the air, volunteerism is high, and neighbors reach out and help neighbors.

Answered: 515   Skipped: 0
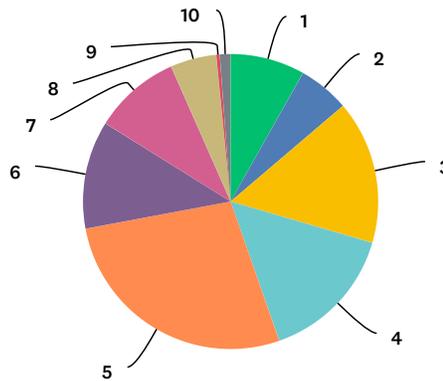
ANSWER CHOICES	RESPONSES	
1	8.16%	42
2	5.63%	29
3	15.73%	81
4	15.15%	78
5	27.38%	141
6	11.84%	61
7	9.51%	49
8	5.05%	26
9	0.39%	2
10	1.17%	6
TOTAL		515

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	5.00	4.57	1.93

Q2 ABILITY TO KEEP TALENT AT HOMEOn a scale of 1 to 10, how likely is it that young people will live and work in the community after graduating from high school or college?SCORE OF 1:Young people are very likely to leave home after graduation. There are few good jobs and little in the way of nightlife and entertainment. Many young people have already left, so there are few opportunities for a social life.SCORE OF 10: Young people often stay after they graduate high school, or move back home after college. There is no reason not to. Good jobs are plentiful. Downtown is thriving, with an abundance of cool restaurants, bars, and coffee shops. And young people have lots of opportunities to socialize—a healthy population of Millennials and Generation Z already lives here.

Answered: 515   Skipped: 0
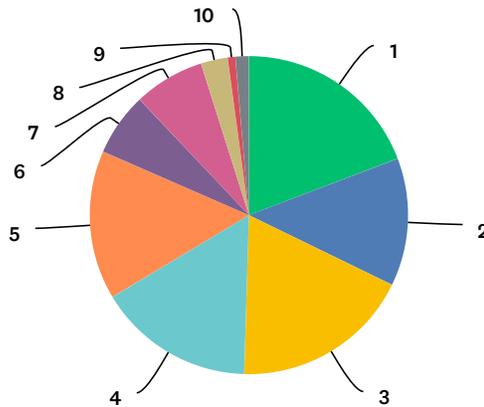
ANSWER CHOICES	RESPONSES	
1	19.22%	99
2	13.01%	67
3	18.25%	94
4	15.92%	82
5	15.15%	78
6	6.41%	33
7	7.18%	37
8	2.72%	14
9	0.78%	4
10	1.36%	7
TOTAL		515

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	3.00	3.70	2.13

Q3 ABILITY TO ATTRACT NEW BUSINESSES/TALENTOn a scale of 1 to 10, how attractive is your town to new businesses and/or talent? SCORE OF 1:We struggle to attract business investment. We don't have the strong economy, education system, vibrant quality of life, or thriving population of young people that companies look for. As a result, we rely heavily on incentive deals, which don't always yield the desired results.SCORE OF 10: Companies compete to relocate here, and talent gravitates to us. We have strong schools, a great healthcare system, and great neighborhoods. We know our strengths and communicate them well to attract the kinds of businesses we want. In fact, we don't typically have to court investors. Growth here happens organically.

Answered: 515   Skipped: 0
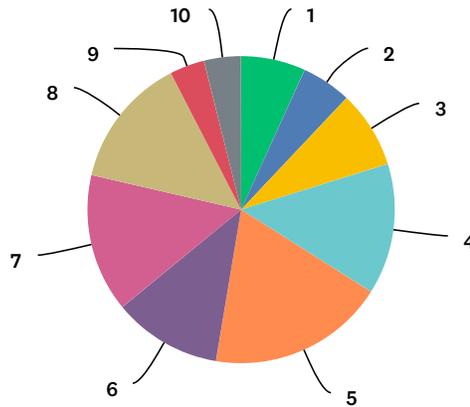
ANSWER CHOICES	RESPONSES	
1	6.80%	35
2	5.24%	27
3	8.16%	42
4	13.79%	71
5	18.64%	96
6	11.46%	59
7	14.56%	75
8	13.79%	71
9	3.69%	19
10	3.88%	20
TOTAL		515

| BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 5.00	Mean 5.43	Standard Deviation 2.31

171

Q4 QUALITY OF EDUCATIONOn a scale of 1 to 10, how strong is your education system? SCORE OF 1:We have high poverty rates and the low kindergarten readiness rates that go along with them. Not surprisingly, our high school graduation rates are low as well. Our schools do little to prepare graduates for the workforce, so it's tough to attract business investment.SCORE OF 10: Education is thriving. There's a strong focus on early childhood development and, as a result, kids enter kindergarten ready to learn. Twelve years down the road, our high school graduation rates reflect this. Our schools are on top of what it takes to prepare young people for the future, making our community attractive to all types of businesses that want to set up shop here.

Answered: 515   Skipped: 0
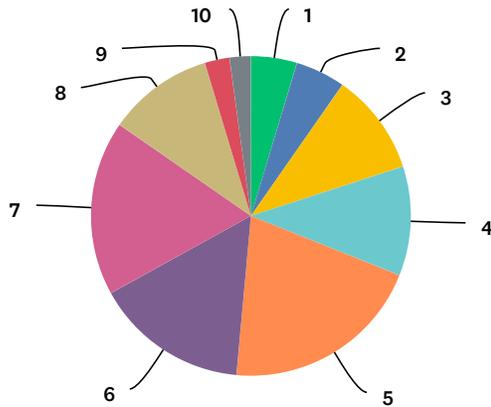
ANSWER CHOICES	RESPONSES	
1	4.66%	24
2	5.05%	26
3	10.29%	53
4	11.07%	57
5	20.39%	105
6	15.53%	80
7	17.67%	91
8	10.68%	55
9	2.52%	13
10	2.14%	11
TOTAL		515

| BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 5.00	Mean 5.38	Standard Deviation 2.08

Q5 VIBRANCY OF DOWNTOWNOn a scale of 1 to 10, how vibrant is your downtown? SCORE OF 1:It's practically a ghost town. There are lots of boarded-up buildings, few restaurants and shops, and very little foot traffic. No one wants to live or work downtown. Weekends are dead, as people drive out of town en masse to dine and shop in other cities nearby.SCORE OF 10: There's always something going on downtown: a festival, a concert, a farmer's market. There are tons of places to eat, drink, and shop. Lots of (non-retail) small businesses are moving in too, and the housing market has exploded (it's especially popular with young people and empty-nesters). There's always new construction happening, and tax values are soaring.

Answered: 515   Skipped: 0
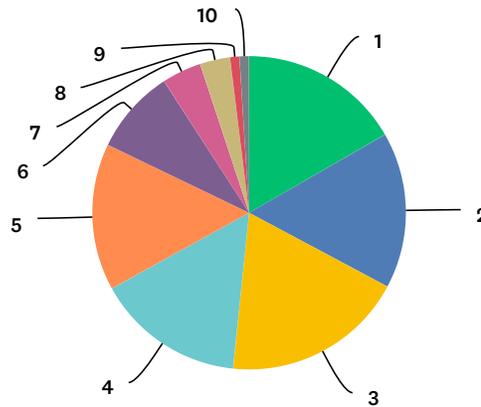
ANSWER CHOICES	RESPONSES	
1	16.70%	86
2	16.12%	83
3	18.83%	97
4	15.34%	79
5	15.15%	78
6	8.74%	45
7	4.08%	21
8	3.11%	16
9	0.97%	5
10	0.97%	5
TOTAL		515

| BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	3.00	3.67	2.05

173

Q6 ABILITY TO GET WEALTH OFF THE SIDELINESOn a scale of 1 to 10, how successful are you at getting wealth off the sidelines and encouraging people to invest in the community? SCORE OF 1:Community philanthropy is almost nonexistent. There are citizens with the resources to invest, but no one helps them envision what they could help the community become.SCORE OF 10: Community philanthropy is thriving. Leaders are good at seeking out local sources of benevolent wealth and helping them see the value of investing locally. The satisfaction of helping make life better for everyone is the best Return On Investment (ROI) there is.

Answered: 515   Skipped: 0
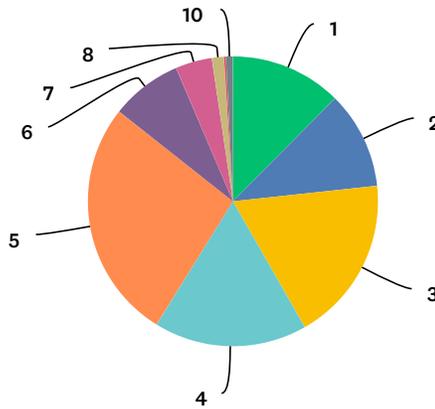
| ANSWER CHOICES	RESPONSES	
1	12.43%	64
2	10.87%	56
3	18.45%	95
4	17.09%	88
5	26.80%	138
6	7.96%	41
7	4.08%	21
8	1.36%	7
9	0.19%	1
10	0.78%	4
TOTAL		515

Q7 EASE OF DOING BUSINESSOn a scale of 1 to 10, how easy is it to create and run a small business in your community? SCORE OF 1:It's not easy at all. Request for Proposal (RFP) processes are murky and changeable. Government officials are inaccessible to entrepreneurs. Zoning rules are vague, and codes are inconsistently applied and enforced. Incompatible businesses are placed next to each other, and vacant buildings abound.SCORE OF 10: Local government does a great job of establishing clear RFP criteria and processes, smart zoning laws, and unambiguous codes. Everyone knows what to expect. Rules and guidelines are consistently enforced. Officials are accessible and easy to work with. For all of these reasons, we're experiencing brisk economic growth.

Answered: 515   Skipped: 0
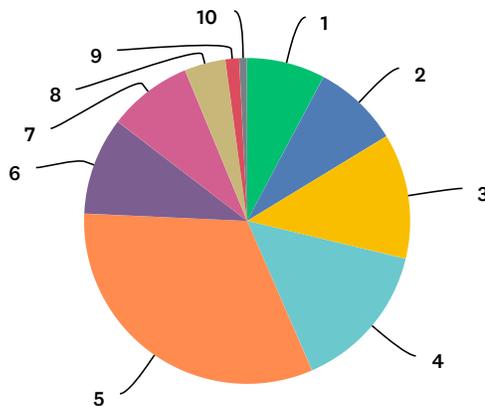
ANSWER CHOICES	RESPONSES	
1	7.77%	40
2	8.54%	44
3	12.43%	64
4	14.76%	76
5	32.23%	166
6	9.71%	50
7	8.35%	43
8	4.08%	21
9	1.36%	7
10	0.78%	4
TOTAL		515

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	5.00	4.52	1.91

Q8 TRAINING AND DEVELOPMENT OF SMALL BUSINESSOn a scale of 1 to 10, how likely are small business owners to receive the training and development they need to thrive long-term? SCORE OF 1:There are few, if any, mentors or skill-building resources available to entrepreneurs. As a result, many new businesses fail within a few years.SCORE OF 10: Few entrepreneurs start out with strong business and leadership skills. That's why we make it a priority to provide the support and the resources they need. We have mentorship programs and regular training and development events in place. Local business leaders are galvanized and on fire to help each other and move the community toward vibrancy.

Answered: 515   Skipped: 0
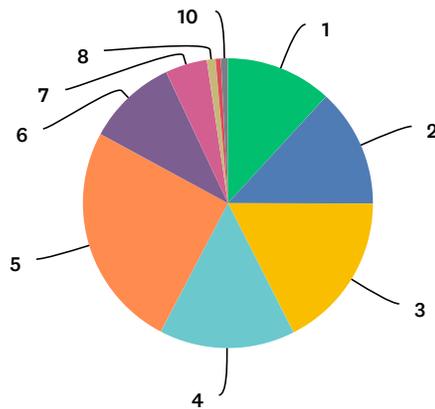
ANSWER CHOICES	RESPONSES	
1	11.84%	61
2	13.20%	68
3	17.48%	90
4	15.15%	78
5	25.24%	130
6	10.10%	52
7	4.66%	24
8	0.97%	5
9	0.58%	3
10	0.78%	4
TOTAL		515

| BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	4.00	3.91	1.85

Q9 OBJECTIVE MEASUREMENT & TRACKING OF OUTCOMESOn a scale of 1 to 10, how proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them? SCORE OF 1:We don't have a good system in place to gather data and track the metrics that gauge the state of our community. As a result, we make decisions haphazardly, based on opinions or personal preferences rather than pressing problems we face.SCORE OF 10: We religiously measure and track our community's key indicators (graduation rates, per capita income, crime, etc.). We keep critical data updated and on a dashboard so we can see it at a glance. This allows us to share the facts with decision makers and citizens alike.

Answered: 515   Skipped: 0
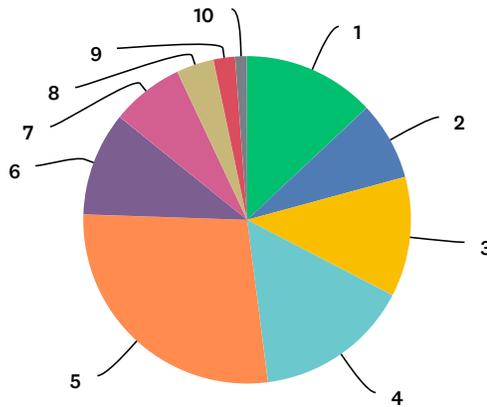
ANSWER CHOICES	RESPONSES	
1	13.01%	67
2	7.77%	40
3	11.84%	61
4	15.34%	79
5	27.57%	142
6	10.29%	53
7	7.18%	37
8	3.69%	19
9	2.14%	11
10	1.17%	6
TOTAL		515

BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 5.00	Mean 4.36	Standard Deviation 2.09

Q10 ALIGNMENT OF LOCAL GOVERNMENT ENTITIESOn a scale of 1 to 10, to what extent are local government entities aligned and successful at working together to create a better quality of life for your community? SCORE OF 1:They are not aligned at all. Various departments are siloed in their goal-setting and decision-making. For example, the EDC ignores crucial quality of life factors such as the state of education or healthcare in the community. Therefore little progress is made.SCORE OF 10: Government leaders do a great job of bringing together various departments to work toward common goals. Leaders share data and regularly communicate and collaborate with each other. There is a strong sense among citizens that government officials are working hard to create a better quality of life inside the community.

Answered: 515   Skipped: 0
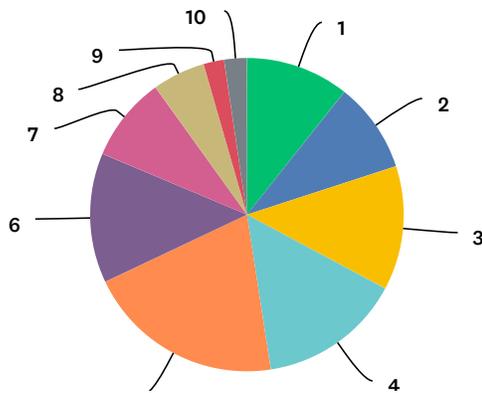
ANSWER CHOICES	RESPONSES	
1	10.68%	55
2	9.32%	48
3	12.82%	66
4	14.76%	76
5	20.39%	105
6	13.40%	69
7	8.74%	45
8	5.44%	28
9	2.14%	11
10	2.33%	12
TOTAL		515

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	5.00	4.56	2.22

178

Q11 In a short phrase, please describe what you feel the city's biggest opportunity to improve is. (Limit 100 characters)

Answered: 515   Skipped: 0

Q12 In a short phrase, please describe what you feel the city's biggest challenge is. (Limit 100 characters)

Answered: 515   Skipped: 0

Q13 On a scale of 1 to 10, with 10 being the most committed, how committed are you to making your community the best it can be?

Answered: 515   Skipped: 0
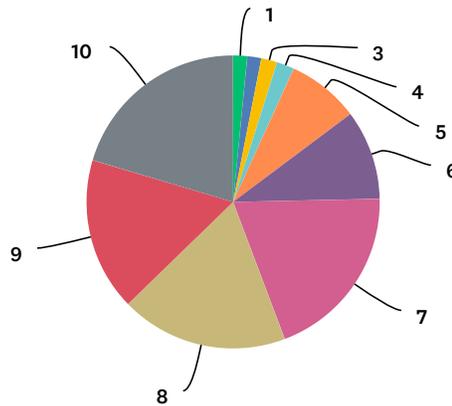
ANSWER CHOICES	RESPONSES	
1	1.55%	8
2	1.55%	8
3	1.75%	9
4	1.94%	10
5	7.96%	41
6	9.90%	51
7	19.61%	101
8	18.45%	95
9	16.89%	87
10	20.39%	105
TOTAL		515

4-H

AMVETS

Austin Community College

Austin Habitat for Humanity

Austin Volunteer Society

Ascension Seton Hays

Boy/Girl Scout Troops

Choice Living Community

Citizen Police Academy

Communities in Schools - Central TX

Fellowship Church at Plum Creek

FEMA

For the Love of Go!

Goodwill Industries of Central TX

Greater San Marcos Partnership

Hays-Caldwell Women's Center

Hays CISD

Hays County Historical Commission

Hays Latinos United

Homeowners Associations

Job Corps

Kiwanis

Knights of Columbus

Kyle Area Youth Advisory Council

Kyle Baptist Church

Kyle Chamber of Commerce

Kyle Depot & Heritage Center

Kyle Public Library

Kyle Area Senior Zone

Kyle United Methodist Church

Kyle & Plum Creek Garden Clubs

Lions Club

Live Oak Masonic Lodge

Meals on Wheels/Hays County Food Bank

One Chapel Kyle

PAWS

Performing Arts Center

Preservation Associates Inc

PTAs/PTOs

Rock Church

San Marcos Rotary

Southside Community Center

St. Anthony's Catholic Church

The Door Church

VFW

Women of Unity

Define the "gold standard" so that residents, developers, businesses, and others interested in Kyle know what it means and how it is applied.