

# This is a Draft Document For Review

Draft Provided for Review

**July 31, 2023**

All Suggestions Are Due

**September 1, 2023**

## Directions

The City of Kyle staff is facilitating the review, including the gathering and organizing of all review comments for the drafted Comprehensive Plan. Please enter your comments directly into the Share-Point Excel File to create a consolidated list. This file will be provided back to the consultant, Verdunity, on September 1st. This is the final deadline for review comments. Director of Planning, Will Atkinson, is the City's point of contact in this review process.

Suggested edits within the categories you see to the right will be reviewed and discussed by the consulting team before final updates are made. Some may require additional discussion and consideration. Suggested edits may be addressed in an alternative fashion. Your cooperation in this effort is appreciated and vital for a smooth review process. This input is crucial to delivering the best plan for the community.

*A form has been provided in the link below to streamline this process. Each proposed edit needs to be clearly and succinctly documented within this form to keep the project on schedule. The following columns are required for each edit suggestion:*

**CONTRIBUTOR:** Please enter the name of the person proposing the edit.

**PAGE NUMBER:** Specify the page on which the proposed edit is found.

**REASON FOR EDIT:** Articulate your reasoning behind the suggested edit. This will help the final decision-making process.

**TYPE OF EDIT:** Utilize the drop-down menu to classify the nature of your edit. For guidance, refer to the example list at the top of the sheet.

## Questions?

William Atkinson  
Director of Planning  
512-233-1144  
WAtkinson@cityofkyle.com

## Spreadsheet Link

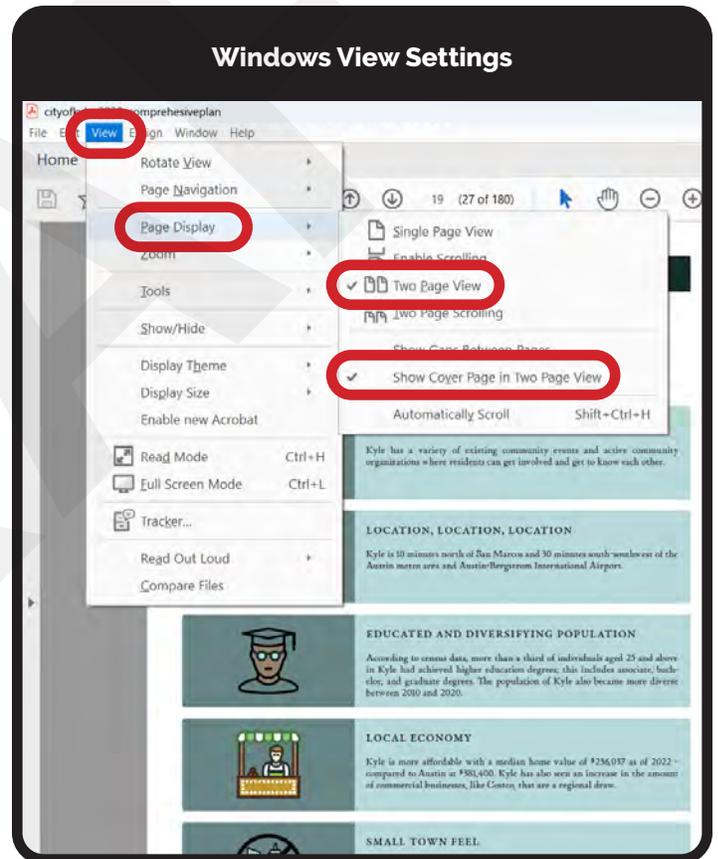
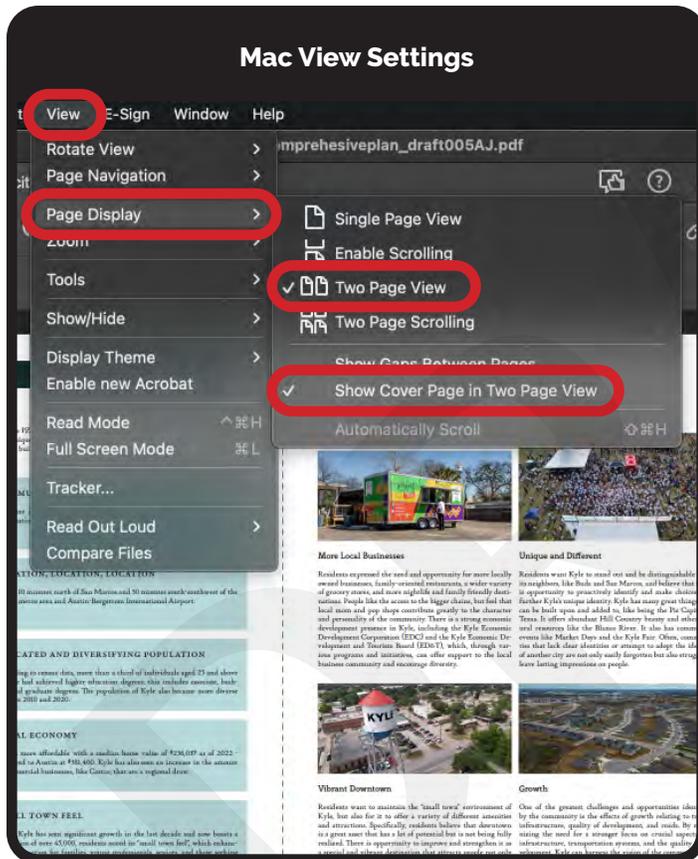
<https://bit.ly/kylecompplan>



This Document is best reviewed in Adobe Acrobat, though PDF documents can be viewed in a variety of programs. To insure that you are seeing this Plan as it was intended the document should be viewed in two-page view, with cover page view turned on. This will ensure that odd page number always show up on the right of the displayed layout, and evens always on the left.

Need Acrobat?

<https://get.adobe.com/reader/>



**The Kyle 2030 Comprehensive Plan Draft follows this page.**





# Kyle 2030

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

1 improve traffic.



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 improve this improvement you identified.

3

resource needed to carry out. This could include expertise, tools, partnerships, etc.

could be taken to improve this improvement you identified.



Forest Subdivision

Have an ordinance for developers to provide funding to improve the roads that the subdivision has created more traffic.

Bring...  
- we need healthy choices from fast pizza  
• No more car stores!  
Heavenly He...  
food, fun, farm

Focus on DFLP  
Dewitt own kids  
into a more walkable place  
- Less Cars.

Widen 150 east  
element a smart  
ing system  
an town  
of Reduc con-

billions  
fully on...ort!

100% local businesses

# Kyle 2030

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

*Adopted*  
October XX, 2023

*Prepared for*  
The City of Kyle

*Prepared by*



**VERDUNITY**

*with*  
TBG Partners  
Civic Brand

DRAFT

DRAFT

# Acknowledgements

In the wise words of Thomas Edison, “Genius is one percent inspiration and ninety-nine percent perspiration.”

Embracing this principle, the City of Kyle and the community set the wheels in motion by brainstorming big ideas to create this comprehensive plan. Now comes the significant and most challenging part, according to Edison’s wisdom - *it’s time to roll up our sleeves and turn this plan into reality.*

## Staff:

|                             |   |
|-----------------------------|---|
| Bryan Langley               | City Manager                                |
| Jerry Hendrix               | Interim City Manager/Assistant City Manager |
| Amber Schmeits              | Assistant City Manager                      |
| Rachel Sonnier              | Communications Director                     |
| William A. Atkinson         | Planning Director                           |
| Jason Lutz                  | Senior Planner                              |
| Kaela Sharp                 | Planner                                     |
| Debbie A. Guerra            | Project Development Coordinator             |
| Perwez A. Moheet, CPA       | Finance Director                            |
| Victoria Vargas             | Economic Development Director               |
| Leon Barba                  | Engineering Director                        |
| Harper Wilder               | Public Works Director                       |
| Information Technology Team |   |

## Consultant Team:

**Verdunity**  
AJ Fawver, AICP, CNU-A, CPM  
Marshall Hines, CNU-A  
Karina Castillo, AICP  
Maddie Bonney, AICP  
Rob Fox, MPLD, CNU-A  
Kevin Shepherd, PE, ENV-SP  
Tim Wright, PE

**TBG Partners**  
Rob Parsons, AICP  
Ryan Blair

**CivicBrand**  
Ryan Short  
Colin Coolidge

## City Council:

|                      |  |
|----------------------|--|
| Travis Mitchell      | Mayor                                    |
| Bear Heiser          | Council Member District 1                |
| Yvonne Flores-Cale   | Council Member District 2                |
| Miguel Zuniga, Ph.D. | Council Member District 3                |
| Ashlee Bradshaw      | Council Member District 4                |
| Daniela Parsley      | Council Member District 5                |
| Michael Tobias       | Mayor Pro Tem, Council Member District 6 |

## Planning and Zoning Commission:

|                 |               |
|-----------------|---------------|
| Steve DeLory    | Seat 1        |
| Mario Mata, Jr. | Seat 2        |
| Sarah Oncken    | Seat 3        |
| Neil Stegall    | Seat 4        |
| Alex Guerra     | Chair, Seat 5 |
| Brandon James   | Seat 6        |
| Matthew Chase   | Seat 7        |

## Special Thanks:

Texas Pie Company, for hosting multiple engagement events.  
Summer Moon Coffee, for hosting an engagement event.  
Hays CISD, for making their facilities available for a number of engagement events.

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# 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. 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

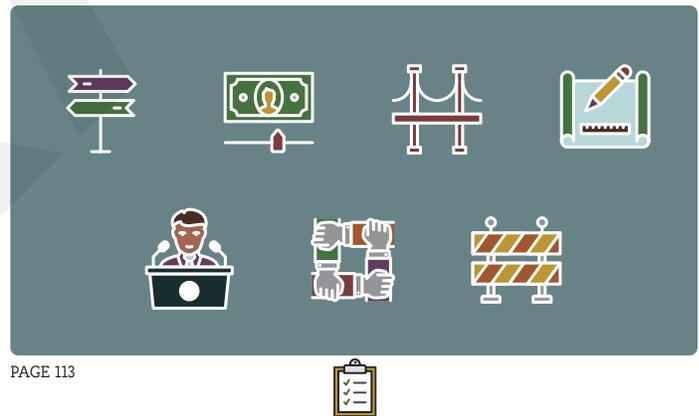
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# **Chapter 1**

## 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 PDs) 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.

## WHAT DOES A COMPREHENSIVE PLAN DO?

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.

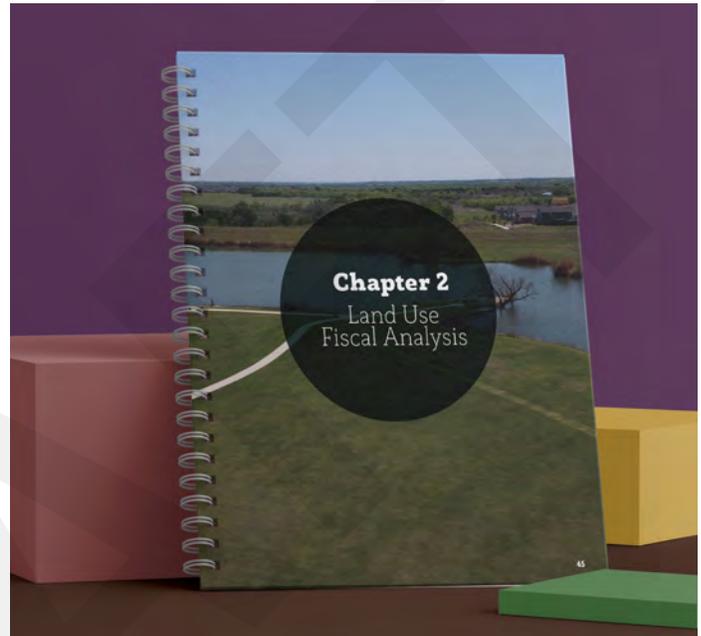
## UNDERSTANDING THE ORGANIZATION OF THIS PLAN

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.

## USING THIS PLAN

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.

## REFINING AND UPDATING THIS PLAN

### 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.

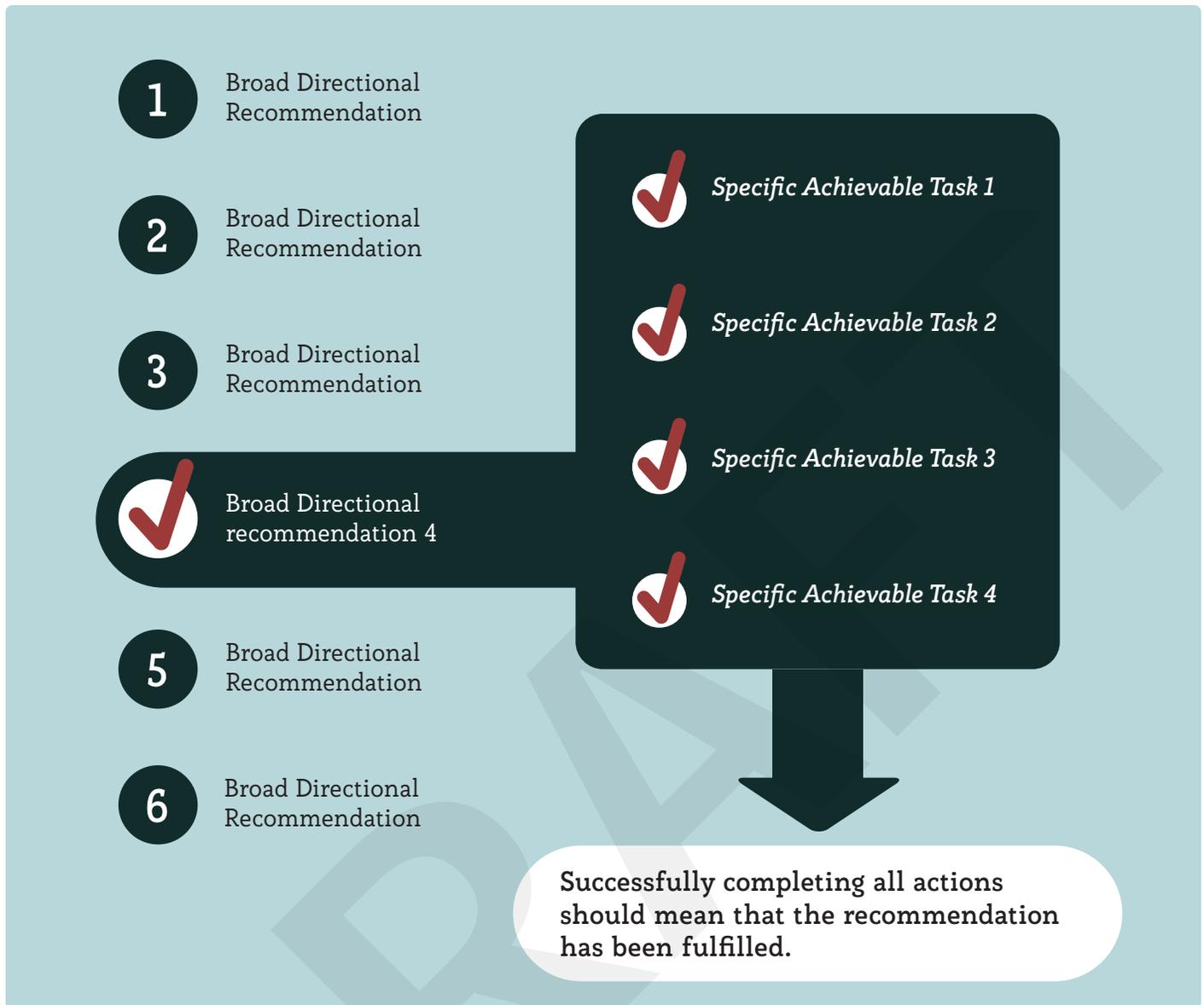
Though these two groups are the most likely ones to suggest changes to recommendations, public input should be gathered on a regular schedule to help inform staff and Council's work. An inexpensive way of doing this would be to solicit feedback on a specific element of each major component during high-turnout 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



### 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

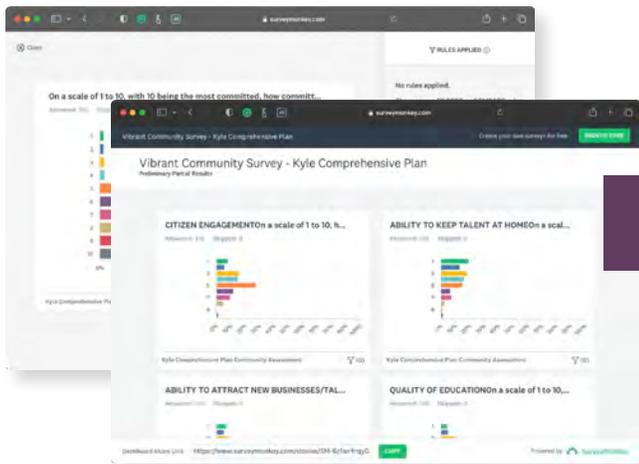
#### Adopt & Implement

September - October 2023

FINAL COMPREHENSIVE PLAN DRAFT  
PZ HEARING  
CITY COUNCIL HEARINGS  
PLAN ADOPTION

# HOW ENGAGEMENT INFORMED THIS PLAN

## 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

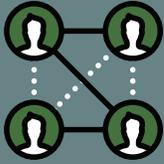
**With 10 being most committed, how committed are you to making your community the best it can be?**

**7.6**

## DIRECT COMMUNITY FEEDBACK

### 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 Corporation (EDC) 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.



### 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.

### 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.



### 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.

## IN THEIR OWN WORDS

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."*

## DECISION-MAKING PRINCIPLES

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.”*

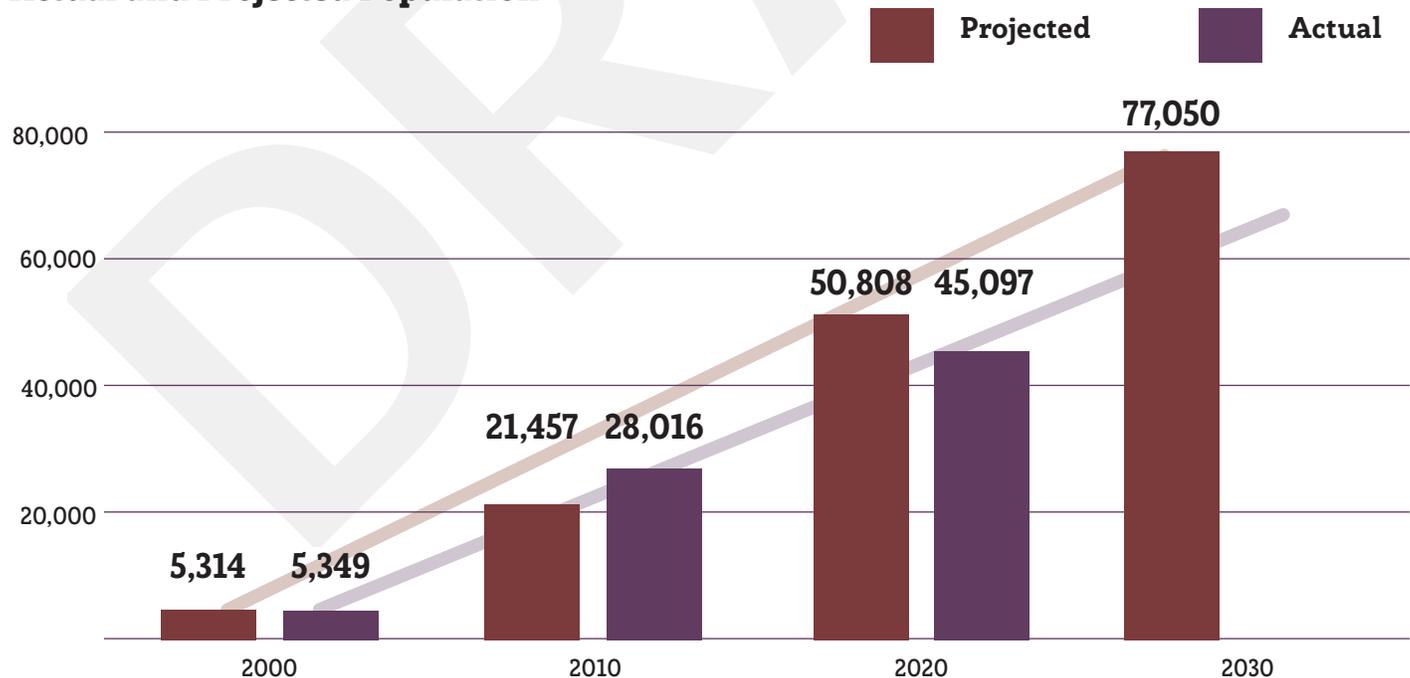
# Who Are the Citizens of Kyle?

## Key Statistics

|                                     | KYLE   | HAYS COUNTY | MSA*      | TEXAS      |
|-------------------------------------|--------|-------------|-----------|------------|
| <b>POPULATION</b>                   |        |             |           |            |
| 2020 TOTAL POPULATION               | 45,697 | 241,067     | 2,246,701 | 29,806,340 |
| <b>HOUSEHOLD SUMMARY</b>            |        |             |           |            |
| 2020 HOUSEHOLDS                     | 14,701 | 76,724      | 796,315   | 10,521,548 |
| 2020 AVERAGE HOUSEHOLD SIZE         | 3.09   | 2.82        | 2.68      | 2.78       |
| <b>AGE</b>                          |        |             |           |            |
| MEDIAN AGE                          | 31.7   | 32.5        | 35        | 35.1       |
| <b>RACE &amp; ETHNICITY</b>         |        |             |           |            |
| 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

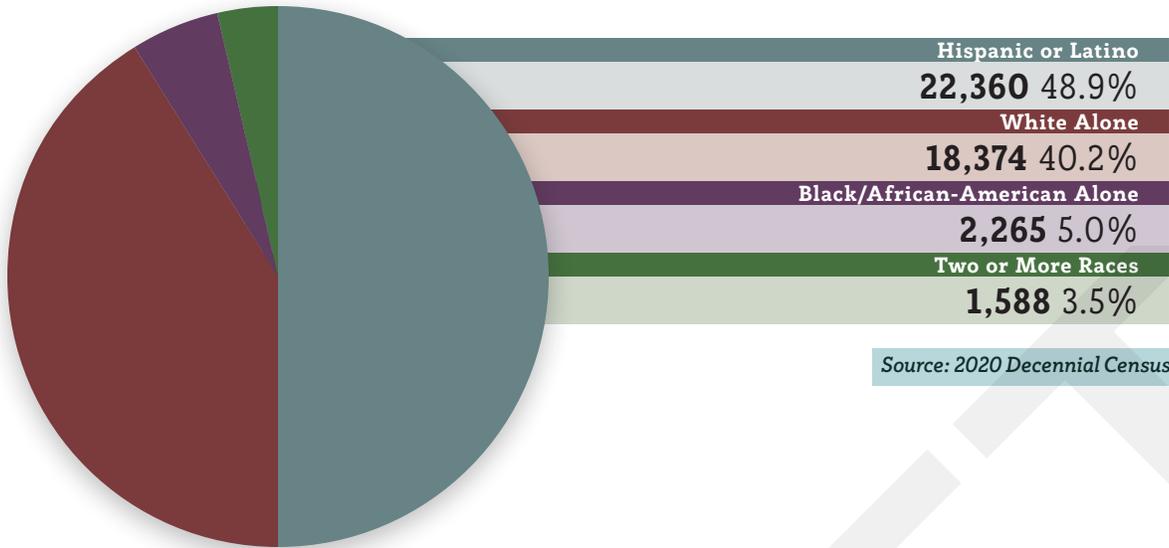
## Actual and Projected Population



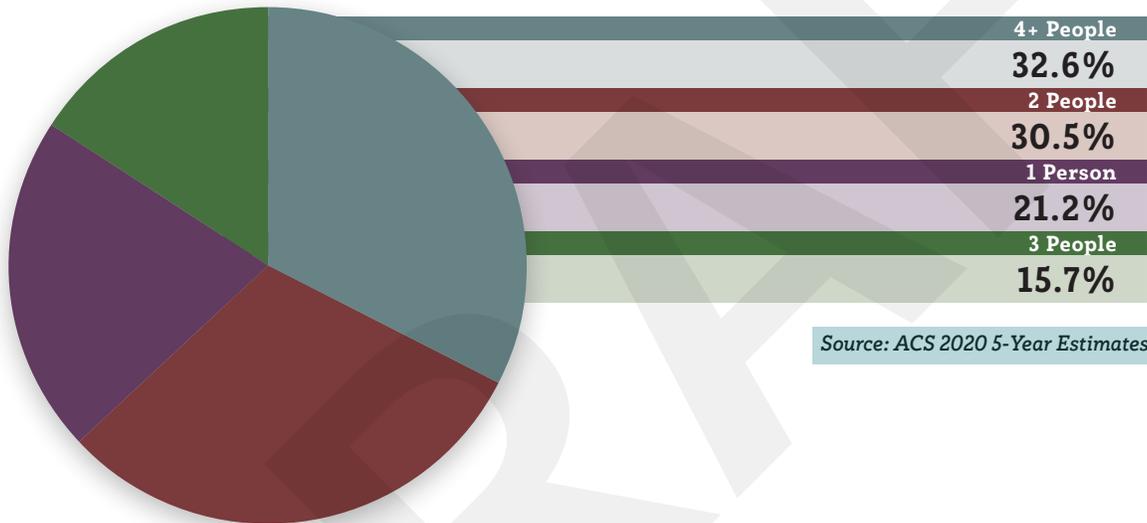
Source: US Census and City of Kyle Population Estimates

\*METROPOLITAN STATISTICAL AREA

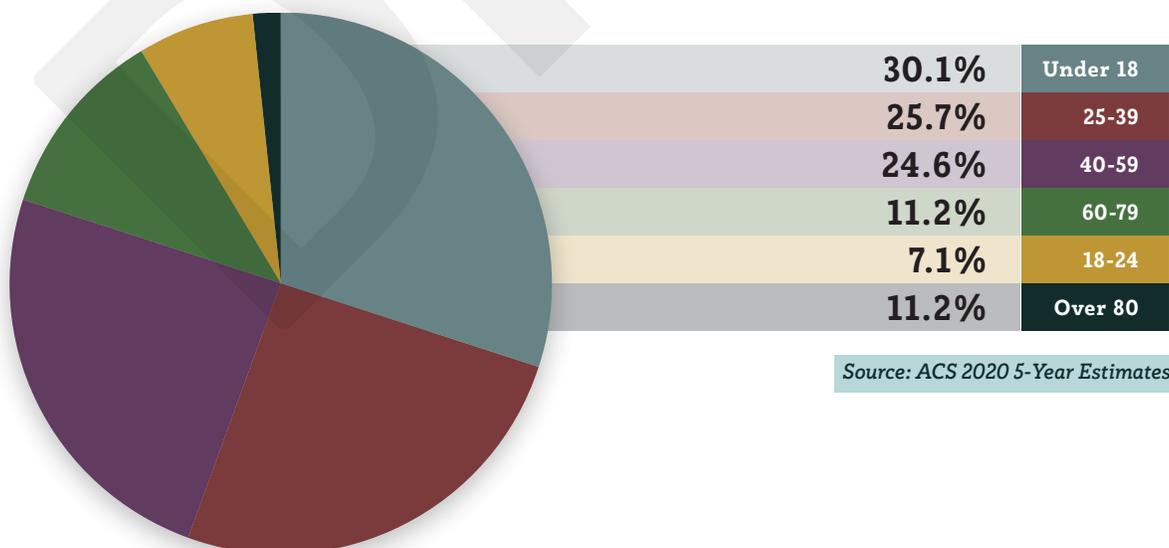
## Race Distribution



## Household Size

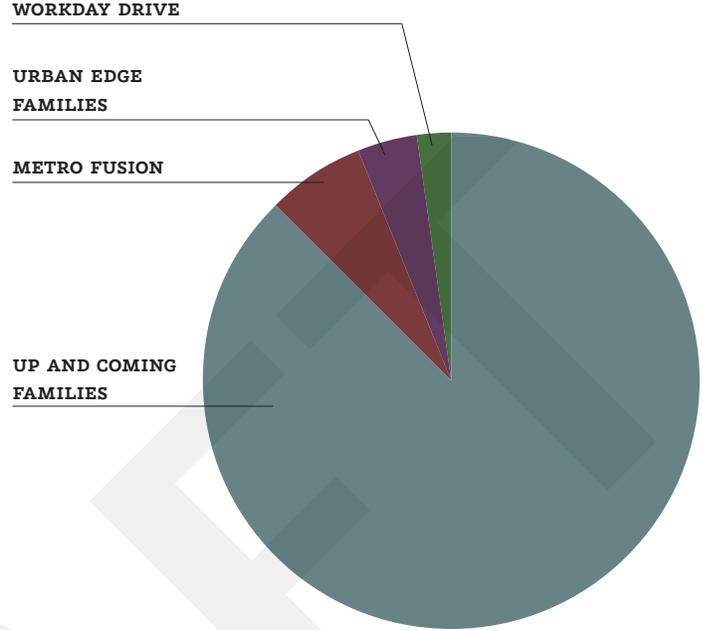


## Age Distribution



## ESRI TAPESTRY SEGMENTATION

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.



### 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.

|                                |                 |
|--------------------------------|-----------------|
| <b>AVERAGE HOUSEHOLD SIZE</b>  | <b>3.12</b>     |
| <b>MEDIAN AGE</b>              | <b>31.4</b>     |
| <b>MEDIAN HOUSEHOLD INCOME</b> | <b>\$72,000</b> |

### 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.

|                                |                 |
|--------------------------------|-----------------|
| <b>AVERAGE HOUSEHOLD SIZE</b>  | <b>2.65</b>     |
| <b>MEDIAN AGE</b>              | <b>29.3</b>     |
| <b>MEDIAN HOUSEHOLD INCOME</b> | <b>\$35,700</b> |

### 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.

|                                |                 |
|--------------------------------|-----------------|
| <b>AVERAGE HOUSEHOLD SIZE</b>  | <b>3.19</b>     |
| <b>MEDIAN AGE</b>              | <b>32.5</b>     |
| <b>MEDIAN HOUSEHOLD INCOME</b> | <b>\$50,900</b> |

### Workday Drive

**2.1%**

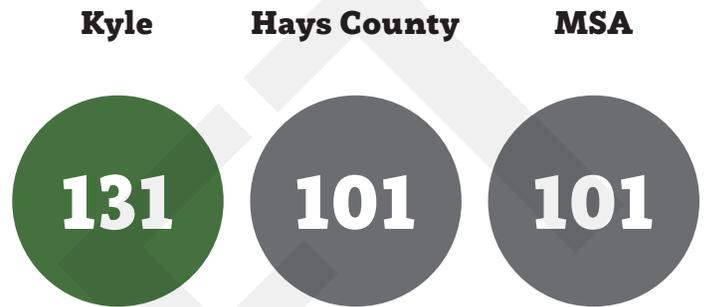
Workday Drive is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children.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

|                                |                 |
|--------------------------------|-----------------|
| <b>AVERAGE HOUSEHOLD SIZE</b>  | <b>2.97</b>     |
| <b>MEDIAN AGE</b>              | <b>37.0</b>     |
| <b>MEDIAN HOUSEHOLD INCOME</b> | <b>\$90,500</b> |

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.

**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.



**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.



**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.



**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.



## WHERE THEY LIVE

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     |
|--------------------------------------|-----------|-------------|------------|-----------|
| <b>UNIT BREAKDOWN</b>                |           |             |            |           |
| 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%      |
| <b>HOUSING VALUE</b>                 |           |             |            |           |
| MEDIAN HOME VALUE 2020               | \$209,300 | \$259,100   | \$303,300  | \$193,109 |
| <b>HOUSING COST</b>                  |           |             |            |           |
| 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

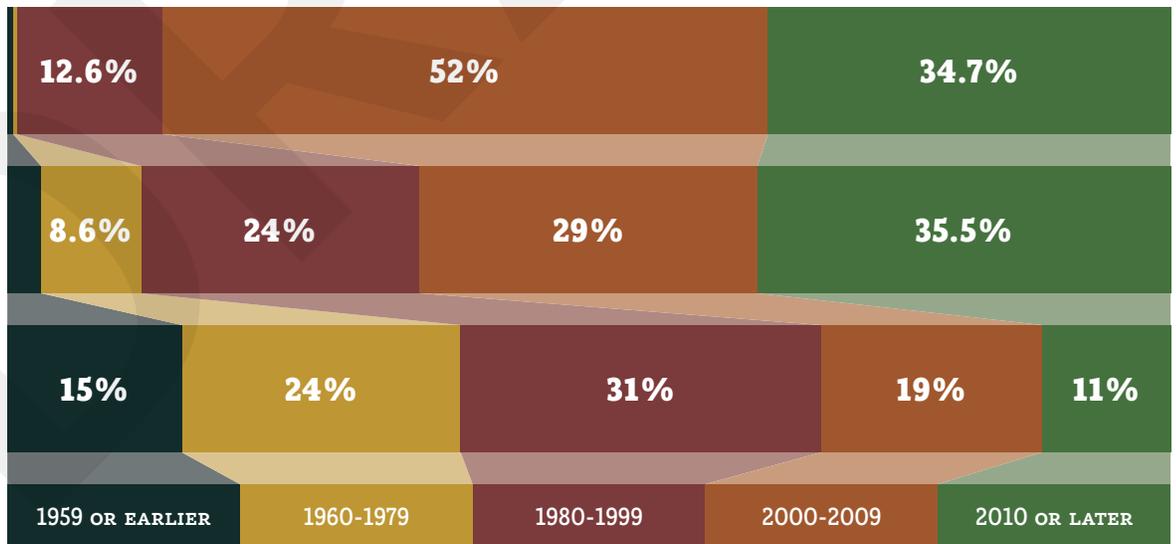


**ABOVE:** While the age of housing stock in Kyle varies, there is a definitive pattern. Newer housing is found at the outer edges, while older neighborhoods are found in the city's core.

## Local Housing Age

### KYLE

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

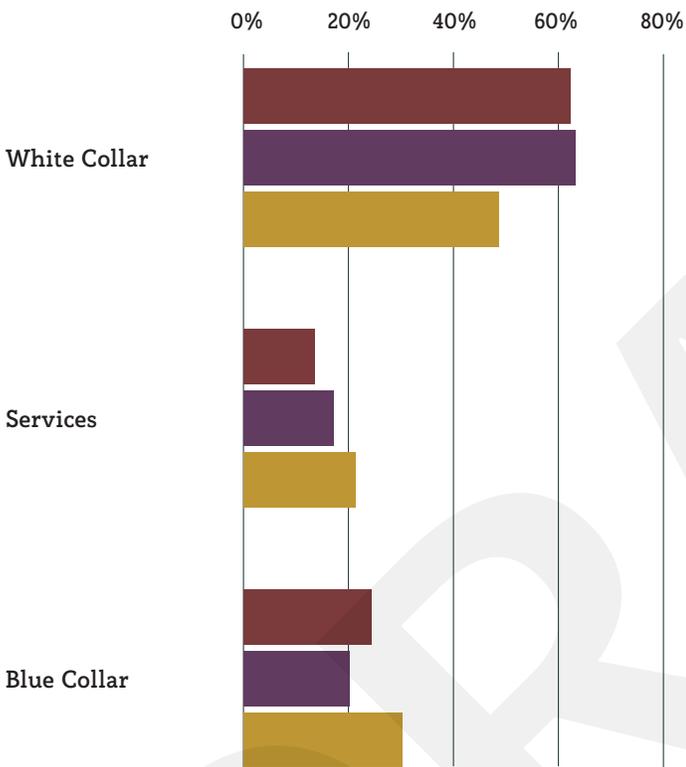


ACS 2020 5-Year Estimates

## WHERE AND HOW THEY WORK

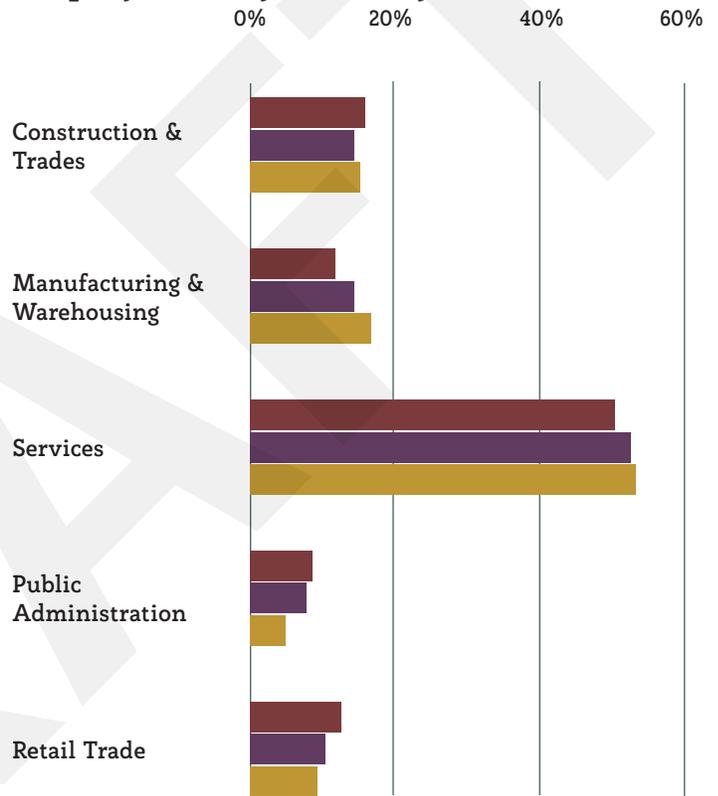
Census figures provide insights into the occupation and industry types that Kyle residents are most frequently employed by. Locally, fewer residents work in services and blue collar occupations. By comparison, white collar occupations account for more than 60% of resident employment - 14% more than the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

### 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

## RELATED PLANS & INITIATIVES

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.



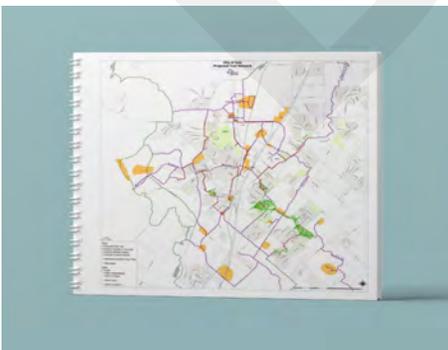
### **Kyle Parks, Recreation, and Open Space Master Plan (2016)**

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 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.*



| VALUE PER ACRE       | LOW |
|----------------------|-----|
| INFRASTRUCTURE COSTS | LOW |
| SERVICE LEVELS       | LOW |
| POPULATION PER ACRE  | LOW |
| COST PER HOUSEHOLD   | LOW |

| VALUE PER ACRE       | MID  |
|----------------------|------|
| INFRASTRUCTURE COSTS | HIGH |
| SERVICE LEVELS       | HIGH |
| POPULATION PER ACRE  | MID  |
| COST PER HOUSEHOLD   | HIGH |

| VALUE PER ACRE       | HIGH |
|----------------------|------|
| INFRASTRUCTURE COSTS | HIGH |
| SERVICE LEVELS       | HIGH |
| POPULATION PER ACRE  | HIGH |
| COST PER HOUSEHOLD   | LOW  |

## THE SUBURBAN GROWTH EXPERIMENT

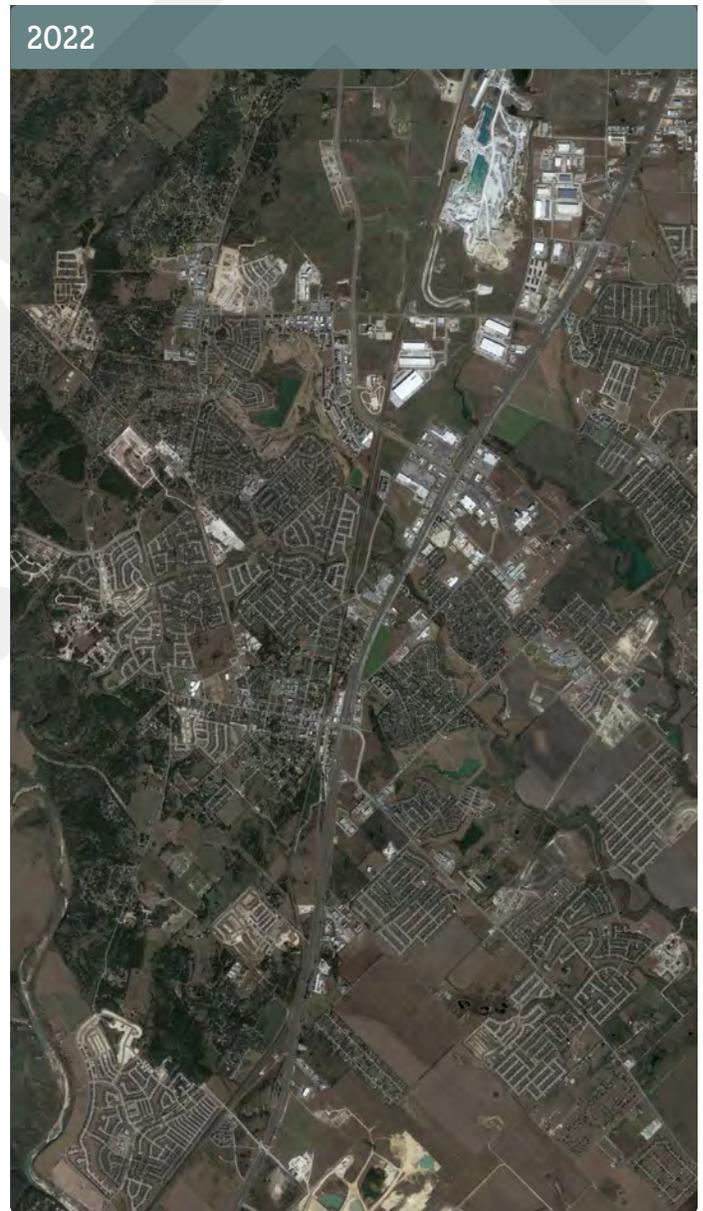
For thousands of years, cities all over the world were built and grew incrementally out (horizontally), up (vertically) and more intensely (higher density) as resources allowed. This traditional pattern of development was characterized by a compact grid, narrower streets, and diverse building types (whose 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.



USGS 1958



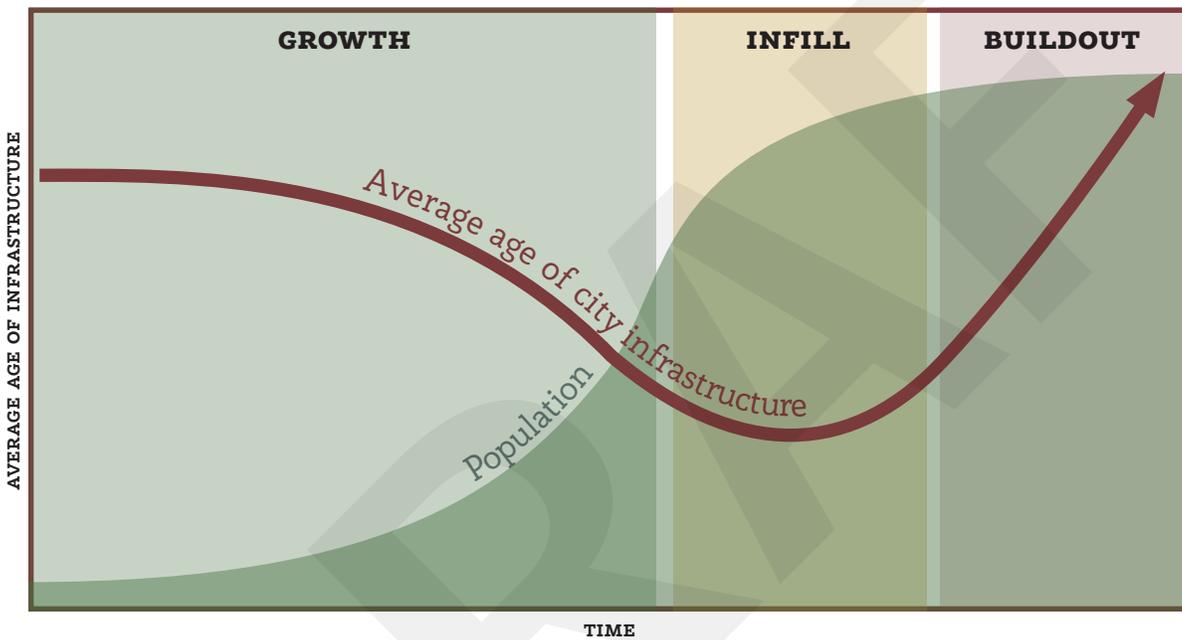
Google Earth 2022

## THE EFFECTS OF RATE AND PATTERN OF GROWTH

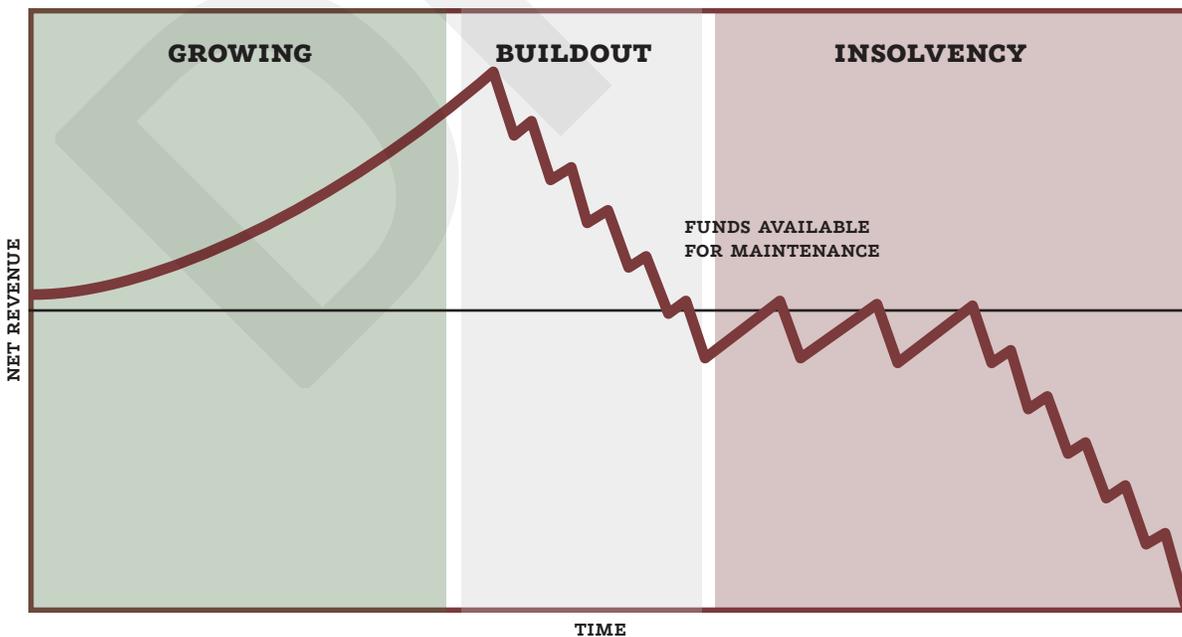
As the suburban growth model caught on, cities across the country began to embrace and encourage rapid growth without fully considering long-term impacts. Private developers built subdivision after subdivision, putting in miles of new infrastructure “at no cost to the city!”, selling cities on the additional 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



**LEFT:** 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.



**RIGHT:** 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:

|                               | <br>Services | <br>Infrastructure | <br>Revenue |  |
|-------------------------------|---|---|--|--|
| <b>In good shape</b>          |             |                   |            | 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.                         |
| <b>Doing OK for now</b>       |            |                  |           | 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. |
| <b>Already running behind</b> |            |                  |           | 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.     |

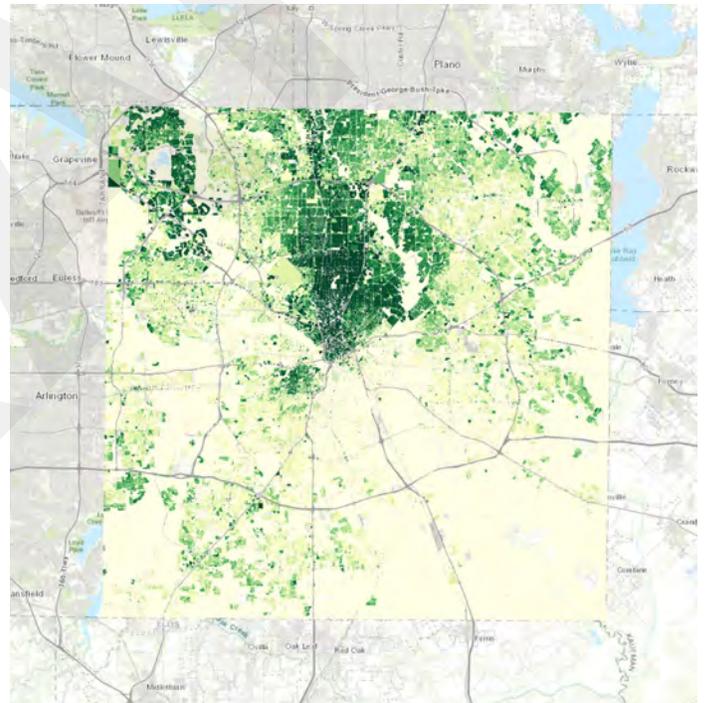
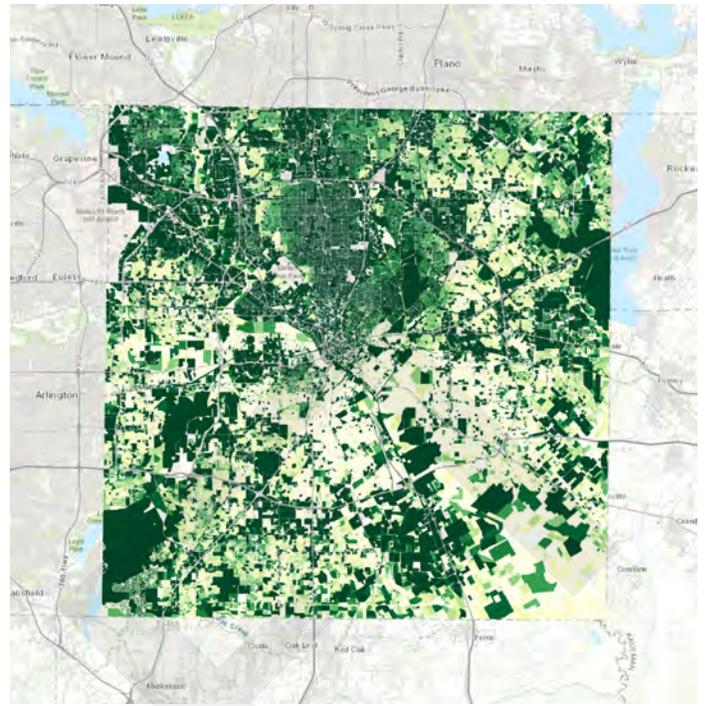
## LAND USE FISCAL ANALYSIS

### 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.

HOW DEVELOPMENT PATTERNS AFFECT COMMERCIAL VALUE

Main Street Scale Half-Block



| SIZE                   | PROP. TAX REVENUE/ACRE |
|------------------------|------------------------|
| <b>±0.66<br/>ACRES</b> | <b>\$9,600</b>         |

Suburban Style Pad Site



| SIZE                   | PROP. TAX REVENUE/ACRE |
|------------------------|------------------------|
| <b>±1.18<br/>ACRES</b> | <b>\$3,800</b>         |

Traditional Downtown Grid



| SIZE                 | PROP. TAX REVENUE/ACRE |
|----------------------|------------------------|
| <b>±42<br/>ACRES</b> | <b>\$25,000</b>        |

Auto-Oriented Big Box



| SIZE                 | PROP. TAX REVENUE/ACRE |
|----------------------|------------------------|
| <b>±40<br/>ACRES</b> | <b>\$3,500</b>         |

12 Blocks Georgetown Texas

HEB and Surrounding Pad Sites, Kyle, Texas

# HOW DEVELOPMENT PATTERNS AFFECT RESIDENTIAL VALUE

Rural with Infrastructure



| SIZE                | PROP. TAX REVENUE/ACRE |
|---------------------|------------------------|
| <b>±2<br/>ACRES</b> | <b>\$880</b>           |

Suburban



| SIZE                  | PROP. TAX REVENUE/ACRE |
|-----------------------|------------------------|
| <b>±.32<br/>ACRES</b> | <b>\$3,980</b>         |

Compact Suburban

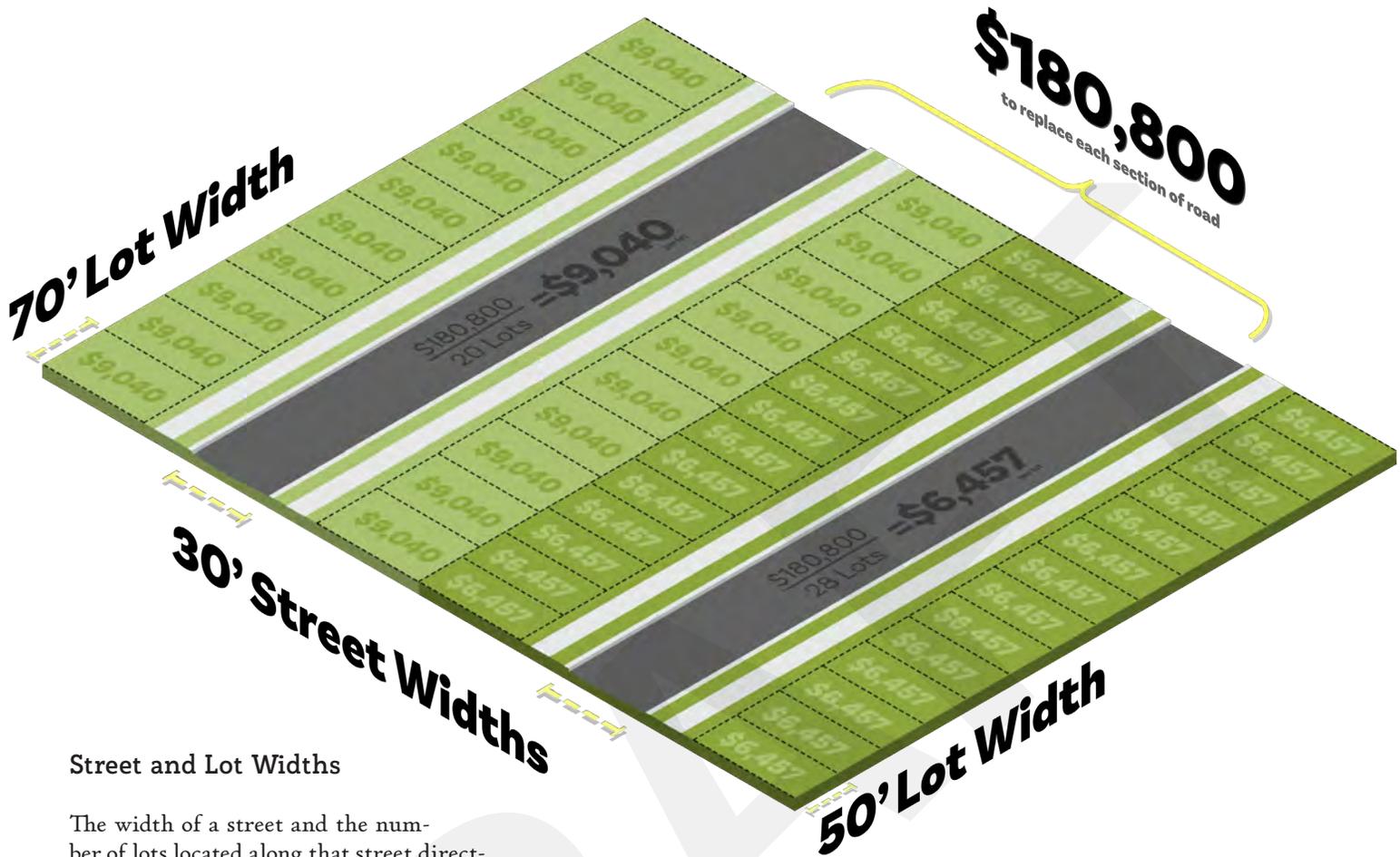


| SIZE                   | PROP. TAX REVENUE/ACRE |
|------------------------|------------------------|
| <b>±.126<br/>ACRES</b> | <b>\$14,180</b>        |

Townhomes



| SIZE                  | PROP. TAX REVENUE/ACRE |
|-----------------------|------------------------|
| <b>±.03<br/>ACRES</b> | <b>\$88,900</b>        |



### Street and Lot Widths

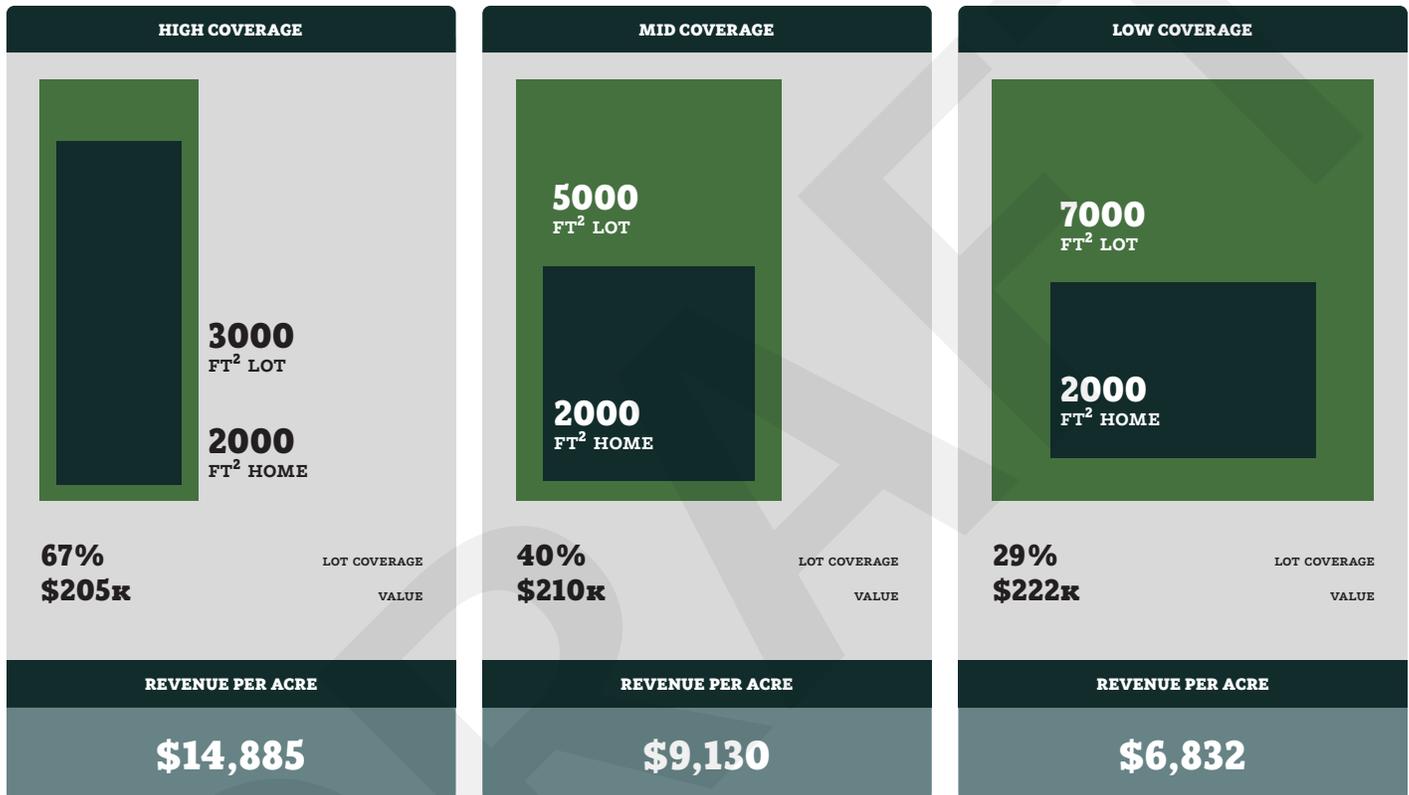
The width of a street and the number of lots located along that street directly impact the cost each lot or household must contribute to maintain the street. The wider the street, the more expensive it is to maintain and rebuild - anywhere from \$500,000 to \$1.5 million per 11' lane-mile, depending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

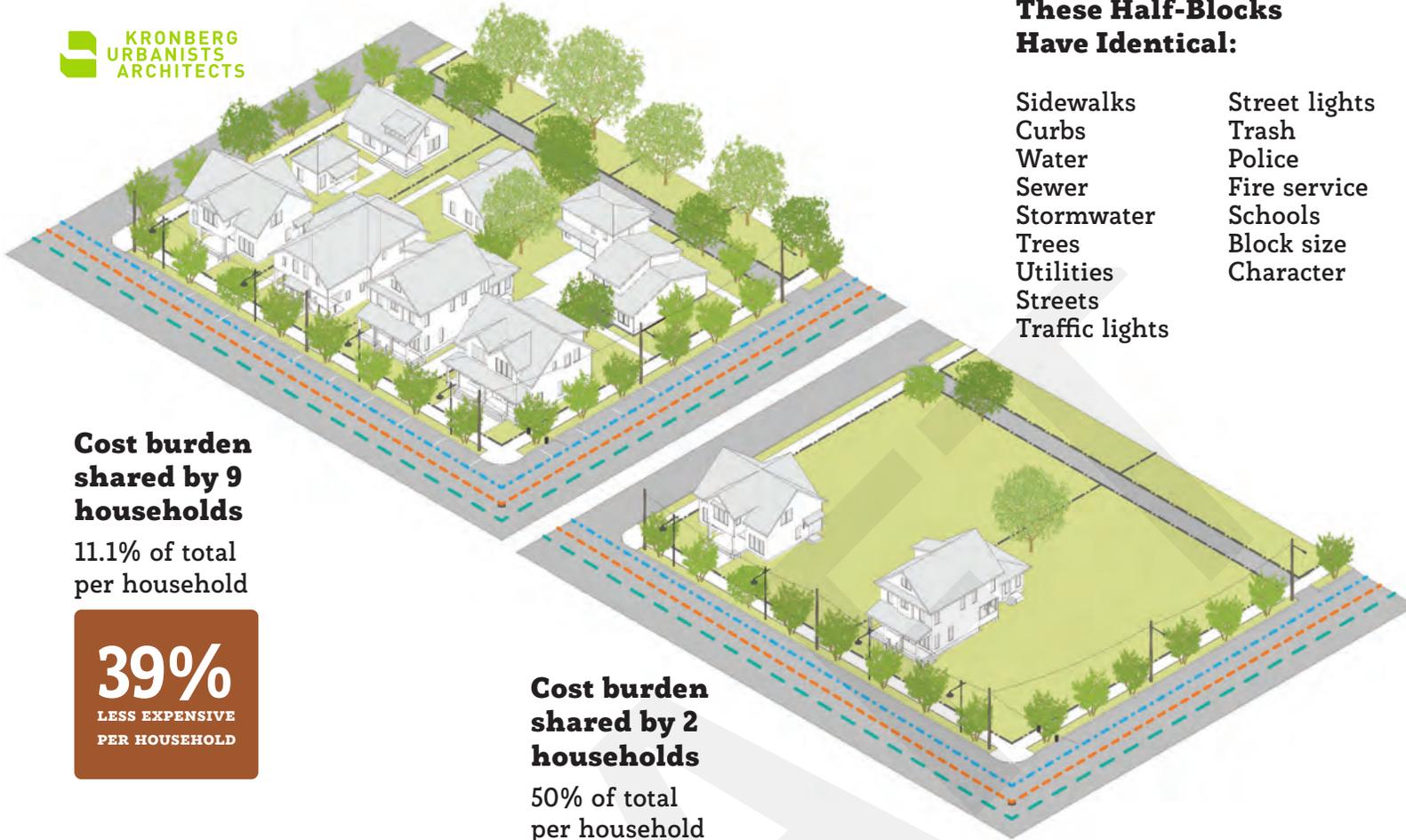


### Building Height



**These Half-Blocks  
Have Identical:**

- Sidewalks
- Curbs
- Water
- Sewer
- Stormwater
- Trees
- Utilities
- Streets
- Traffic lights
- Street lights
- Trash
- Police
- Fire service
- Schools
- Block size
- 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) Multiplex. 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 neigh-

borhoods 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 townhomes, 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.



**LEFT:** Plum Creek represents just one of a multitude of developments that are providing capacity for the huge influx of residents coming to Kyle.

## 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 storefronts. 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.