



Chapter 4

Implementation

Decision-Making Principles & Key Questions

PRINCIPLE

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”.



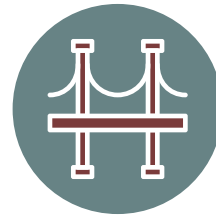
REGULATIONS

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.



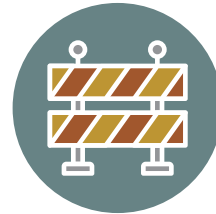
CAPITAL INVESTMENTS

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			
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	

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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		

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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.

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			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			
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 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 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		
LUGM 4.F	Collaborate and exchange knowledge with partners who successfully implement incremental connectivity improvements to guide future decisions and hasten progress.	Education & Communication	●	●				●	●	●	●	●			Engineering & Capital Improvements		Promoters, Supporters, Local Partners, Volunteer Talent/Expertise
LUGM 4.G	Design & distribute a "beginning in business" guide that explains the various scales of business increments available in Kyle and where they are allowed by right.	Economic Development	●	●				●	●	●	●	●		●	Communications	Economic Development	Local Businesses, Promoters, Supporters, Developers, Volunteer Talent/Expertise
LUGM 4.H	Establish minimum requirements along the Vybe trail to allow an incremental approach to improvements that require minimum investment and do not dissuade development.	Capital Investments	●	●				●	●	●	●	●		●	Engineering & Capital Improvements		Promoters, Supporters, Developers, Volunteer Talent/Expertise
LUGM 4.I	Use a value capture approach to reinvest dollars from development along the Vybe trail into the physical infrastructure of the next section of trail.	Guidelines	●	●				●	●	●	●	●		●	Engineering & Capital Improvements		

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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 Village 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
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), 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 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 Bursleson. Pursue a development partner to refine and execute it.	Partnerships	●	●	●	●	●	●	●	●	●	●	●	Planning, Economic Development	City Council, Planning & Zoning Commission, Economic Development & Tourism, Arts & Cultural Commission	Investors, Developers, Promoters, Supporters, Volunteer Talent/Expertise	

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, Promoters, Volunteer Talent/Expertise
NH 5.B	Develop transparent guidelines and criteria for distributing resources, ensuring they are fair, impartial, 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-digestible 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.



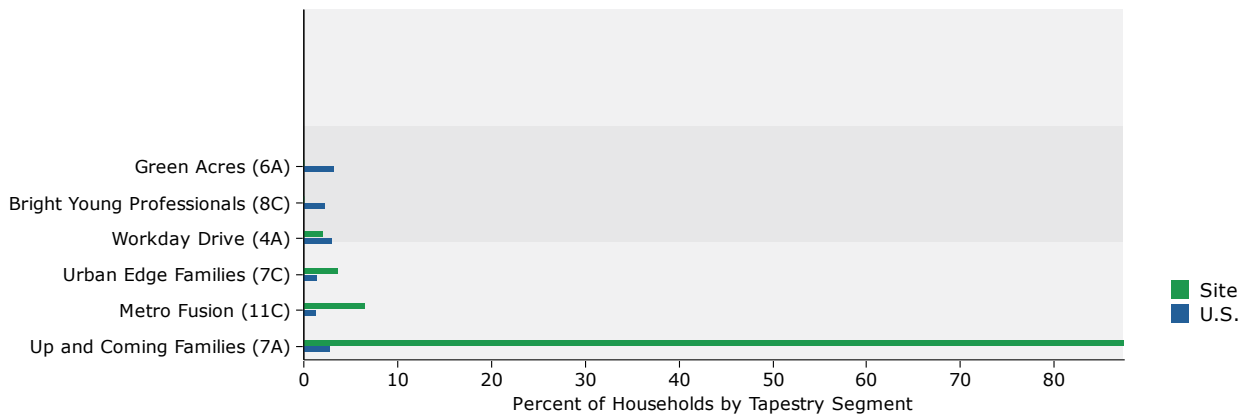
Tapestry Segmentation Area Profile

Kyle city, TX
 Kyle city, TX
 Geography: Place

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2022 Households		2022 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
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.



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

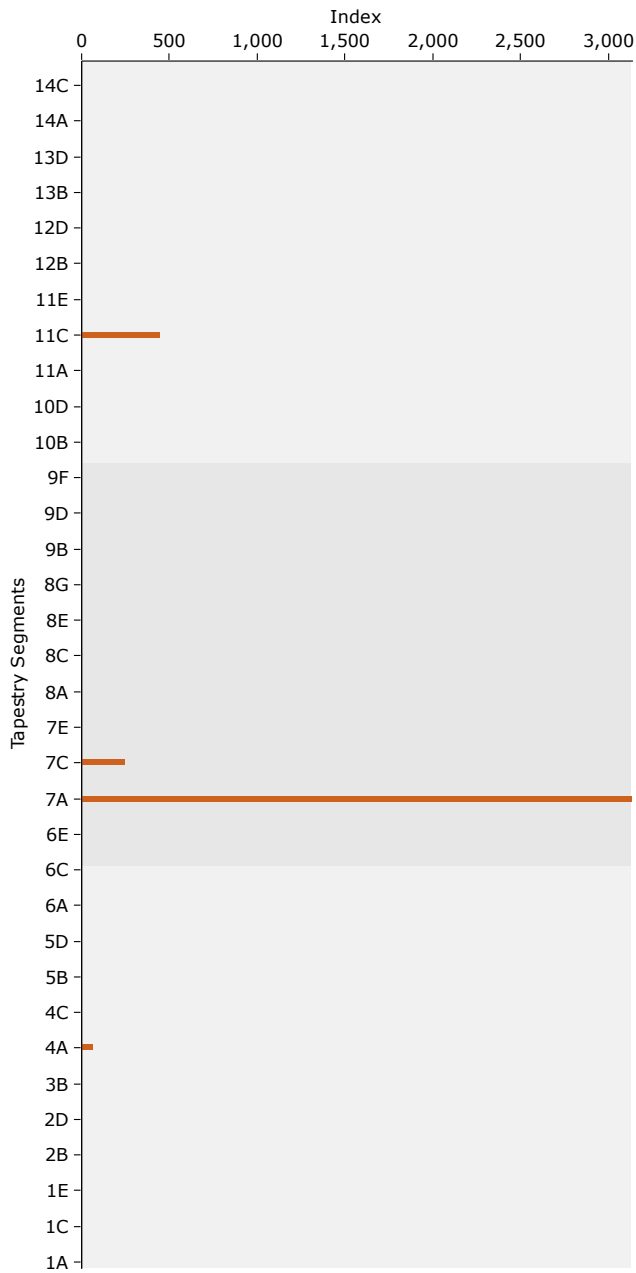
March 09, 2023



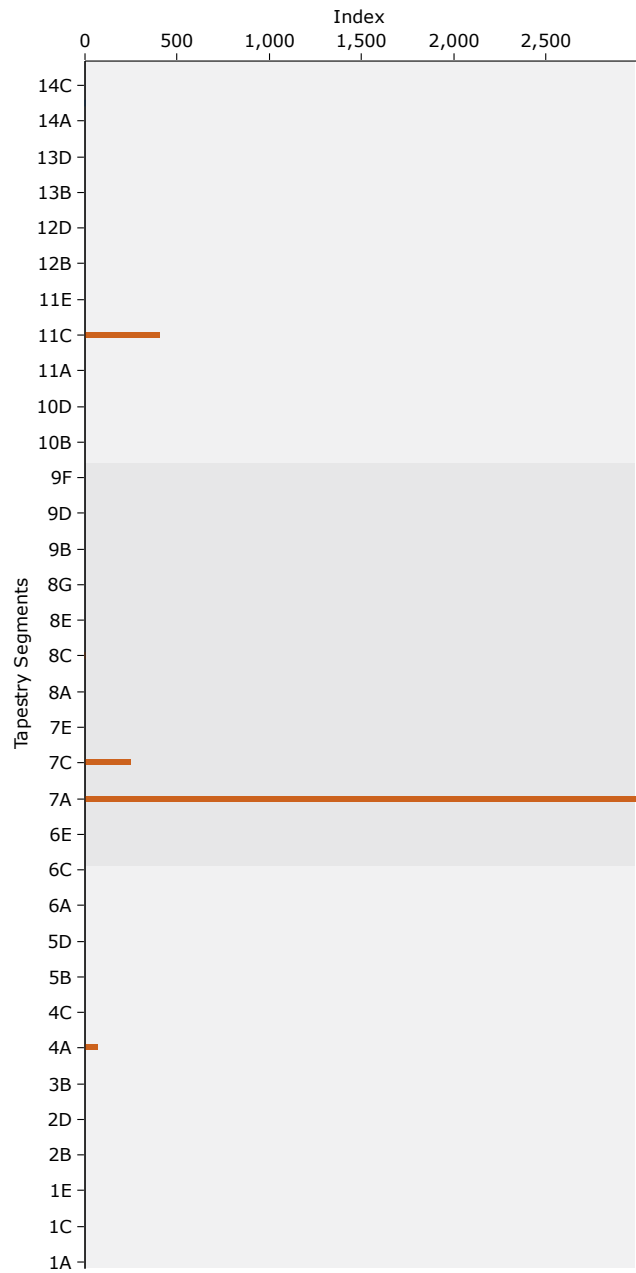
Tapestry Segmentation Area Profile

Kyle city, TX
Kyle city, TX
Geography: Place

2022 Tapestry Indexes by Households



2022 Tapestry Indexes by Total Population 18+



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

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

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

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

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

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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March 09, 2023



Tapestry Segmentation Area Profile

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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

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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,

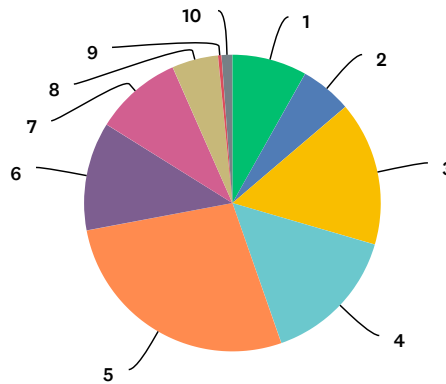
homeowners associations, and community organizations. Attendees engaged in active city planning, sharing insights to refine Verdunity's proposed actions, reflecting solid alignment with community sentiments.

Kyle Comprehensive Plan Community Assessment

Q1 CITIZEN ENGAGEMENT On 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

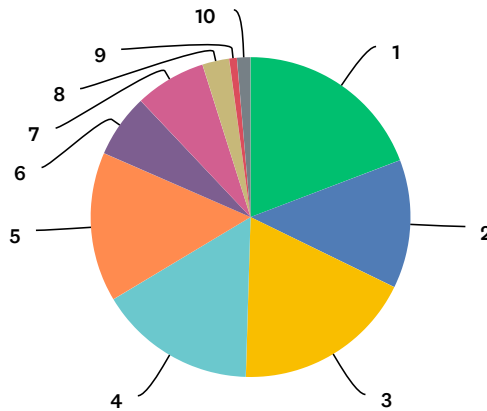


ANSWER CHOICES	RESPONSES	
1	8.16%	42
2	5.63%	29
3	15.73%	81
4	15.15%	78
5	27.38%	141
6	11.84%	61
7	9.51%	49
8	5.05%	26
9	0.39%	2
10	1.17%	6
TOTAL		515

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

Q2 ABILITY TO KEEP TALENT AT HOME On 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

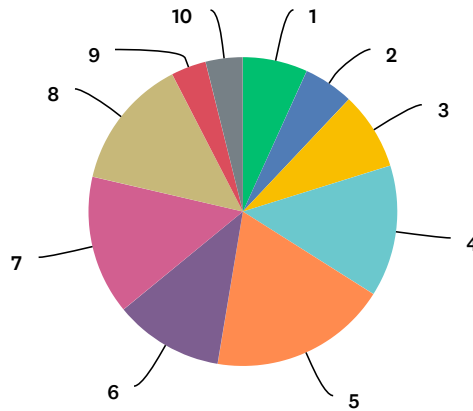


ANSWER CHOICES	RESPONSES	
1	19.22%	99
2	13.01%	67
3	18.25%	94
4	15.92%	82
5	15.15%	78
6	6.41%	33
7	7.18%	37
8	2.72%	14
9	0.78%	4
10	1.36%	7
TOTAL		515

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

Q3 ABILITY TO ATTRACT NEW BUSINESSES/TALENT On 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

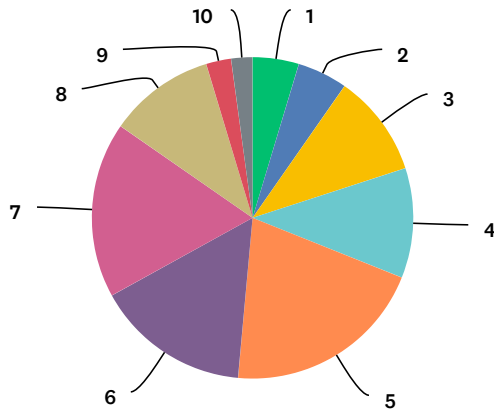


ANSWER CHOICES	RESPONSES	
1	6.80%	35
2	5.24%	27
3	8.16%	42
4	13.79%	71
5	18.64%	96
6	11.46%	59
7	14.56%	75
8	13.79%	71
9	3.69%	19
10	3.88%	20
TOTAL		515

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

Q4 QUALITY OF EDUCATION On 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

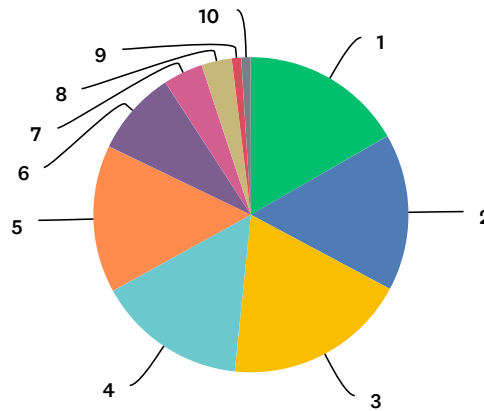


ANSWER CHOICES	RESPONSES	
1	4.66%	24
2	5.05%	26
3	10.29%	53
4	11.07%	57
5	20.39%	105
6	15.53%	80
7	17.67%	91
8	10.68%	55
9	2.52%	13
10	2.14%	11
TOTAL		515

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

Q5 VIBRANCY OF DOWNTOWN On 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

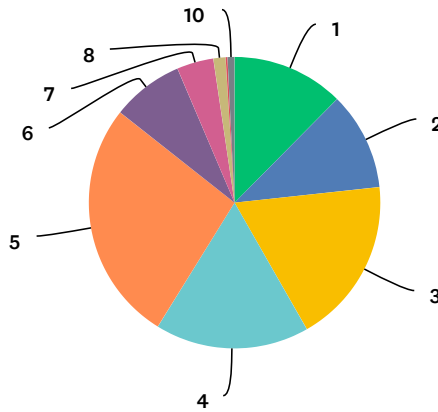


ANSWER CHOICES	RESPONSES	
1	16.70%	86
2	16.12%	83
3	18.83%	97
4	15.34%	79
5	15.15%	78
6	8.74%	45
7	4.08%	21
8	3.11%	16
9	0.97%	5
10	0.97%	5
TOTAL		515

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

Q6 ABILITY TO GET WEALTH OFF THE SIDELINES On 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.

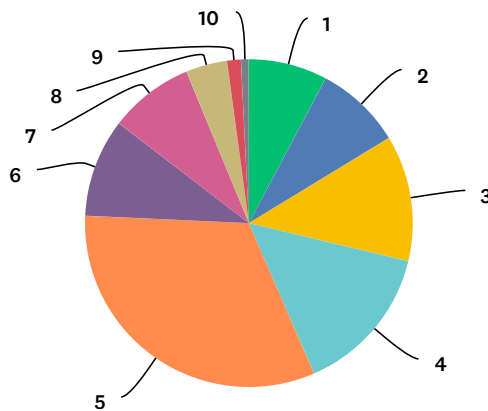
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ANSWER CHOICES	RESPONSES	
1	12.43%	64
2	10.87%	56
3	18.45%	95
4	17.09%	88
5	26.80%	138
6	7.96%	41
7	4.08%	21
8	1.36%	7
9	0.19%	1
10	0.78%	4
TOTAL		515

Q7 EASE OF DOING BUSINESS On 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

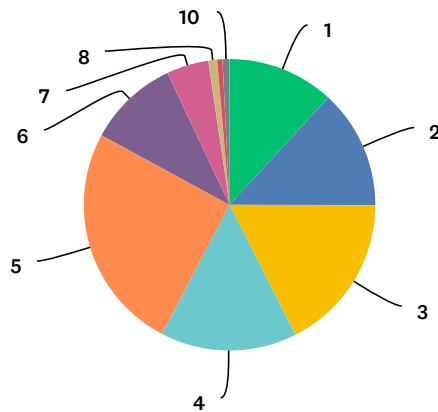


ANSWER CHOICES	RESPONSES	
1	7.77%	40
2	8.54%	44
3	12.43%	64
4	14.76%	76
5	32.23%	166
6	9.71%	50
7	8.35%	43
8	4.08%	21
9	1.36%	7
10	0.78%	4
TOTAL		515

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

Q8 TRAINING AND DEVELOPMENT OF SMALL BUSINESS On 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

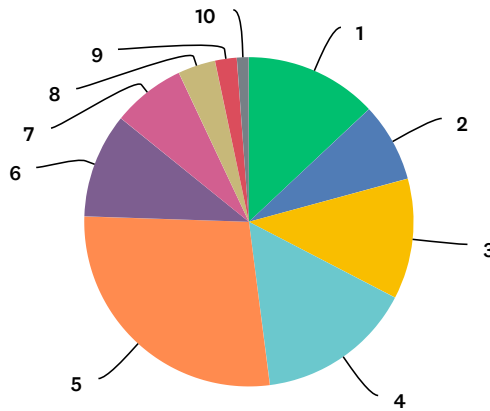


ANSWER CHOICES	RESPONSES	
1	11.84%	61
2	13.20%	68
3	17.48%	90
4	15.15%	78
5	25.24%	130
6	10.10%	52
7	4.66%	24
8	0.97%	5
9	0.58%	3
10	0.78%	4
TOTAL		515

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

Q9 OBJECTIVE MEASUREMENT & TRACKING OF OUTCOMES On 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

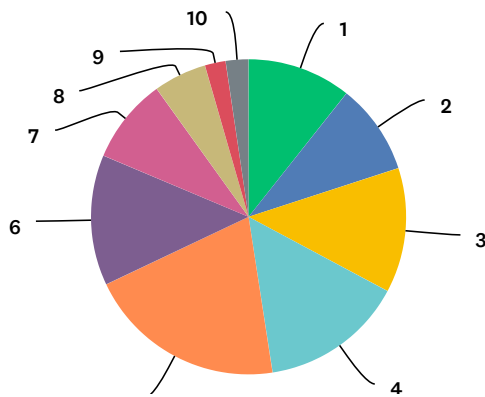


ANSWER CHOICES	RESPONSES	
1	13.01%	67
2	7.77%	40
3	11.84%	61
4	15.34%	79
5	27.57%	142
6	10.29%	53
7	7.18%	37
8	3.69%	19
9	2.14%	11
10	1.17%	6
TOTAL		515

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

Q10 ALIGNMENT OF LOCAL GOVERNMENT ENTITIES On 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 1.00	Maximum 10.00	Median 5.00	Mean 4.56	Standard Deviation 2.22

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

Kyle Comprehensive Plan Community Assessment

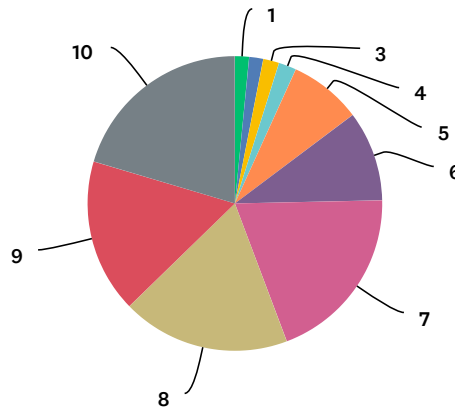
Q12 In a short phrase, please describe what you feel the city’s biggest challenge is. (Limit 100 characters)

Answered: 515 Skipped: 0

Kyle Comprehensive Plan Community Assessment

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

Appendix E

COMMUNITY RESOURCES LIST

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



Actions

Local Business

ways to support and enhance local economic growth in the

ways that could support and



ways to support and enhance local economic growth in the

Recommendation

Unions w

y's

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

Sampling
- first
- second
- third



Kyle 2030

City of Kyle | 100 West Center Street | Kyle, Texas