



# Comprehensive Plan

June 26, 2018



**YOUR VOICE | YOUR CITY**

Adopted June 26, 2018  
Ordinance 2018-13



[Kerrville2050.com](http://Kerrville2050.com)

# Acknowledgements

Numerous individuals including City of Kerrville elected and appointed officials, city staff, members of the Comprehensive Plan Steering Committee (CPSC) and Subcommittees, groups and organizations, and key stakeholders provided knowledge, assistance, and insight throughout the process of developing the vision and plan components for the Kerrville 2050 Comprehensive Plan. Specific contributions of the following are greatly appreciated:

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# Table of Contents

<b>1   Executive Summary</b> .....	<b>9</b>
Importance of Comprehensive Planning .....	10
The Kerrville 2050 Comprehensive Planning Process .....	11
The Community Vision .....	11
Kerrville 2050 Plan Components .....	12
Implementation .....	13
<b>2   A Community Based Plan: Your Voice, Your City</b> .....	<b>15</b>
Introduction .....	16
Citizen Advisory Groups .....	17
Stakeholder Interviews.....	18
State of the City Address .....	19
Website and Social Media .....	20
Community Events .....	21
Public Hearings and Adoption.....	23
Summary .....	24
<b>3   Kerrville 2050 Vision</b> .....	<b>25</b>
Introduction.....	26
Kerrville 2050 Brand .....	27
Community Priorities .....	28
Vision Statement .....	29
<b>4   Land Use</b> .....	<b>31</b>
Introduction .....	32
Previous Plan Direction and Actions.....	33
Growth and Population Trends .....	34
Annexation.....	35
Place Types.....	36
Alternative Growth Scenarios.....	43
Future Land Use Plan .....	52
Strategic Catalyst Areas.....	54
Guiding Principles and Sample Action Items.....	78
<b>5   Economic Development</b> .....	<b>85</b>
Introduction.....	86
Current Economic Development Initiatives .....	86
People .....	87
Sites and Buildings.....	91
Incentives and Business Support .....	92
Infrastructure .....	94
Quality of Life .....	94
Market Opportunities.....	95

# Table of Contents

Guiding Principles and Sample Action Items.....	109
<b>6   Housing .....</b>	<b>117</b>
Introduction.....	118
Current Housing Conditions.....	118
Market Opportunities.....	121
Guiding Principles and Sample Action Items.....	128
<b>7   Community &amp; Neighborhood Character / Placemaking .....</b>	<b>131</b>
Introduction.....	132
Existing Conditions and the Kerrville 2050 Plan.....	133
Placemaking in Strategic Catalyst Areas.....	134
Guiding Principles and Sample Action Items.....	139
<b>8   Mobility / Transportation.....</b>	<b>147</b>
Introduction.....	148
Thoroughfare Plan .....	149
Guiding Principles and Sample Action Items.....	158
<b>9   Water, Wastewater &amp; Drainage .....</b>	<b>163</b>
Introduction.....	164
Water Supply and Water Quality .....	164
Wastewater Management .....	167
Storm Water Management.....	170
Guiding Principles and Sample Action Items.....	171
<b>10   Public Facilities &amp; Services .....</b>	<b>177</b>
Introduction.....	178
Public Services .....	182
Public Facilities.....	183
Guiding Principles and Sample Action Items.....	185
<b>11   Parks, Open Space &amp; The River Corridor .....</b>	<b>193</b>
Introduction .....	194
Existing Conditions and Plan Implications .....	194
Guiding Principles and Sample Action Items.....	202
<b>12   Downtown Revitalization.....</b>	<b>209</b>
Introduction.....	210
Investing in Downtown.....	211
Guiding Principles and Sample Action Items.....	217
<b>13   Implementation .....</b>	<b>225</b>
Introduction.....	226
Implementation Matrix .....	237
Conclusion.....	237

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# 1 | Executive Summary



# Executive Summary

## Importance of Comprehensive Planning

Kerrville is a growing community, the home of Schreiner University, James Avery artisan jewelry, the Kerrville Municipal Airport, H-E-B, the Cailloux Center for the Performing Arts, and, of course, the scenic hills and the Guadalupe River. Both long-time residents and recent arrivals have chosen the character and small-town charm of the Hill Country over the chaos of big city life. If current high growth and migration rates continue, the Greater Kerrville area—Kerr County—will be home to nearly 70,000 people by 2050, with more than 45,000 of them living in what is present-day Kerrville and its two-mile extra-territorial jurisdiction (ETJ). Because of its geographical location, Kerrville has the potential to assume a role of newfound importance in the region. Foresight and a willingness to take on the task of planning for this type of growth is crucial. The Kerrville 2050 Comprehensive Plan is just such an effort.

This document details the process and results of the Kerrville 2050 comprehensive planning effort. It is the product of a community-driven initiative aimed at moving beyond simply updating previous comprehensive plans. The goal was to create a document with a new perspective, a new vision, and a new strategy for arriving there. Since the plan has a 30-year horizon, it will be important to conduct regular reviews in the coming years to see that the plan maintains its relevance and to sustain the commitment of the community that participated so enthusiastically in its creation.



Kerrville City Hall is at the center of the community

# The Kerrville 2050 Comprehensive Planning Process

Active citizen engagement in the project has been unprecedented, and public interest and participation has been extraordinarily high as compared to processes to develop similar plans in other communities. Many events were held from September 2017 to May 2018 to gauge public opinion and solicit feedback on the direction of the plan. These events included an extensive Stakeholder Interview process, a Community Retreat, two sets of Open Houses, numerous meetings of the Comprehensive Plan Steering Committee and Subcommittees, and frequent discussions with staff and other officials. Additionally, two online surveys were conducted, Facebook and Twitter were used to advise interested persons of news and upcoming events, a series of four newsletters was published and distributed in local print media, and the Kerrville 2050 website was developed to host information and updates throughout the entire process. The project culminated with public hearings and adoption of the plan in June 2018. One special feature of the project was the creation of a unique Kerrville 2050 brand, which included a logo and other branding elements. The planning process, the brand, and the website were all launched at the annual State of the City Address in November of 2017.

## The Community Vision

Ultimately, community leaders converged around key ideas and common themes expressed by citizens during numerous public outreach opportunities. These ideas and themes were transformed into a shared vision of the future. The Vision Statement below, developed based on input from the Community Retreat and the work of the Comprehensive Plan Steering Committee, was approved in December 2017 and guided the course of the remainder of the effort:

*Kerrville will be a vibrant, welcoming and inclusive community that:*

*Respects and protects the natural environment that surrounds it;*

*Seeks to attract economic growth and development;*

*Provides opportunities for prosperity, personal enrichment and intellectual growth for people of all ages; and*

*Does so while preserving the small-town charm, heritage, arts and culture of the community.*

This statement is a direct reflection of the values and priorities of residents, workers, business owners, students, and community leaders. It encapsulates the city's energy and its willingness to embrace growth so long it occurs with an understanding, an appreciation, and a goal of preserving Kerrville's history and small-town character.

# Kerrville 2050 Plan Components

The Community Retreat was the beginning of the community’s coalescence around the idea of focusing future growth around existing assets on infill sites and in limited fringe areas within the city’s ETJ. The concept of Strategic Catalyst Areas, as they are termed, was the basis for the Future Land Use Plan.

Upon conclusion of the community outreach portion of the planning process, staff and committee members began to organize the plan, including the strategy for implementation, under a series of topics. These topics, listed below, provide the document with its structure and a framework for organizing the Guiding Principles and Action Items that would be required to achieve the vision.

- Land use
- Economic development
- Housing
- Community / Neighborhood character and placemaking
- Mobility (transportation)
- Water, wastewater, and drainage
- Public facilities and services
- Parks, open space, and the Guadalupe River Corridor
- Downtown revitalization
- Implementation

The steps needed for progress in these domains are called Action Items. Each Action Item falls under one of the Guiding Principles, which reflect the community’s stated needs and desires. In addition to its Guiding Principles and Action Items, the Kerrville 2050 Comprehensive Plan includes the following characteristics and components that distinguish it from previous plans and those of peer cities:

- A set of eleven [Strategic Catalyst Areas](#) that highlight key opportunities for growth between now and the year 2050
- Within those Strategic Catalyst Areas, a number of clearly-defined [Future Investment/Reinvestment Sites](#), which are specific parcels where development/redevelopment has the greatest potential to occur
- A comprehensive list of twelve different [Place Types](#)—ranging from rural, agricultural-based land uses to those of a more urbanized downtown—and three special categories, that comprise the city proper and its ETJ

- The [Future Land Use Plan](#), which provides a bird’s-eye view of the use of land within the city limits and in the two-mile ETJ (Note: the City currently has a one-mile extra-territorial jurisdiction [ETJ] based on its population; it is expected to reach a population of 25,000 in the near future, at which time state law allows the expansion of the ETJ to two miles)
- The [Thoroughfare Plan](#), which determines the function and character of transportation rights-of-way and makes recommendations for maintaining, upgrading, or adding to the current system based on anticipated demands for transportation and travel modes
- An [Economic Analysis](#), including demand for residential, retail, office, and industrial space and housing units, focusing on the larger Kerrville Trade Area and the portion of the trade area demand that could be captured within the city limits of Kerrville
- A context-sensitive [street design approach](#), including accommodations for motor vehicles as well as features such as sidewalks, bike lanes, and trails to address the community’s growing interest in non-vehicular travel options
- A historical overview, inventory of existing conditions, and economic [analysis of Downtown](#) that places the revitalization plan in context
- An [overview of the parks, trail, and recreation system](#) in Kerrville as it exists today, to include planned expansions
- A stated [approach to public facilities](#) that encourages context-sensitive architectural design, enhanced public safety, and cost-effective public services
- A discussion of [principles for placemaking](#) in existing, evolving, and future neighborhoods
- A [plan for addressing water-related issues](#) that will help Kerrville conserve this most important resource in the future and prepare for growth by planning for and improving its water supply, drainage, and wastewater systems
- An [implementation plan](#) for accomplishing all of these ambitious and innovative goals

# Implementation

The Subcommittees and the Steering Committee each played a crucial role in the development of the Implementation Strategy by drafting and refining the Guiding Principles and Action Items. As the plan blossoms into reality, implementation will be the key to its success.

The Kerrville 2050 plan will evolve alongside the city over the next three decades, with succeeding generations of citizens, policymakers, and community leaders reassessing it with a fresh perspective and an eye to changing conditions and community desires. The goal of this document is not to prescribe Kerrville’s future, but to provide a means by which it can be framed, understood, and planned.

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# 2 | A Community Based Plan: Your Voice, Your City



# ➤ A Community Based Plan: Your Voice, Your City

## Introduction

Even before the kick-off of the Comprehensive Plan update, the Kerrville City Council and staff were adamant about one specific point with regard to the project: community engagement—public involvement—would be the foundation of this planning process because the goal was to create a plan that reflected the community’s vision for the future, not the vision of staff or the consultant team. The City wanted the community to understand and support both the final plan and the actions that would be required to follow, so they felt it was important that stakeholders be invited to play an active role from start to finish.

One of the first steps in the overall process was to develop a detailed Community Engagement Plan. This plan was designed to:

1. **Provide information** to the community about the Plan and the process
2. **Ensure outreach** so that interested persons and organizations knew there would be opportunities to provide input during the creation of the Plan and to keep them informed along the way
3. **Secure support** for the Plan and the implementation strategy
4. **Make participation:**
  - a. **Meaningful** (understandable, impactful, relatable, and a process that demonstrated that the input would actually be used to prepare the Plan)
  - b. **Interesting** (using a variety of engaging tools and techniques)
  - c. **Convenient** (with opportunities for both in-person and online participation)
  - d. **Timely** (with activities occurring at critical points in the overall process and findings being reported out soon after)
  - e. **Continuous** (running from the beginning of the process to the end)
  - f. **Efficient** (respectful of participants’ time)

A combination of techniques and technologies was used throughout the study to appeal

## Community Engagement Timeline



\*CPSC 4 was cancelled due to inclement weather; meeting materials were distributed to the Steering Committee and posted online

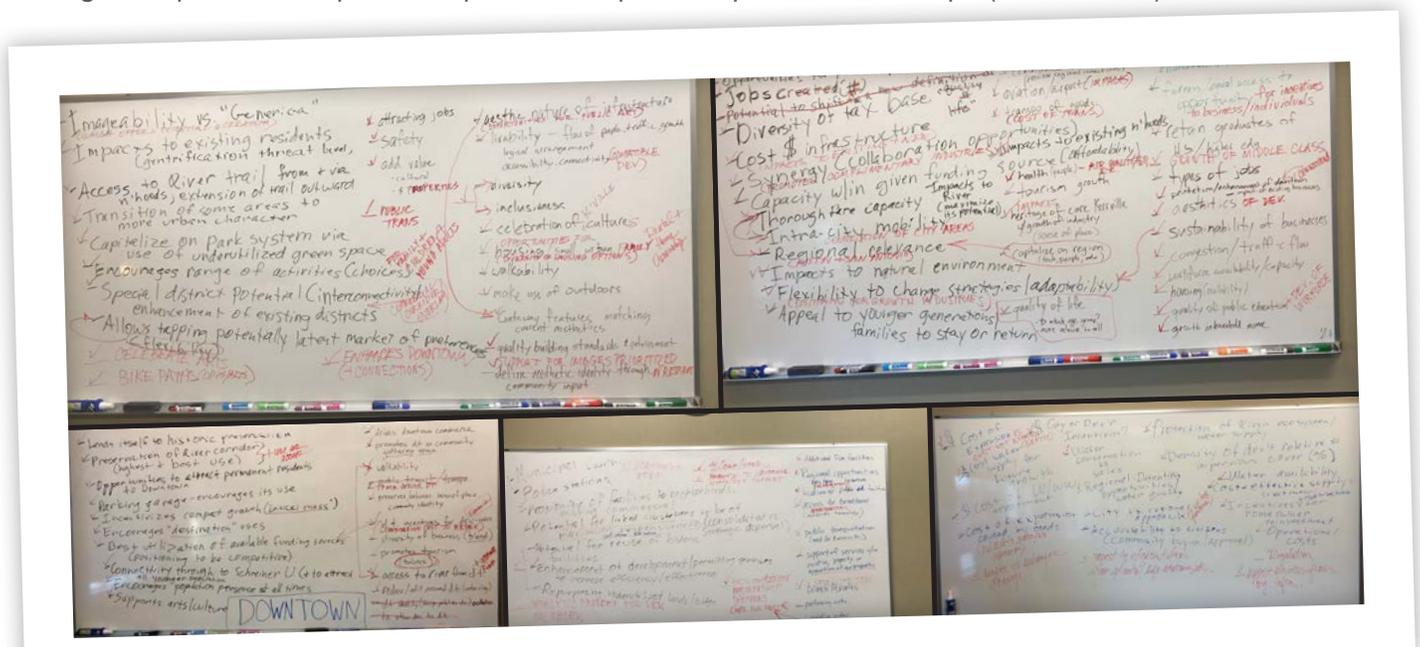
to citizens, property owners/business owners, institutions, organizations, and other stakeholders, all with varying degrees of interest, available time, and technological proficiency. There were opportunities to: serve on committees/subcommittees, provide input in individual and small group discussion settings, participate in online surveys, take part in community events, follow along on the project website, social media, and in the local print media, and ultimately, to express opinions of the recommended plan at public hearings before the Planning and Zoning Commission and City Council.

# Citizen Advisory Groups

Advisory groups, composed of a representative set of individuals from a larger population, are often used to provide in-depth insight and different perspectives as one facet of a project or issue. In the Kerrville 2050 process, working with groups of people from different backgrounds provided viewpoints from across the community and allowed the participants to develop an understanding of the importance of planning and its impact on them, to make their sentiments known, and to develop an appreciation for the points of view of other community members. For the Kerrville 2050 Comprehensive Plan, there were two citizen advisory groups.

## The Comprehensive Plan Subcommittees

Seven committees of approximately ten people each were asked to serve on the Comprehensive Plan Subcommittees. Each of the subcommittees focused on a specific topic addressed in the Plan: Economic Development, Mobility/Transportation, Water/Wastewater/Drainage, Public Facilities and Services, Parks/Open Space/The River Corridor, Community and Neighborhood Character/Placemaking, and Downtown Revitalization. The subcommittees met three times and had three specific tasks: to establish criteria that could be used to evaluate the early drafts of the Land Use Plan scenarios, to develop a first draft of the plan's Guiding Principles, and to provide input into the plan's implementation steps (Action Items).



# The Comprehensive Plan Steering Committee

Forty-two citizens with a variety of backgrounds were appointed by the City Council to serve as the Comprehensive Plan Steering Committee. The Steering Committee, which met nine times between September 2017 and May 2018, provided essential direction to the overall plan preparation. Their charge was multi-faceted, but they provided strategic direction and served as a sounding board and a critical review body throughout the entire process. They provided key input into the creation of the project brand, worked through and finalized the Vision Statement, helped refine the Alternative Land Use



Scenarios, and provided significant input to the Implementation Strategy. Each of the Subcommittees was chaired by a Steering Committee member, so some people served double duty.



# Stakeholder Interviews

The consultant team also interviewed more than 100 people in nearly 40 individual and small group sessions. These particular individuals were invited because they had special knowledge or insight that could help inform the planning process. Interviews were conducted with City Council, the Planning and Zoning Commission, and City staff in September. In October and December, there were representatives from:

- Arts groups
- Banks, lending, mortgage, and title companies
- Business and industry
- Camps
- Downtown business and property owners
- Economic development entities
- Educational institutions
- Faith-based groups
- Hospitals
- Homebuilding
- Hunting organizations
- Individuals
- Mayor's Youth Advisory Committee
- Non-profit organizations
- Owners of key properties
- Partner agencies
- Philanthropic organizations
- Real estate development
- Realtors
- Zoning Advisory Committee
- Others

These interactions improved the process by identifying unique issues that might not have arisen without these targeted conversations. They also provided opinions that were considered in the drafting of the preliminary list of potential Community Priorities and in the Guiding Principles and Action Items.



# State of the City Address

The public launch of the Kerrville Comprehensive Plan project and the Kerrville 2050 brand took place at the State of the City Address on November 2, 2017. This event was hosted by the Kerrville Chamber of Commerce and held at the Inn of the Hills Conference facility. The City and the Chamber used this as an occasion to kick off the project in front of an audience of about 240 people. The study team used this event as an opportunity to get a first reading of the issues of most importance to the community based on a preliminary list developed after the first round of Stakeholder Interviews. Attendees were asked to complete a brief survey where they chose the

five most important issues from a list of ten and ranked their choices in order of importance to the future of Kerrville. Nearly 175 surveys were returned, and the top priority was “Properly planning for, designing, constructing and maintaining Kerrville’s infrastructure.” Other high-ranking topics included affordable housing, quality of life, Downtown, jobs, tourism, and the Guadalupe River (See, Chapter 3, Kerrville 2050 Vision, for a complete list of Community Priorities).



# Website and Social Media

The Kerrville 2050 website went live in November 2017. In the early days, the purpose of the site was to explain the project to the community and to invite them to take an active part. As the process moved forward, the site was updated with posts that described new activity, encouraged participation in Kerrville 2050 events and online surveys, and provided links to presentations and other relevant information.

The City's Facebook page provided similar information in an abbreviated form or directed users to the website for updates, and Twitter was used to invite followers to the three big community events. An email address was established as a point of communication and a channel for notifications to persons who had signed up for the project mailing list. Incorporating electronic communications into the community engagement process was a means of reaching people who might not have been active in the project otherwise.

“Hope to get the community ‘on one page’ by making this process inclusive and working towards a shared community identity”

- Stakeholder Interviews

## Online Surveys

Two surveys were conducted online to gain additional information from the public. They were accessible through the Kerrville 2050 website. The first survey was posted the day of the Community Retreat and remained open until early December. It was available to any interested person, but there was particular interest in reaching individuals who wanted to be involved but were unable to participate in person or preferred not to. This first survey was another step in identifying issues of importance to the community. The results of this survey were merged with the findings from similar exercises conducted in other formats and venues to establish the Community Priorities, which provided a framework for the plan and the Implementation Strategy. The second survey was open to persons who attended the Open Houses. They were given about a week to provide any additional ideas or thoughts that may have come to them after the events.

## Newsletters

Four full-color publications were produced throughout the process—three during plan development and one after plan adoption. The newsletters introduced the project and the process and provided information about important milestones and upcoming events. The newsletters were included as inserts in area newspapers—The Kerrville Daily Times, The Hill Country News, and The West Kerr Current. The goal of the newsletters was to share information with a broader public, some of whom might not have been following along with the process and who might not get their news from electronic media.

# Community Events

There were three major community events during the nine-month planning process: a Community Retreat in November 2017, a pair of Open Houses in February 2018, and a second set of Open Houses in April 2018. These events were designed to build upon each other, so that the input on key concepts that was gathered at the Community Retreat was used to prepare the alternatives that would be reviewed at the February Open Houses, and the feedback from the February Open Houses was applied to the drafting of the maps that were presented for review at the Open Houses in April.



## Community Retreat

On November 18, 2017, about 140 people took part in a Community Retreat at St. Peter's Episcopal Church. The retreat was an opportunity to introduce the project to a wider audience and to allow the community to provide ideas and opinions on a number of important topics that were fundamental to the plan. A series of informational stations provided background on these topics, which included Housing, Activities for All Age Groups, Downtown Kerrville, the Guadalupe River, Infrastructure, and Economic Issues and Jobs. The topics were chosen based on input from the Stakeholder Interviews. Participants worked in



small groups to develop draft vision statements and land use scenario concepts that reflected those visions. Keypad polling was used so that each individual could indicate his/her level of agreement with input from the other groups. In another keypad polling activity, participants rated the importance of several issues to a successful Kerrville in the future. This input was used to move to the next step in the process: creating alternative land use scenarios for the Open Houses in February 2018.

That evening, following the retreat, city staff and some members of the community manned a float in the Holiday Parade to promote Kerrville 2050 and distributed cards with the website address and a link to an online survey for those who hadn't attended the activities earlier in the day.



## February Open Houses

Two events, held at the Dietert Center on February 5 and 6, 2018, provided the community an opportunity to comment on three alternative Land Use Scenarios that had been developed based on the work done at the retreat and additional refinement by the study team and the Steering Committee. Nearly 250 people attended. Images and descriptions of a variety of potential land use/development options (Place Types) were displayed along with background on the project in general and data and other information on Economic Development, Infrastructure/Mobility/Public Facilities, Quality of Life/The River/Parks, and Downtown. This information was displayed throughout the meeting room and attendees were able to make comments and indicate their opinions and preferences on boards and flip charts at a series of stations, which were organized by topic. The alternative Land Use Scenarios were compared, and citizens were asked to choose their preferred scenario based on the characteristics of the three options and how well each of them reflected their vision for the future of Kerrville. The Strategic Growth and Compact Growth scenarios were the preferred alternatives and the draft Land Use Plan that was developed afterwards included aspects of both. Comments about transportation, the river, and other topics were also used to inform the next steps in the planning process.



## April Open Houses

On April 19 and 20, two additional Open Houses were held at City Hall. These events gave the public a final chance to review a later version of the Future Land Use Plan and the Thoroughfare Plan recommendations before these two key maps were finalized. About 125 people attended. There were a variety of comments on land use issues and the protection of environmentally sensitive areas as well as remarks on some of the potential roadway connections indicated on the Thoroughfare Plan.



## Public Hearings and Adoption

The entire planning process concluded with public hearings and plan adoption. The first hearing was held before the Planning and Zoning Commission on June 7, 2018. The P&Z recommended approval of the Kerrville 2050 Comprehensive Plan as it was brought forward by the Comprehensive Plan Steering Committee. On June 12, 2018 the City Council conducted its own hearing, voting on June 26, 2018 to adopt the plan on second reading of the ordinance. Both hearings included an opportunity for public comment.



# Summary

Throughout the public involvement process, stakeholders expressed a desire to preserve

Kerrville's friendly, small-town character. Most understood, however, that some changes must occur in order for the community to sustain itself into the future. The majority indicated that they were not opposed to growth as long as it occurs properly. That is what Kerrville 2050 is about. The City went to great lengths to provide opportunities for citizens to make a real difference in the creation of this plan, and the community overwhelmingly responded.

In the years ahead, these same community members must be encouraged to maintain their interest in the plan so that it does not lose momentum as time passes. It should be reviewed on a regular basis to address changes in the physical environment, in economic and market conditions, and in community values if necessary, and the Implementation Strategy should be monitored continuously and reported on. Only in this way will Kerrville 2050 become what it was envisioned to be: the community's plan.

“Thanks to all who are working on this project!”

- Open Houses



# 3 | Kerrville 2050 Vision



# Kerrville 2050 Vision

## Introduction

Developing a comprehensive plan requires a community to imagine the type of place it wants to become in the future. By definition, a community is made up of individuals with different backgrounds, hopes, dreams and challenges, all of whom have come together in a particular place or for a particular purpose. Each of these individuals may envision the future differently, but there is likely to be overlap among the many visions, and there are likely to be certain characteristics that the majority can agree upon in imagining the community in the years ahead. These common goals, once articulated, can function as a Vision Statement.

Kerrville is a unique place with small-town charm, an abundance of beauty along the Guadalupe River and in the surrounding hills, and a population that is very engaged and interested in the future of the community. It was clear throughout the planning process that these were characteristics worth preserving in the minds of the citizens. At the same time, they recognized that to do so, and to build upon these characteristics in the manner appropriate for Kerrville, they must take steps proactively rather than simply respond. The Kerrville 2050 Comprehensive Plan is the embodiment of both desires: the desire to preserve what makes Kerrville unique and the desire to manage the growth that will be necessary to sustain the community.



A series of open community dialogues helped frame this plan



The Steering Committee played an instrumental role in guiding the process

# Kerrville 2050 Brand

The purpose of a brand is to help define, identify, promote, and create support and attachment to a product, idea, or project. It helps to create a clear and consistent image of the product, idea, or project and a promise to deliver outcomes and benefits in the minds of the stakeholders.

In the case of the Kerrville 2050 Comprehensive Plan, the branding of the project took place early in the process. Initial Stakeholder Interviews yielded several common themes:

- The desire for a long-term vision that would transcend current issues and conditions
- The goal of bringing the community together in support of that vision
- A preference for strategic and controlled growth
- The importance of infrastructure in achieving long-term community goals
- A love for the Guadalupe River as the heart of the community

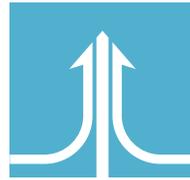
## Long Term Vision

Looking far enough in the future to see beyond immediate and perhaps political current issues.



## Come Together

Bring the community together through engagement to create a shared vision and platform that supports diverse goals.



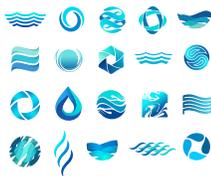
## Economic Development

Strategic and purposeful economic development. Let's be in control of our growth.



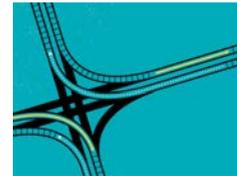
## The River

The river plays a key role in the community and is also a spot where everyone comes together.



## Infrastructure

A focus on infrastructure and the role it plays in supporting long term community goals.



Some of the most important organizing principles and themes for this plan are highlighted above

Momentum—moving forward—and the idea of bringing the community together—converging—also influenced the logo design. The “Your Voice, Your City” tag line came from the City’s insistence that public input and involvement be the keystone of plan development. The color theme, which was modified based on Steering Committee input, was chosen to reflect the colors of the Hill Country and, in particular, the Guadalupe River.

The Kerrville 2050 video launched the brand at the State of the City Address in November 2017. From then on, the branding elements were used on the website and in all maps, graphics, and print materials.

# Community Priorities

One of the first things the consultant team wanted was an understanding of the issues of most importance to the community. A preliminary list was drafted up based on recurring themes identified during the Stakeholder Interviews. This list was pared down to ten topics and presented to State of the City participants in November 2017. They were asked to choose the five most important issues and to rank their choices in order of importance to the future of Kerrville. Nearly 175 surveys were returned, and the top priority was “Properly planning for, designing, constructing and maintaining Kerrville’s infrastructure.”

The same list was presented at the Community Retreat on November 18, 2017, and the ranking from that event was as follows:



The community laid out its list of priorities as part of the Kerrville 2050 planning process

COMMUNITY PRIORITIES	PERCENTAGE WHO SELECTED “IMPORTANT” OR “SOMEWHAT IMPORTANT”
Properly planning for, designing, constructing and maintaining Kerrville’s infrastructure	100%
Focusing on “quality of life” assets to attract economic development	92%
Capitalizing on the Guadalupe River for the benefit of the community	91%
Developing affordable/attainable housing	89%
Bringing new jobs to Kerrville	88%
Creating an active, attractive and connected Downtown	83%
Improving the “tourism infrastructure” (e.g., conference space, hotel rooms, downtown enhancements, connections to the river, events, training for hospitality workers)	75%

Additional input was gathered through an online survey, and the results were very consistent. This list of Community Priorities, identified by Kerrville stakeholders, provided guidance throughout the entire planning process, from plan development through plan adoption.



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# 4 | Land Use



# Land Use

## Introduction

This chapter lays the groundwork for future land use policies within the City of Kerrville and its extraterritorial jurisdiction (ETJ). It intentionally does not address specific issues of zoning, but focuses on the general use of land within the many neighborhoods and districts that comprise Kerrville. In this way, this plan is less prescriptive than the previous comprehensive plan; it describes the character, quality, and design of ideal scenarios for an area, not the specific uses that should be permitted or disallowed on a given piece of land. The Kerrville 2050 Comprehensive Plan is designed with the flexibility needed for a growing and evolving city and a changing marketplace in mind.



Rural landscape dominates much of the land use in the city's ETJ

Throughout the comprehensive planning process, it was clear that the citizens of Kerrville cherish the city's Hill Country roots and understand that the use of land within this environment must be carefully considered. The preservation of these natural areas is a high priority as reflected in one of the phrases in the Vision



Downtown Kerrville is dense, walkable, and inviting

Statement, which says that Kerrville will be a community that “respects and protects the natural area that surrounds it.” The landscape around the Kerrville area will be a factor in the City's ability to attract the preferred type of development. Projects of all types – large and small, new development and redevelopment, residential and commercial – will be encouraged to incorporate the Kerrville character into their design and execution whenever possible.

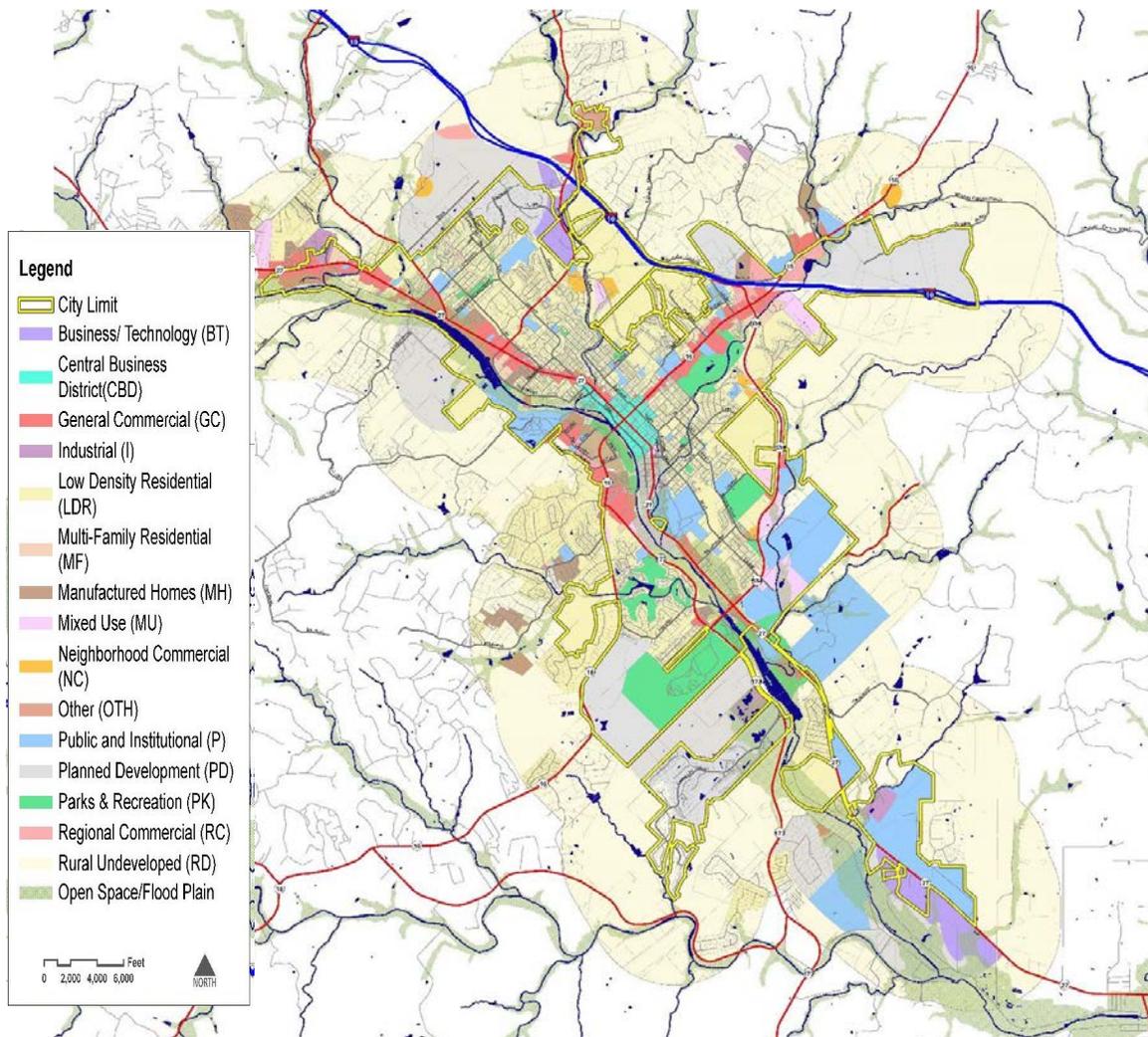
This chapter includes a brief description of the direction and actions taken by the previous municipal comprehensive plan, growth figures and trends in the

city and its surrounding area, place types covered in the Kerrville 2050 Plan, the Future Land Use Plan itself, Strategic Catalyst Areas, and the Guiding Principles that will serve as a framework for the implementation of the plan. Sample Action Items are provided alongside the Guiding Principles to illustrate the steps that could be taken to achieve the desired outcomes (see the Implementation Matrix in Chapter X for a complete list of Guiding Principles and Action Items).

# Previous Plan Direction and Actions

The last comprehensive planning effort for the Greater Kerrville area (i.e., the city proper and its ETJ) took place in 2008, when the city had an estimated population of 21,933. The city has grown by over 1,000 people since that plan was adopted. In general, and as illustrated below, the 2008 plan favored investment in the city center, less density in the ETJ, and development in greenfield areas over infill.

Figure 1: The 2008 Kerrville Land Use Plan

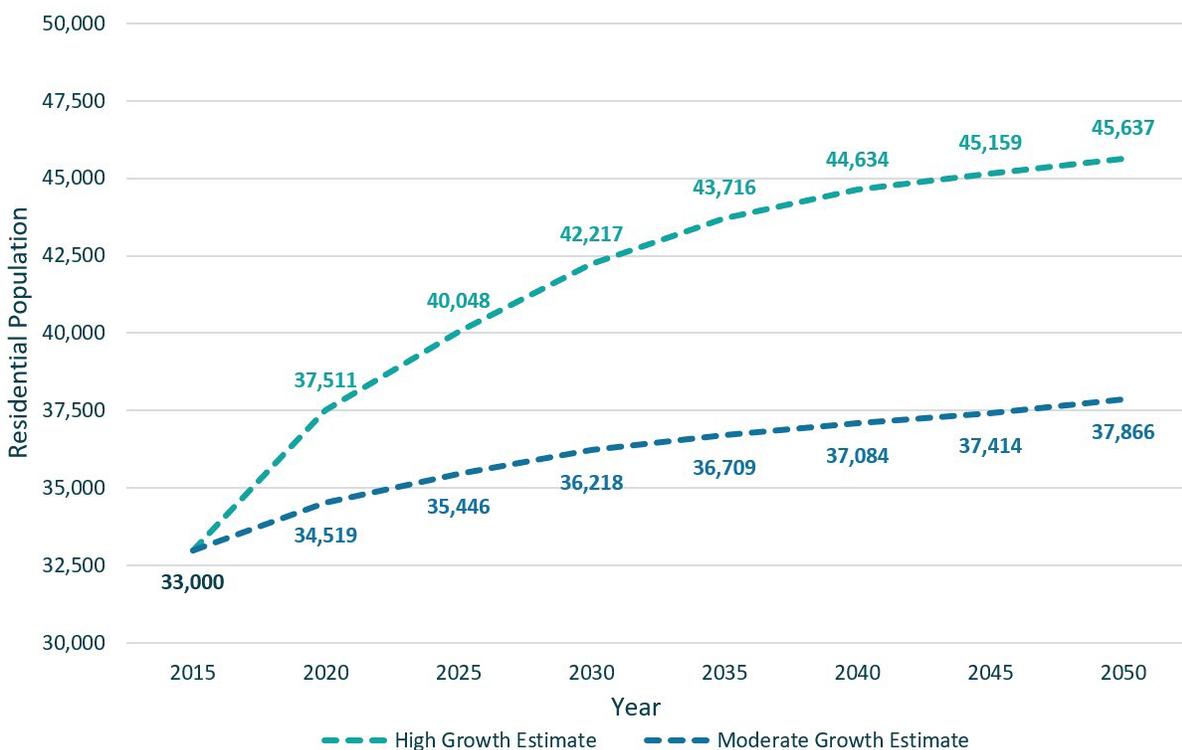


A number of tangible results emerged from the previous comprehensive plan, including the development of many of the city's key commercial corridors. Holdsworth Drive, for example, now serves as a major connector for Kerrville's northern suburbs, inviting new development and preparing for it by extending utilities to the Harper Road interchange. In addition, water and wastewater service is now available to much of the one-mile ETJ area.

# Growth and Population Trends

Kerrville and Kerr County are expected to continue growing in population in the foreseeable future, with the study area (i.e., the city proper and its expected two-mile ETJ; see note on page 13) maintaining a two-thirds share of the total county population. The following chart illustrates this trend by highlighting high and moderate growth estimates based on population projections from the Texas Demographic Center. The high growth estimate assumes a level of net migration equal to that of the decade between 2000 and 2010. This estimate is described as a “high growth” scenario because the tremendous growth that Texas, including Kerrville, experienced during this decade is unlikely to be sustainable over the long term. Nonetheless, it is the current track that the city and state are on. The moderate growth estimate, on the other hand, assumes a level of net migration equal to half of the net migration seen during the decade between 2000 and 2010. This is considered a more conservative estimate by some due to the fact that lower levels of in-migration are more likely to be sustainable over the long run.

Figure 2: Projected Population Growth in the Study Area



As the chart above illustrates, the population of the study area was an estimated 33,000 residents in 2015 with a density of 489.29 people per square mile of land. The high growth estimate shows a residential population of 45,637 by 2050 while the moderate growth estimate pins that figure at 37,866. Population densities are estimated at 676.65 and 561.44 people per square mile for the high and moderate growth estimates,

respectively. In 2015, the population within the city limits of Kerrville was an estimated 22,687 people at a population density of 1,048.51 persons per square mile. The city proper, as it is currently defined, is projected to grow to 26,032 people and a density of 1,203.13 by the year 2050.

Densification will almost certainly occur within both Kerr County, where the boundaries are fixed, and in the study area, although future annexation could mitigate this effect to some degree. In 2015, the Kerrville Micropolitan Statistical Area (i.e., Kerr County) had an estimated population of 50,149 residents and a density of 45.47 people per square mile of land. If the high growth estimate proves to be accurate, the Kerrville Micropolitan Statistical Area will be home to 69,353 residents and a population density of 62.88 people per square mile; if not, the moderate growth scenario shows a 2050 population of 57,544 at a density of 52.17 people per square mile.

The United States Office of Management and Budget defines a Micropolitan Statistical Area as a labor market area centered on an Urban Cluster with a population of at least 10,000, but fewer than 50,000. The Census Bureau estimated the Kerrville urban cluster to contain 30,851 people in 2015. If population inside of the urban cluster follows that of the study area in the high growth estimate, Kerrville will be nearing the mark of a Metropolitan Statistical Area in 2050. This will depend on the distribution of the population and whether new residents settle inside the Kerrville Urban Cluster, but higher residential density could lead Kerrville to a quicker transition from micropolitan area to metropolitan area.

# Annexation

Annexation is a complicated process in Texas. There are many regulations that apply when a city wants to expand its boundaries to include portions of the surrounding ETJ. Annexations may be initiated by the property owner or by a city, and different requirements apply under each scenario. Notification and public hearings apply, but regulations vary depending on the number of persons residing in the annexation area and whether the city or the property is requesting annexation. Under some circumstances, an election may be required.

No local government should undertake this process without careful thought, because while the decision to annex property will ultimately give the city more control over what occurs in the newly annexed territory, it also brings additional obligations to the city, such as the requirement to extend or upgrade utilities and services where they may currently not exist or may be undersized. The City of Kerrville should develop a strategic annexation plan that focuses initially on the portions of the Catalyst Areas that extend into the ETJ and on properties where landowners have been in touch with the City about possible annexation.

# Place Types

Kerrville is a diverse city with a broad array of land uses. In this plan, “place types” represent the various categories of land use that will be permitted; they are assigned to general areas that are expected to exhibit characteristics similar to those outlined below. These place types are consistent with the overarching principles and land use policies laid out by the community during the planning process. These 12 place types are designed to help frame policies and facilitate broader discussions on the preservation, enhancement, and development of the community in the future.

## Agriculture and Outdoor Tourism (AOT)



Agriculture and Outdoor Tourism areas are characterized by very large tracts of undeveloped land primarily utilized for the production of agricultural products, ranch and wildlife management, camping, and hunting. These tracts provide much of the environmental and open space character in the community and its border regions. AOT includes opportunities for additional uses and low-intensity developments that support the character and economic viability of the broader, primary land use.

**Primary Land Use:** Agriculture, outdoor tourism such as camping, hunting and other nature-based recreational activities, Single-family detached homes.

**Secondary Land Use:** Agricultural land, civic and institutional uses, parks, open space, local food production.

**Indicators & Assumptions:** These place types typically utilize private well water and septic systems. Lots vary, but are typically two to ten acres in size.

## Rural Living (RL)



Characterized by Hill Country views and a high degree of separation between buildings, people located in Rural Living place types typically prefer minimal residential density. Home sites are located randomly throughout the countryside, which helps to maintain the rural character, scale, and scenic value of the surrounding area.

**Primary Land Use:** Single-family detached homes.

**Secondary Land Use:** Agricultural land, civic and institutional uses, parks, open space, local food production.

**Indicators & Assumptions:** These place types typically utilize private well water and septic systems. Lots vary, but are typically two to ten acres in size.

## Estate Residential (ER)



The Estate Residential place type is generally composed of large-lot, single-family housing units on the outskirts of the community or in enclaves inside the city. Unlike for Rural Living, these home sites are located in platted subdivisions with some level of public or private utility services available to residents. Residential uses oriented interior to the site may have farm and livestock restrictions that are uncommon in Agriculture and Outdoor Tourism and Rural Living place types.

**Primary Land Use:** Single-family detached homes.

**Secondary Land Use:** Agricultural land, civic and institutional uses, parks, open space.

**Indicators & Assumptions:** Water service is available, neighborhoods may have septic systems. Lots vary, but are typically one-half to two acres in size.

## Neighborhood Residential (NR)



Neighborhood Residential is a very common place type that is predominantly single-family housing on detached lots. Home sites are located in platted subdivisions, on residential streets, and with sidewalks. This place type is serviced by at least one provider for every utility. Units are typically larger than those of the Preservation Residential place type. Limited amounts of local retail and services may be appropriate in certain locations as needed to support the primary land use.

**Primary Land Use:** Single-family detached homes.

**Secondary Land Use:** Civic and institutional uses, parks, open space, small amounts of neighborhood-serving retail and office in carefully chosen locations.

**Indicators & Assumptions:** Lots are typically less than one acre in size.

## Preservation Residential (PR)



Preservation Residential areas support a variety of housing types in a compact network of complete, walkable streets that are easy to navigate by car, bike, and foot. Housing types can include small-lot, single-family detached homes, patio homes, townhomes, duplexes, condominiums, or apartments. Limited amounts of local retail and services may be appropriate in certain locations as needed to support the primary land use.

**Primary Land Use:** Single-family detached homes, patio homes, townhomes, other single-family attached dwellings.

**Secondary Land Use:** Civic and institutional uses, parks, open space, small amounts of neighborhood-serving retail and office in carefully chosen locations.

**Indicators & Assumptions:** These place types typically utilize public water and wastewater services. Lot sizes range but are often less than one acre in size. However, when one factors in open space, population densities are often comparable to Estate Residential or Rural Living.

## Transitional Residential (TR)



Transitional Residential areas support a variety of housing types in a compact network of complete, walkable streets that are easy to navigate by car, bike, or on foot. Housing types can include small-lot, single-family detached homes, patio homes, townhomes, duplexes, condominiums, or apartments. Limited amounts of local retail and services may be appropriate in certain locations as needed to support the primary land uses.

**Primary Land Use:** Small lot, single-family detached homes, patio homes, townhomes, duplexes, condominiums, apartments.

**Secondary Land Use:** Civic and institutional uses, parks and open space, small amounts of neighborhood-serving retail and office in carefully chosen locations.

**Indicators & Assumptions:** Densities are typically six to 40 units per acre.

## Downtown (D)



Downtown is the heart of Kerrville, a historic area of economic, entertainment, and community activity for the city and surrounding area, a center for employment and shopping. Buildings are typically two or more stories in height with condominiums, apartments, or offices over storefronts. The design and scale of the development encourage active living within a network of walkable streets and historic structures.

**Primary Land Use:** Retail, commercial, condominiums, apartments, offices, hotels, entertainment centers, service and office uses.

**Secondary Land Use:** Civic and institutional uses, parks and open space.

**Indicators & Assumptions:** Lot sizes vary, but parcels are often small when compared to other commercial and residential areas. Mixed-use structures are common. Pedestrian activity is high.

## Community Commercial (CC)



Community Commercial development is characterized by small, free-standing buildings containing one or more service-sector businesses. Unlike larger centers that may attract customers from throughout the region, Community Commercial place types provide services for area neighborhoods and, to a lesser extent, the city. Goods are often smaller and services are experience-oriented. Business types may include restaurants, local retail, small offices, banks, venues, and other retail and service uses.

**Primary Land Use:** Retail and commercial uses.

**Secondary Land Use:** Civic and institutional uses.

**Indicators & Assumptions:** Lot sizes are typically smaller than those in Regional Commercial.

## Regional Commercial (RC)



Regional Commercial development is characterized by “big box” stores and multi-tenant commercial centers. These centers are typically located at high volume intersections, sometimes occupying both sides of a highway or arterial streets that are primarily accessible by automobile. Buildings are typically set back behind large surface parking lots, with little or no connectivity between adjacent businesses. Within or next to these centers, housing such as apartments or condominiums may be appropriate.

**Primary Land Use:** Retail, commercial, condominiums, apartments, offices, hotels, entertainment centers, service and office uses.

**Secondary Land Use:** Civic and institutional uses, parks and open space.

**Indicators & Assumptions:** Lot sizes vary, but parcels are often small when compared to other commercial and residential areas. Mixed-use structures are common. Pedestrian activity is high.

## Entertainment / Mixed Use (EMU)



Entertainment & Mixed Use centers offer people the ability to live, shop, work, and play in one small geographic areas. They include multiple housing choices within close proximity to the goods and services residents need on a daily basis. This Place Type typically includes a higher intensity of uses developed in a compact style supported by nodes of activity. The design and scale of development in a Mixed Use center encourages active living, within a complete and comprehensive network of walkable streets.

**Primary Land Use:** Retail, commercial, offices, hotels, entertainment centers, service and office uses

**Secondary Land Use:** Condominiums, apartments, and workforce housing, civic and institutional uses

**Indicators & Assumptions:** Lot sizes vary greatly based on land use. The goal is to create a district able to sustain itself with both daytime and night-time population and activity.

## Professional Services (PS)



Professional Services place types provide office jobs and keep people in the city during work hours. These centers typically provide opportunities for a variety of employment uses such as corporate headquarters, institutional facilities, and university and medical campuses. The facilities themselves are often landscaped and located near major corridors. They include office parks and technology centers.

**Primary Land Use:** Higher education, research and development facilities, technology firms, professional offices, medical services.

**Secondary Land Use:** Civic and institutional uses, parks, employee-oriented retail, restaurants.

**Indicators & Assumptions:** Lot sizes vary. Daytime population is high while nighttime population is either low or nonexistent. Knowledge workers are common.

## Heavy Commercial / Light Industrial (HCLI)



Heavy Commercial and Light Industrial place types are characterized by free-standing structures such as auto sales lots, mini-storage complexes, vehicle repair facilities, and buildings with aviation uses. Activities that support regional business operations such as batch plants, stone yards, and other similar activities are also included. Buildings may be large or small, but are typically set back from the road considerably and their uses do not rely on pedestrian traffic, so there is little or no connectivity between adjacent businesses. Heavy commercial and aviation uses are not compatible with lighter consumer-oriented retail activities or residential neighborhoods. These uses typically require some sort of transitional area or screening from the surrounding community.

**Primary Land Use:** Heavier, more obtrusive types of retail, semi-industrial and industrial operations, light manufacturing, research and development activities, service uses, aviation- supporting warehouses, repair facilities, flex industrial-office space.

**Secondary Land Use:** None.

**Indicators & Assumptions:** Lot sizes vary, but lots are usually large. Pedestrian traffic is often low with moderately-high daytime and very low nighttime populations. Structures are generally spacious and not designed at a human scale.

## Other Land Use Categories

Much of the city and its ETJ does not fall within the aforementioned place types. These parcels are organized into the following special categories:

- **Park and Open Space:** This category encompasses the public open spaces and park sites throughout Kerrville.
- **Public Use:** These properties include civic and institutional uses such as schools, police and fire stations, libraries, college campus, and cemeteries.
- **100-Year Floodplain:** River and creek corridors and floodplains fall into this category.

# Alternative Growth Scenarios



A father and daughter consider the future of Kerrville together at one of the community open houses

In order to develop a Future Land Use Plan that reflected the community's goals for the future, several public workshops were conducted to encourage discussion about land use and growth options among residents, business and property owners, city staff, and public officials. Stakeholders typically have multiple visions for the future of their community, and alternative scenarios allow many different ideas on a wide range of issues to be explored and evaluated. This process also allows for stakeholders to pick and choose the best aspects of multiple scenarios, combining them into a single preferred vision for the future.

Three alternative land use scenarios were developed from the input received at these community events: the Outward

Growth Scenario, the Compact Growth Scenario, and the Strategic Catalyst Growth Scenario. These scenarios and their impacts on the future of Kerrville were reviewed at public meetings to give the community a better understanding of the functional relationships between uses and to give them a voice in establishing a preferred growth pattern.

	OUTWARD GROWTH	COMPACT GROWTH	STRATEGIC CATALYST GROWTH
<b>Emphasis</b>	ETJ and suburban periphery	The existing city	Targeted areas of opportunity
<b>Development</b>	Predominantly greenfield	Predominantly infill	Generally mixed
<b>Downtown emphasis</b>	Low	High	Moderate
<b>Pedestrian infrastructure</b>	Some investment	Very high investment	High investment in key areas
<b>Population density</b>	No change	Higher	Slightly higher
<b>Housing mix</b>	Overwhelmingly detached homes	Much greater housing diversity	Greater housing mix in key areas
<b>Special areas</b>	North of I-10, east of Loop 534	Downtown, Sidney Baker, River	Sidney Baker, SH 27
<b>Streets</b>	Construct new streets	Improve existing streets	Enhance streets in key areas
<b>Building heights</b>	Existing height in urban core	Taller in urban core	Slightly taller in key areas
<b>Number of focus areas</b>	5	7	7

# Outward Growth Scenario

The first alternative, the Outward Growth Scenario, significantly expanded the city's footprint into currently undeveloped areas of town, distributing growth in a manner similar to existing development patterns. Pockets of growth were scattered around the ETJ while the current balance of residential and employment types and ratios was maintained.

The Outward Growth Scenario encouraged new development focused on the ETJ and lesser-developed areas of the city, to include

State Highway Loop 534 near Tivy High School, the area north of Interstate 10, the area around Kerrville Municipal Airport, and parts of the riverfront. This scenario would maintain the current level of investment in existing neighborhoods and Downtown, although the needs of older neighborhoods would have to be considered alongside those of new housing on the outskirts of the city proper. The existing roadway network would be extended to include additional crossings of the Guadalupe River, opportunity-specific multimodal improvements, and strategic trail connections and extensions.



Outward growth is characterized by a focus on the extremities of the municipality where density is low and infrastructure is sparse



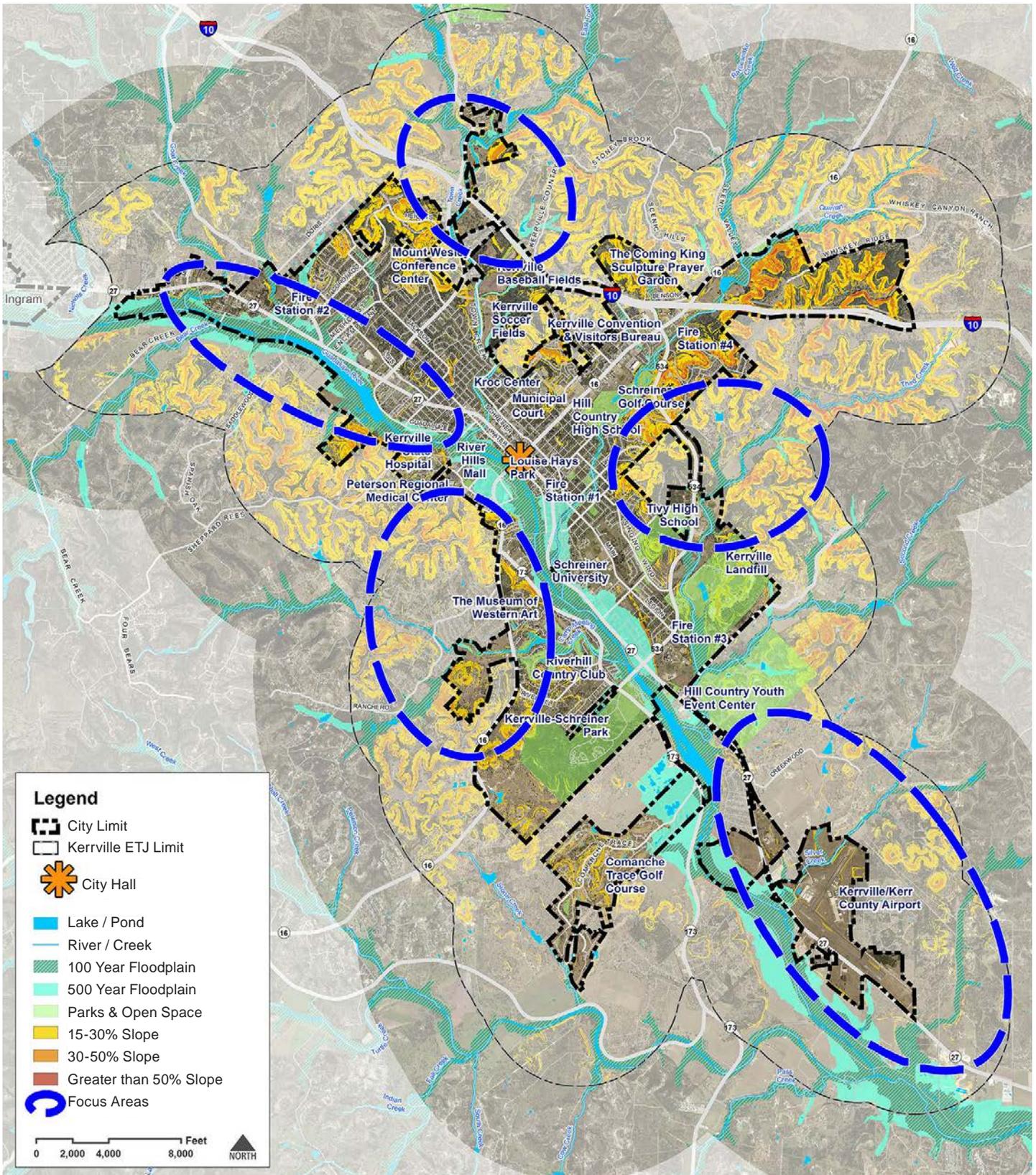
In the Outward Growth Scenario, the detached, single-family home is nearly universal

There are several reasons that support horizontal growth in Kerrville. Historically, the city has sprawled outward as many residents preferred the low population densities and scenic views that the Texas Hill Country had to offer. Roadways followed people, and vice versa, which encouraged residents to move farther and farther away from the historic downtown core as access to public amenities as expanded. The Outward Growth Scenario is simply an extension of a historical precedent that offers the more rural, less urban lifestyle many people anticipate when they move to Kerrville.

This scenario was the least popular of the three presented, falling significantly behind the Compact and Strategic Catalyst growth scenarios in positive responses at

community meetings. Many saw this scenario as sprawling and undesirable. Those who favored this sort of expansive, low-density growth often preferred to be far away from new construction and redevelopment projects, preserving the rural feeling of the suburbs.

Figure 3: Outward Growth Scenario



## Compact Growth Scenario

The second alternative presented was the Compact Growth Scenario. In contrast to the expansive Outward Growth Scenario, this course of action focused on redevelopment and infill rather than new development on the rural fringes of the city.

Addressing issues associated with vacancy in pockets of Downtown, the central part of the city, and existing commercial districts was a high priority

here. This scenario favored investment in Downtown, along the banks of the Guadalupe River, and in the city's established, historical neighborhoods. It represented a notable turn inward from the city's traditional policy of greenfield development. Kerrville is not alone in demonstrating historical trend towards outward growth. Many cities around the country have opted for the construction of new suburbs on the periphery of existing cities over investment in blighted urban areas since at least World War II.

The Compact Growth Scenario encouraged infill and the redevelopment of underdeveloped areas. While this

**“Opportunities for future development are more infill than on the edge”**

- Stakeholder Interviews



Multifamily complexes and small-lot single family homes are common in compact growth scenarios

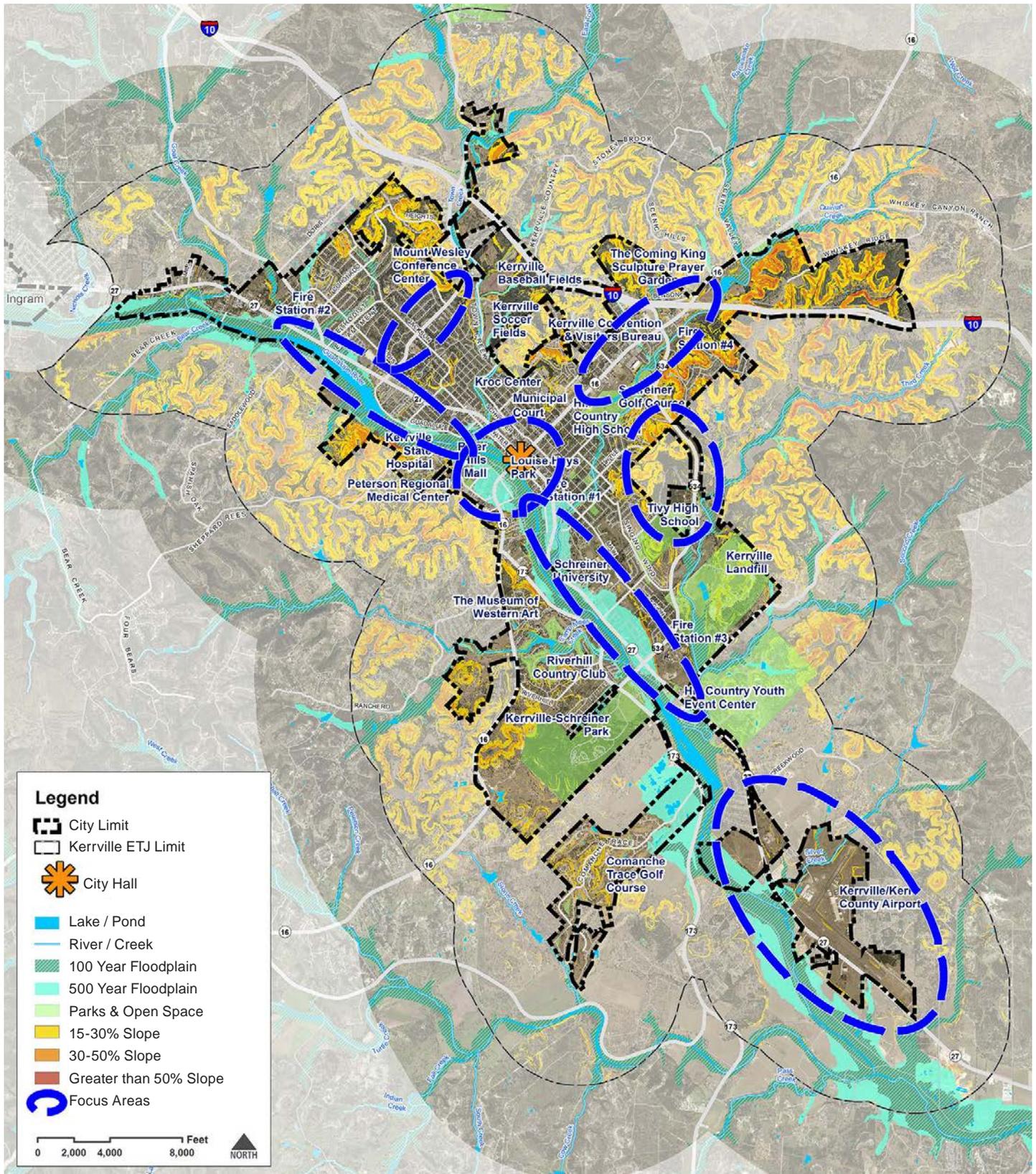
scenario is primarily focused on the city as it exists today, some investment capacity was reserved for the areas along State Highway 16 (Sidney Baker Street) and the riverfront. This scenario promised higher levels of reinvestment in existing neighborhoods along with a policy of strategic infill, expanding Downtown and the surrounding area with a diverse product mix including less traditional, “missing middle” housing. Improvements would be targeted strategically for the city's internal transportation network, with multimodal improvements for cars, bikes, and pedestrians. Particular attention should be paid to gaps in the network of sidewalks, the possibility of a circulator system, and general improvements to traffic operations.

The Compact Growth Scenario proved to be especially popular with residents who were concerned about sprawling development encroaching into Kerrville's hills and natural assets. This scenario also appealed to those who felt there was a need to clearly define a difference between the city and its surroundings by discouraging very low density projects in the outer rim of the municipality. Many citizens expressed a desire to slow urban sprawl in the Greater Kerrville area. While this opinion was not shared universally, many comments highlighted the need for more attention to be paid to the enhancement of Downtown, its residential base, and the string of retail properties located in the walkable city core.



Compact growth is focused on maintaining and enhancing existing infrastructure, filling vacancies and building from the core outward

Figure 4: Compact Growth Scenario



# Strategic Catalyst Growth Scenario

The third alternative was neither expansive nor overly dense, but instead focused on what have been termed “strategic catalyst areas.” In this scenario, development is clustered in key zones of opportunity around major corridors, intersections, natural assets or major improvements. Uses would include a range of housing options and a mix of community and regional-level nodes. Nodes such as these—such as commercial districts, big box stores, and platted subdivisions—would form the nucleus of each area. People familiar with Kerrville can probably identify these areas easily—Downtown, the airport, the area around Peterson Regional Medical Center, and parts of Schreiner University all fall within Strategic Catalyst Areas. Other areas, however, are less obvious, but further analysis showed high potential for growth, transformative projects, and returns on investment.

The Strategic Catalyst Growth Scenario encouraged new development focused on strategic assets, such as the newly-built sports complex, the Downtown business district, the medical district, Schreiner University, Kerrville Municipal Airport, the southern riverfront, and Interstate 10. The Downtown core

is seen in this scenario as one among all of the strategic areas, rather than a premiere district that stands above the others. As a result, this scenario is less favorable to Downtown than the Compact Growth Scenario, but probably more favorable than the Outward Growth Scenario. The current level of investment in existing neighborhoods would be maintained, even as the city expands into the new catalytic areas. Multimodal transportation improvements (for cars, bikes, pedestrians, strategic route circulators), traffic operations improvements, and targeted transportation network expansions would all be considered. As with the Compact



The Strategic Catalyst Growth Scenario describes Downtown as one of several different investment areas



Strategic catalyst growth emphasizes investment in burgeoning zones of regional development, such as Kerrville’s medical district

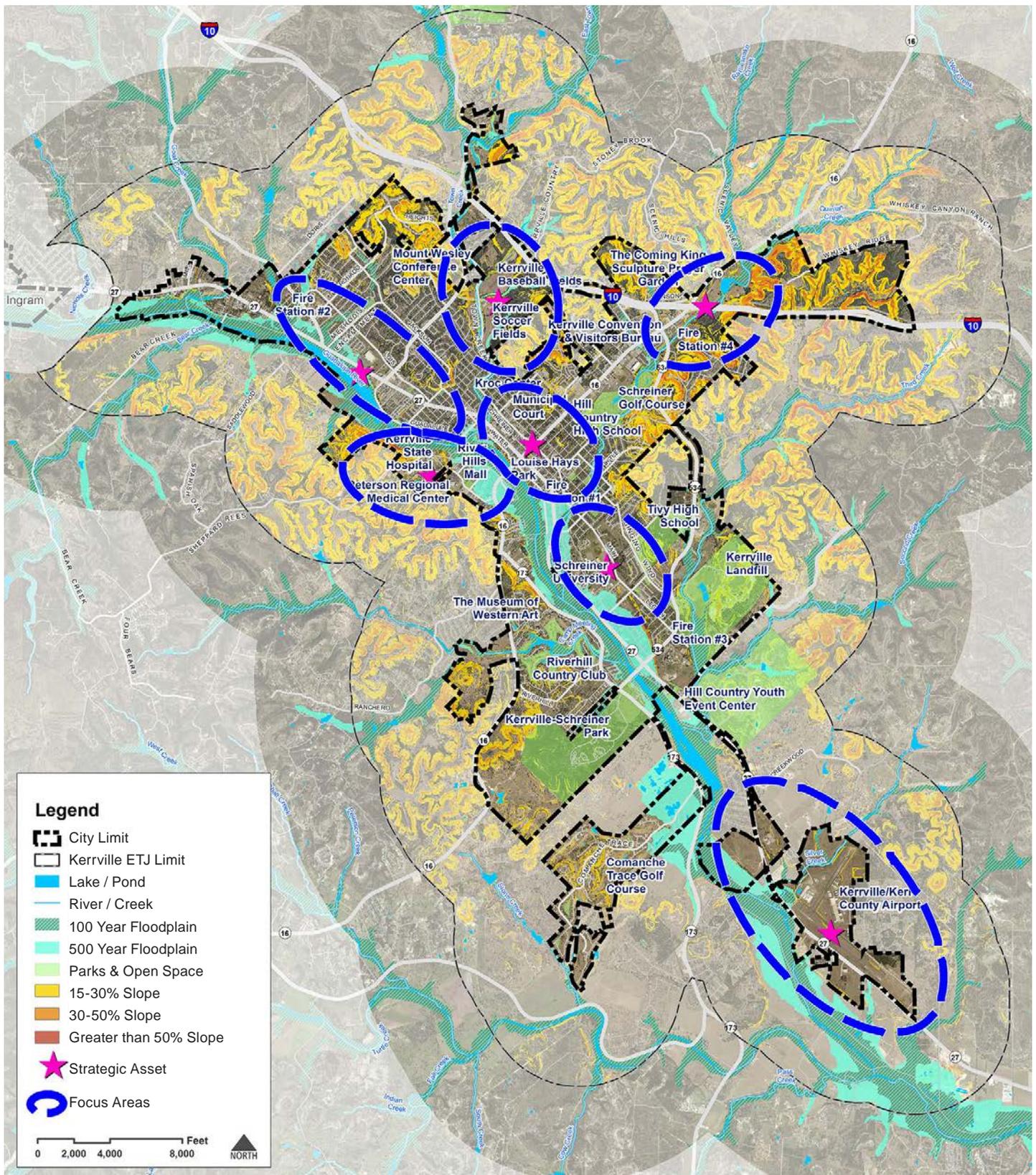
“Shape the plan to protect Kerrville’s assets while providing developers options”

-Stakeholder Interviews

Growth Scenario, there is an emphasis on improving pedestrian connectivity by filling in sidewalk gaps and expanding the trail system.

The Strategic Catalyst Growth Scenario struck many participants as the best of both worlds: an approach with a relatively narrow scope focused on density and walkability that significantly expands existing infrastructure. Others, however, felt that it was either too limiting or too focused on new development. In the end, the community’s preferred scenario borrowed heavily from the this plan of action, and included some features of the Compact Growth Scenario, which was a close second of the three in popularity.

Figure 5: Strategic Catalyst Growth Scenario



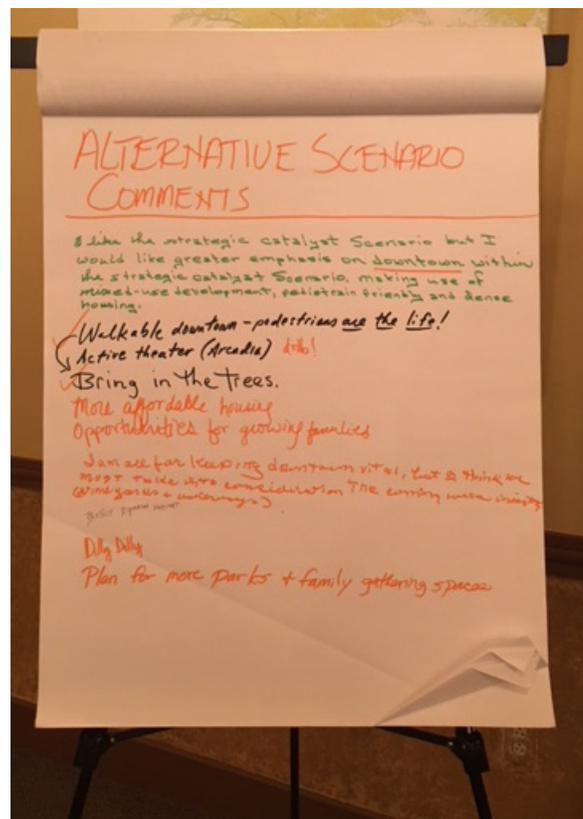
# Preferred Scenario

The preferred scenario was developed based on community feedback at the Retreat, Open Houses and online input. It combines key aspects of the Strategic Growth and Compact Growth scenarios, which had the most positive community response of the three alternatives presented. The strategic areas identified in the preferred scenario are intended to establish priorities for future public and private investments. The approach does not suggest, however, that market-driven development will not continue to occur in other areas of Kerrville and in the surrounding ETJ.

The preferred scenario encourages new development focused on the city's strategic assets, such as the newly-built sports complex, Downtown, hospitals, Schreiner University, the Kerrville airport, the riverfront area, the Interstate 10/State Highway 16 gateway, and other major corridors. This type of strategic infill with limited, outward expansion will better utilize existing assets, including infrastructure, and ensure the creation of a diverse product mix, including housing in the Downtown business district. The preferred scenario suggests a higher level of reinvestment in existing neighborhoods and a major focus on the Guadalupe River for new development, redevelopment, open space, recreation, and riparian habitat preservation.



Residents interact with scenario exhibits at a Community Open House in February 2018



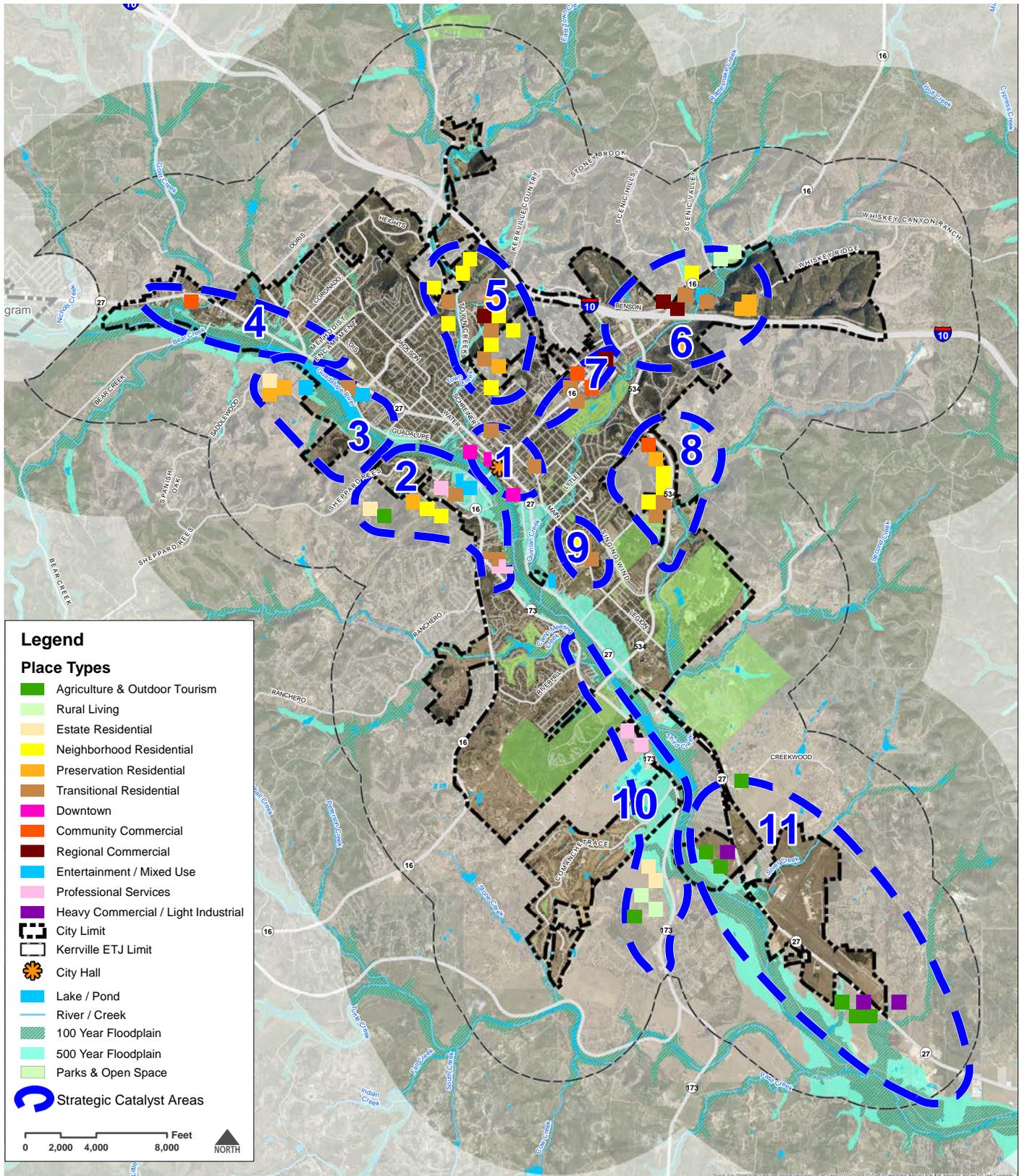
Written feedback was welcome throughout the comprehensive planning process

Multimodal transportation improvements, which would accommodate cars, bikes, pedestrians, and possibly strategic circulator vehicles, as well as traffic operations improvements and targeted network expansions will all be considered as part of this scenario. There is a strong focus on improving pedestrian connectivity by filling in sidewalk gaps (missing sections of sidewalk) throughout the city. Kerrville's scenic trail system is envisioned as not simply a recreational network, but a potential option for pedestrian travel as well.

Developing the preferred scenario from the best features of all three alternatives allowed the community to assemble its ideal plan. It strongly underscored the values of compact growth

while recognizing that annexation is likely to occur as developments emerge in the city's periphery. The public feedback process provided a great deal of guidance in shaping the ultimate product: the city's Future Land Use Plan.

Figure 6: Preferred Growth Scenario



# Future Land Use Plan

The Kerrville 2050 Future Land Use Plan builds upon the 2008 comprehensive plan to ensure a degree of continuity in the city’s momentum. The plan was informed by several public outreach events, numerous meetings, and many thoughtful discussions, including the Community Retreat, Open Houses in February and April, interviews with key stakeholders and elected and appointed officials, guidance from the Comprehensive Plan Steering Committee and Subcommittees, and feedback from city staff.

The goal of the Future Land Use Plan is not to dictate the manner of growth in Kerrville in the coming years, but to provide a framework for the general pattern of development and redevelopment over the next 20 to 30 years, and to position the City to support growth when the time is right rather than to create obstacles.



Lots of all sizes will be distributed throughout Kerrville under the 2050 comprehensive plan

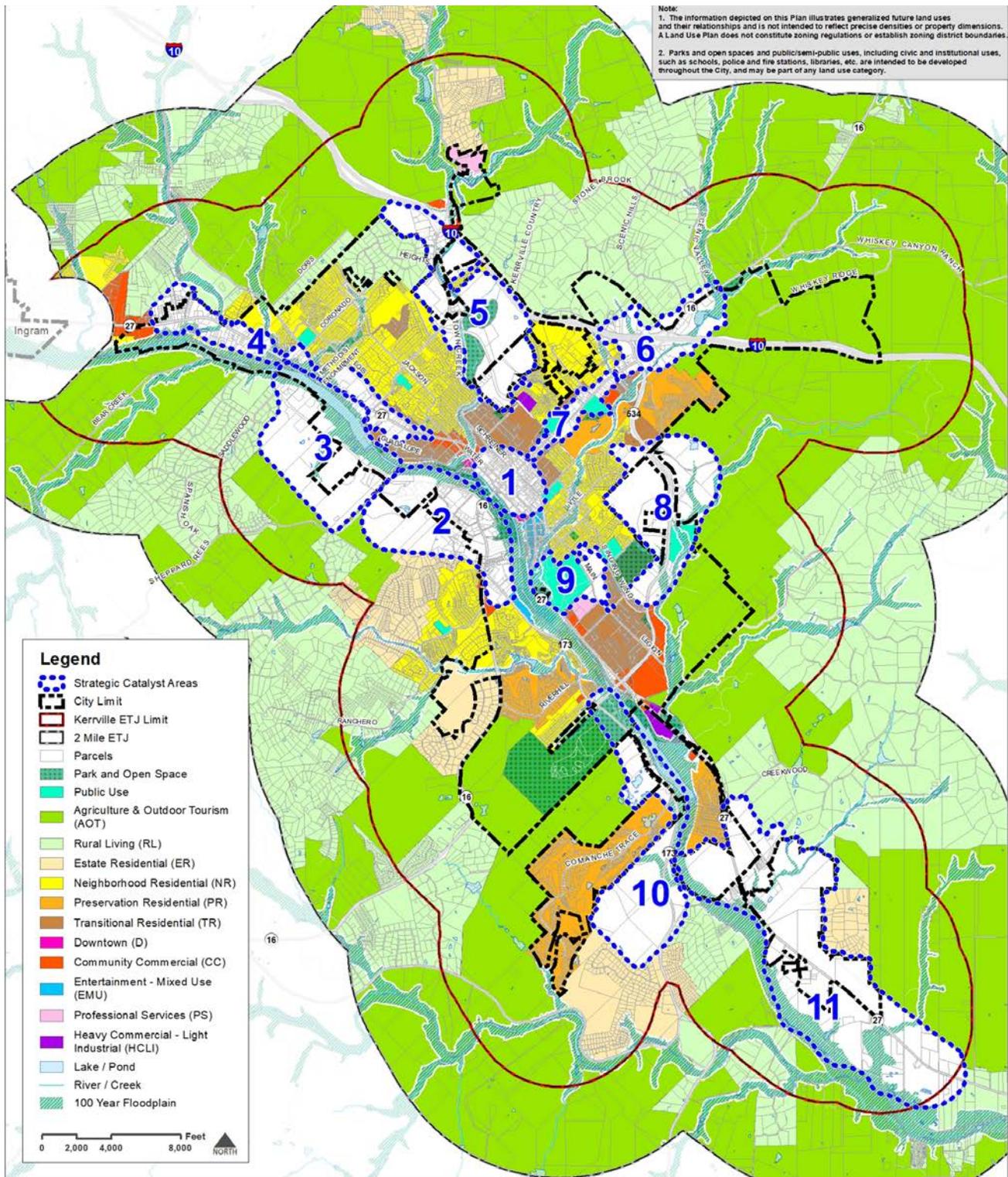
“Growth in the future needs to be sustainable and the type of growth that would benefit the people already here, not just new residents”

- Stakeholder Interviews



The feedback given by the community was invaluable to the development of a Future Land Use Plan that reflected vision of the community

Figure 7: Future Land Use Plan



# Strategic Catalyst Areas

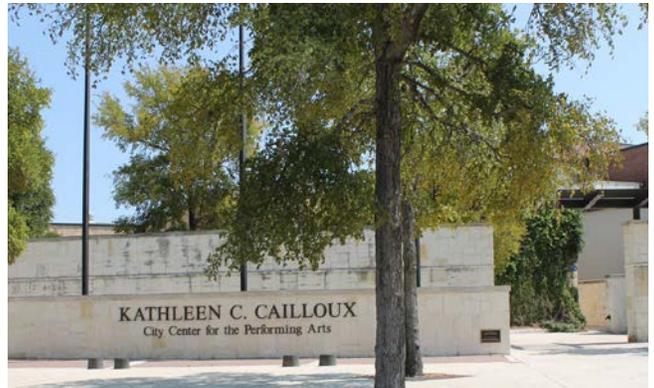
This Future Land Use Plan is unique in that it focuses on “place types” rather than land use categories. The map indicates 11 Strategic Catalyst Areas and lists all of the potential place types in the legend—various residential, commercial, industrial, and special categories such as Downtown and Entertainment/Mixed-Use—along with other features such as the ETJ boundaries and physical features including parks, open spaces, lakes, rivers and creeks. Each Strategic Catalyst Area is described separately in a detailed summary sheet, which includes information about the characteristics of the area, the allowable place types, and information about the size of the area, the portion identified for potential development or reinvestment, and the projected number of residents and jobs.

Each summary sheet is accompanied by a map that indicates the properties within the Catalyst Area that are likely investment/reinvestment sites. The place types that would be appropriate within the individual Catalyst Areas are shown in the legend, but are not assigned to any specific piece of property. This maintains a degree of flexibility regarding future development that is not always afforded in a typical Land Use Plan. In between the Catalyst Areas, the Future Land Use map assigns properties the Kerrville 2050 place type that most closely resembles the land use designation on the 2008 comprehensive plan.

The Future Land Use Plan graphically depicts Kerrville’s model land use pattern. It, plus the Strategic Catalyst Area maps and summary sheets and the Thoroughfare Plan, form the underpinnings of the entire Kerrville 2050 Comprehensive Plan. The flexible nature of the Land Use Plan map will allow growth to occur organically within the context of what the community is today and what it wants to become in the future. Although flexibility is built in, the plan will need to be monitored and updated periodically so that it continues to address new issues of growth and development as they arise.



Schreiner University, the crown jewel of the city’s educational system, plays an important role in the future land use plan



Performing arts centers, often publicly-owned, compliment Entertainment and Mixed-Use place types



Strategic catalyst areas are centered around existing districts with assets and high potential

It is very important for all parties involved in this process to understand that the Future Land Use Plan is not a zoning map. As the relevant section of the Local Government Code states, it “does not constitute zoning regulations or establish zoning district boundaries.” It does, however, lay the foundation for conversations with property owners and developers about zoning issues and is an important tool to be used in the evaluation of every zoning application. In addition, it should provide a foundation for staff to use in the review of development proposals and should inform the writing or rewriting of guidelines and regulations in support of the Kerrville 2050 vision.



Religious institutions provide a special and important use of land for communities

**Note:** In the Strategic Catalyst Area summaries below, the Developable Sites figure is a measure of the total acreage of the Future Investment/Reinvestment Sites on each map. The Residents figure is taken from the 2010 decennial Census; no change has been made to reflect the roughly 1,000-person, citywide increase in population since the Census. The Jobs figure is based on 2015 Census Longitudinal Employer-Household Dynamics estimates.

# Strategic Catalyst Area 1

The first Strategic Catalyst Area comprises the downtown core and central business district of the Kerrville metropolitan area. It features a dense clustering of amenities, infrastructure, and employment within a roughly 0.4-square-mile zone.

**Defining Characteristics:** Located around the intersection of SH 27 and SH 16, SCA 1 lies in the social, political, historic, and cultural center of Kerrville. Many historic structures are scattered around this area. The Guadalupe River and Louise Hayes Park are adjacent to SCA 1 on its southwestern side.

**Allowable Place Types:** Transitional Residential, Downtown

**Place Type Distinctions:** Developments should be oriented towards the River corridor, engaging with adjacent businesses and structures. There should be a strong focus on redevelopment and catalyzing a renewed public interest in the area.

**Size:** 281 acres

**Developable Sites:** 78 acres

**Residents:** 449

**Jobs:** 1,555

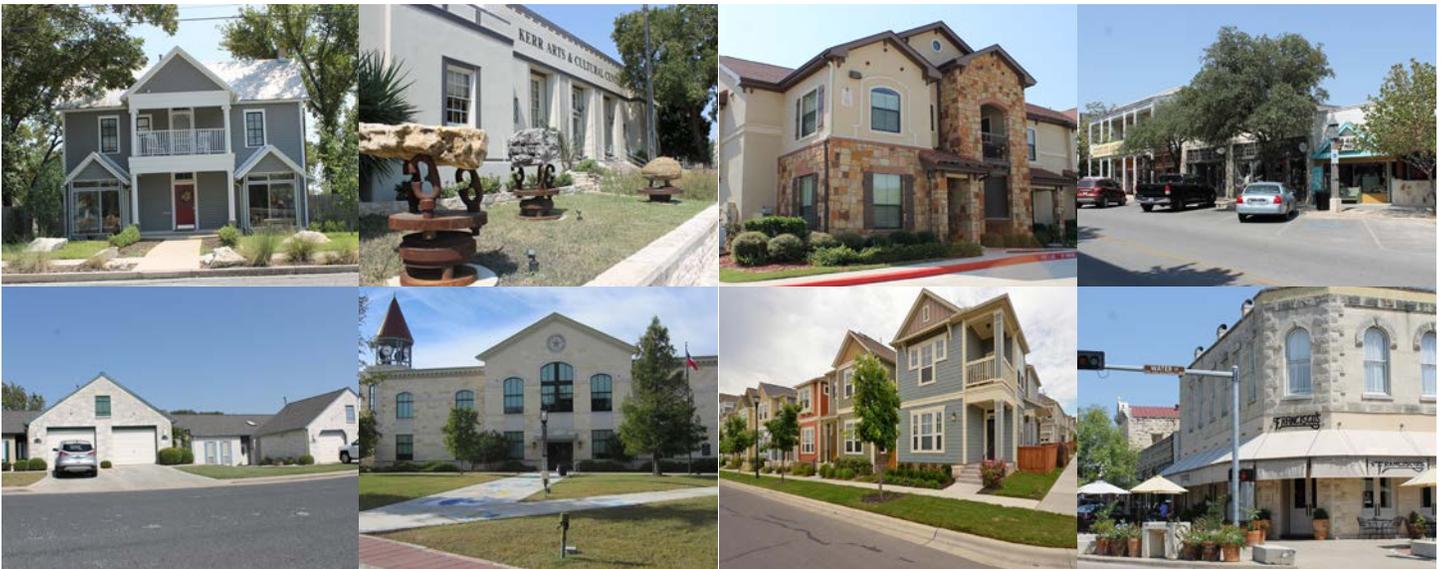
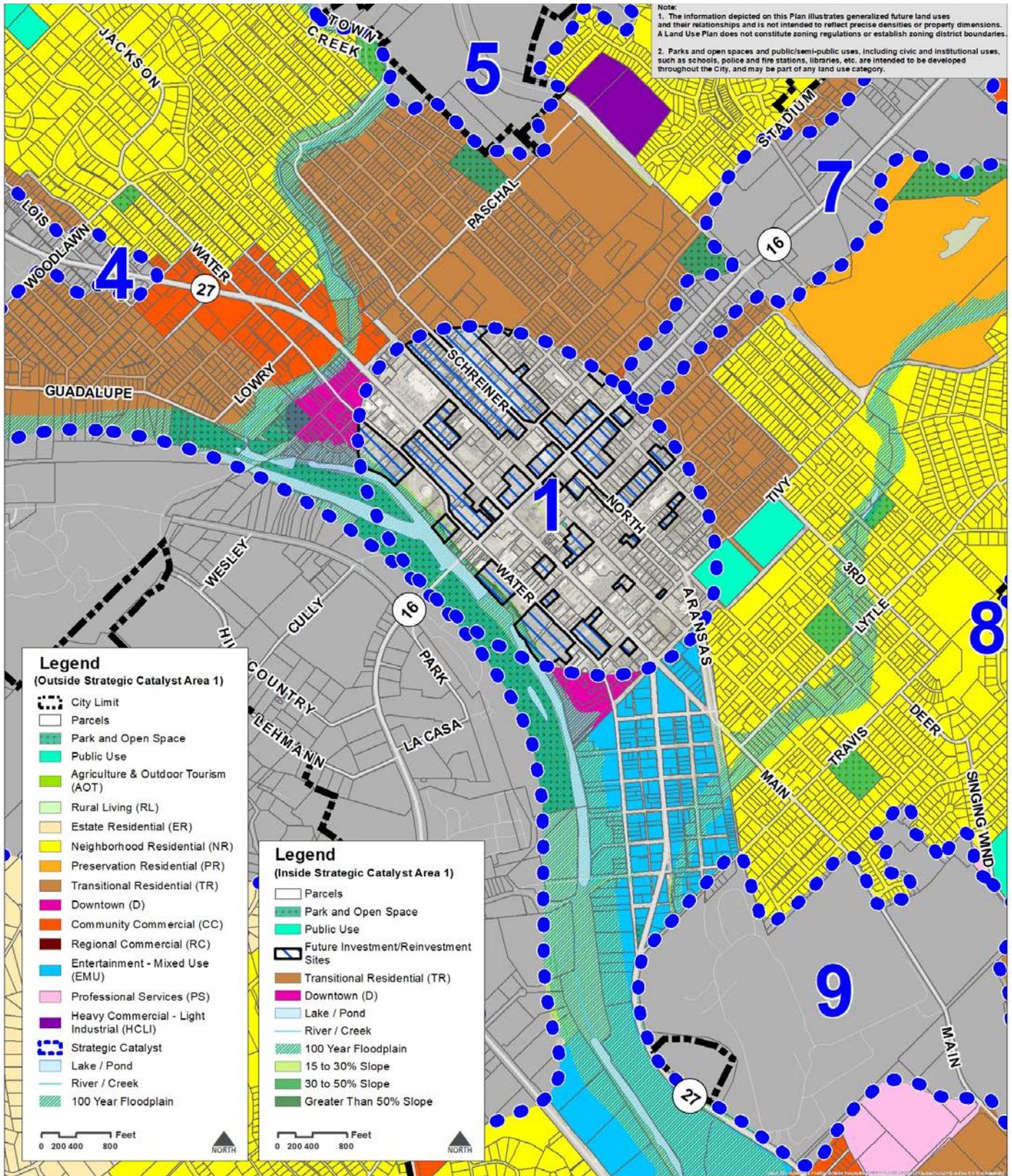


Figure 8: Strategic Catalyst Area 1



## Strategic Catalyst Area 2

Just southwest of the Guadalupe River and SCA 1 lies the city's burgeoning medical center. Enhancing key medical assets while avoiding flood-prone development will be a priority for this area.

**Defining Characteristics:** Located around the Intersection of SH 16 and SH 98, this area is anchored by Peterson Hospital, its economic engine. SCA 2 borders the River and Louise Hayes Park to the north and northeast. Major topographic challenges exist in the hilly south and southwest.

**Allowable Place Types:** Estate Residential, Neighborhood Residential, Preservation Residential, Transitional Residential, Professional Services, Entertainment/Mixed Use, Agriculture and Outdoor Tourism

**Place Type Distinctions:** Emphasize a strong commercial presence along Thompson Road and SH 16. Agriculture and Outdoor Tourism may be appropriate along the River. Aging retail could be redeveloped as Entertainment/Mixed Use. Professional Services developments are appropriate around the hospital. Residential place types are appropriate in the south and southwest. Transitional Residential structures should generally avoid the river.

**Size:** 888 acres

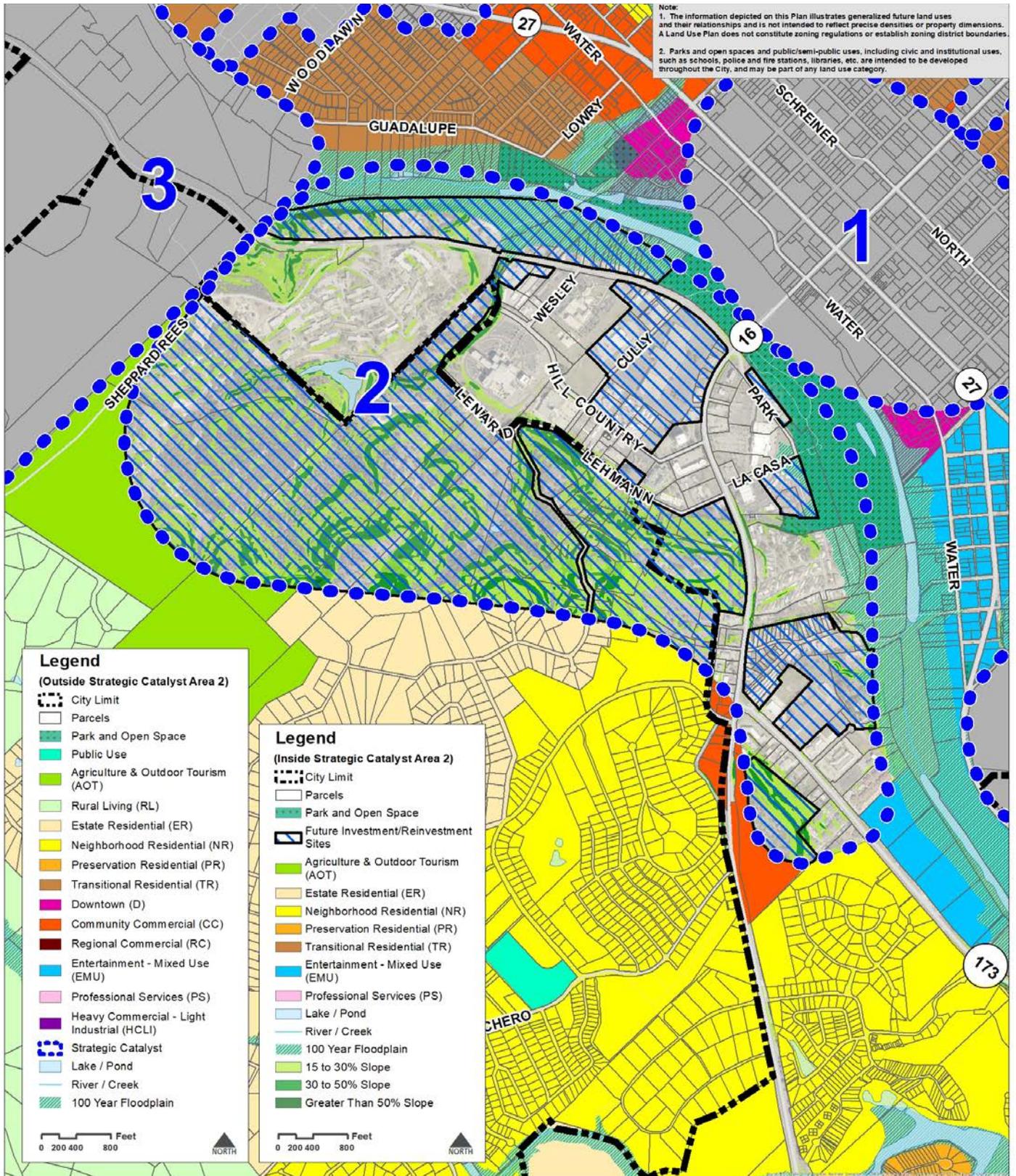
**Developable Sites:** 637 acres

**Residents:** 865

**Jobs:** 2,783



Figure 9: Strategic Catalyst Area 2



## Strategic Catalyst Area 3

The third strategic catalyst area is a largely rural and suburban swath of land just northwest of the medical center. The vision for this area is one that facilitates the creation of mixed-use, riverfront developments along its key corridor, Thompson Drive (Loop 98).

**Defining Characteristics:** Nimitz Lake is a dominating feature of this area. SCA 3 is generally bounded by SH 27 to the northeast, Sheppard Rees Road to the southeast, the hills south of Thompson Road to the southwest, and Saddlewood Boulevard to the northwest.

**Allowable Place Types:** Rural Living, Estate Residential, Preservation Residential, Transitional Residential, Entertainment/Mixed Use

**Place Type Distinctions:** Development should be oriented towards the River and engaged with adjacent businesses and structures. Entertainment/Mixed-Use and some Transitional Residential place types are appropriate around the lake. Preservation and Estate Residential place types are appropriate south of Thompson Road as topography becomes more challenging.

**Size:** 1,011 acres

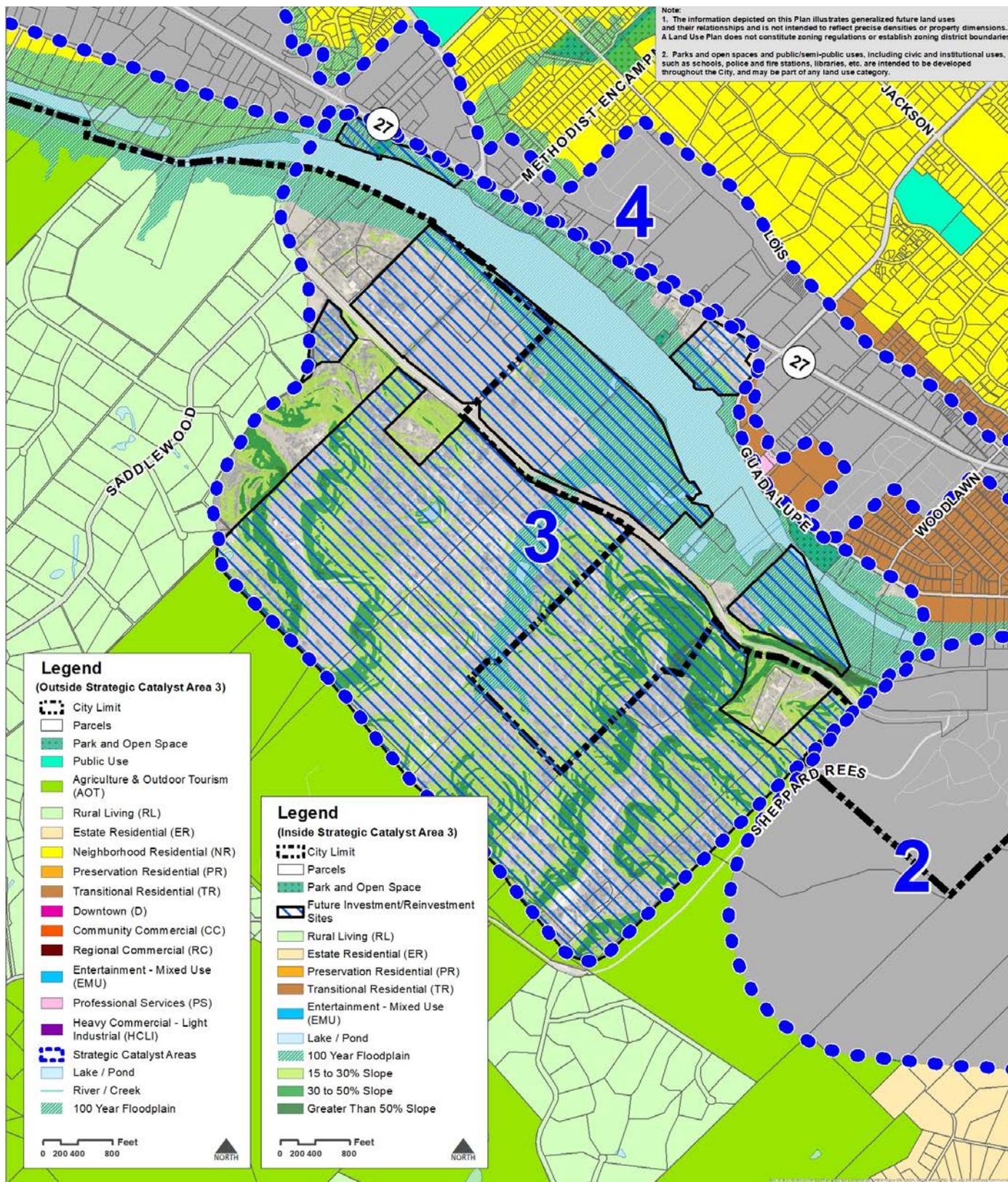
**Developable Sites:** 701 acres

**Residents:** 62

**Jobs:** 115



Figure 10: Strategic Catalyst Area 3



# Strategic Catalyst Area 4

Strategic Catalyst Area 4 is the northwestern-most area, a narrow band of commercial and industrial land uses that nearly touches the City's border with Ingram. SCA 4 along State Highway 27 will be a commercial area that maintains the distinctive character of the surrounding neighborhoods.

**Defining Characteristics:** SH 27 is the city's northwest gateway. Major intersections are at Goat Creek and Harper roads.

**Allowable Place Types:** Community Commercial, Regional Commercial, Heavy Commercial - Light Industrial

**Place Type Distinctions:** Community Commercial should be present throughout SCA 4, while Regional Commercial would more appropriate on the eastern side closer to the Harper Road/SH 27 intersection. The Heavy Commercial - Light Industrial place type will be more appropriate along the existing cluster near the SH 27/Mill intersection on the far west side.

**Size:** 553 acres

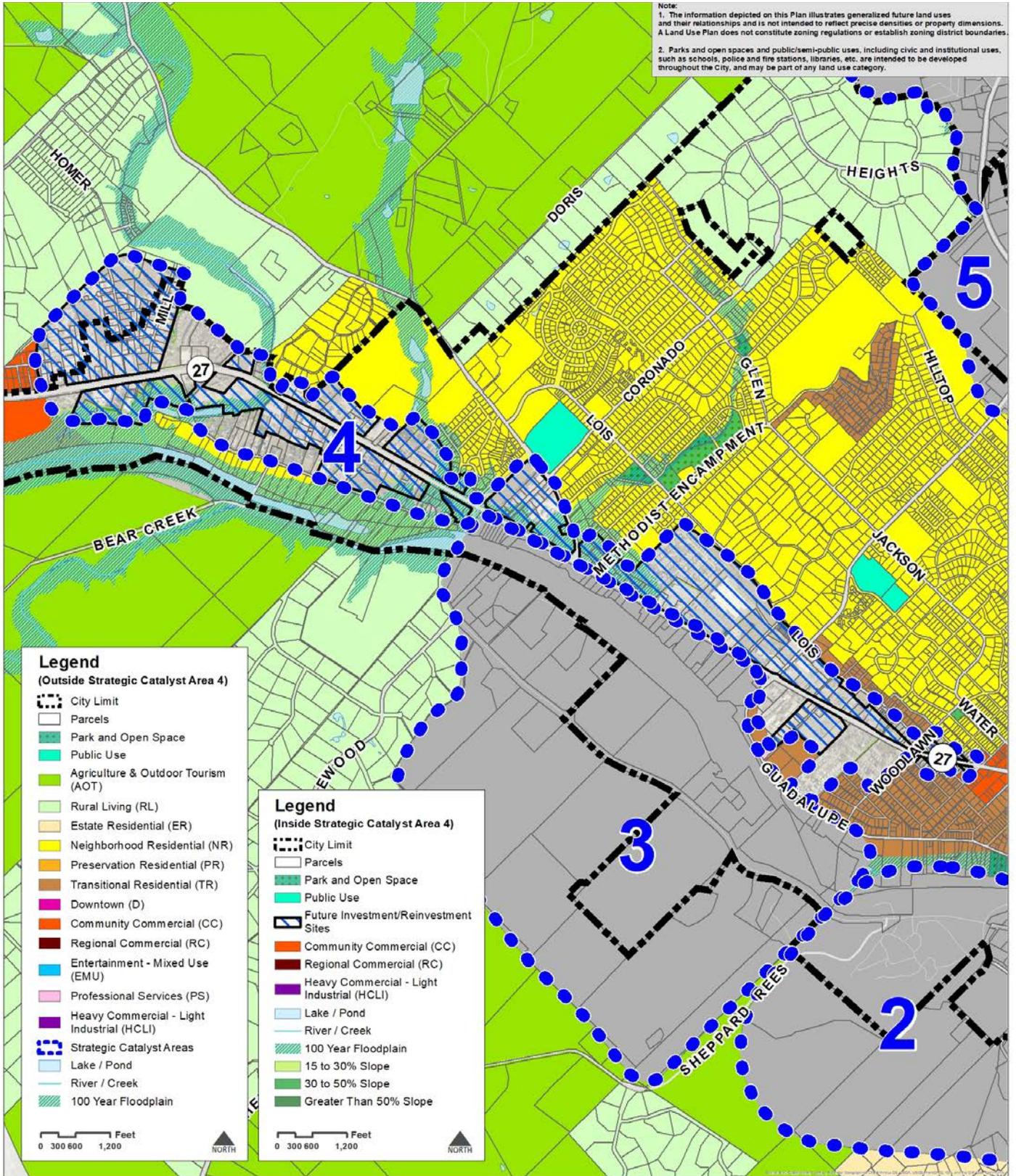
**Developable Sites:** 376 acres

**Residents:** 1,432

**Jobs:** 2,403



Figure 11: Strategic Catalyst Area 4



# Strategic Catalyst Area 5

Strategic Catalyst Area 5 lies north of the city center in a largely undeveloped pocket surrounded by low-density neighborhoods and Interstate 10. As with SCAs 2, 3, 6, and 8, the preservation of the Hill Country's characteristic hills will be an important priority for this area.

**Defining Characteristics:** The western arm of Holdsworth Drive and the Harper/I-10 intersection are the two lynchpins of the area's transportation infrastructure. The Kerrville Sports Complex provides a social and athletic gathering space for the community and the region.

**Allowable Place Types:** Estate Residential, Neighborhood Residential, Preservation Residential, Transitional Residential, Community Commercial, Regional Commercial, Entertainment Mixed Use

**Place Type Distinctions:** Regional Commercial place types are most appropriate around the I-10/Harper intersection. Some Entertainment/Mixed Use developments (e.g., hotels, restaurants) are appropriate near the Kerrville Sports Complex.

**Size:** 987 acres

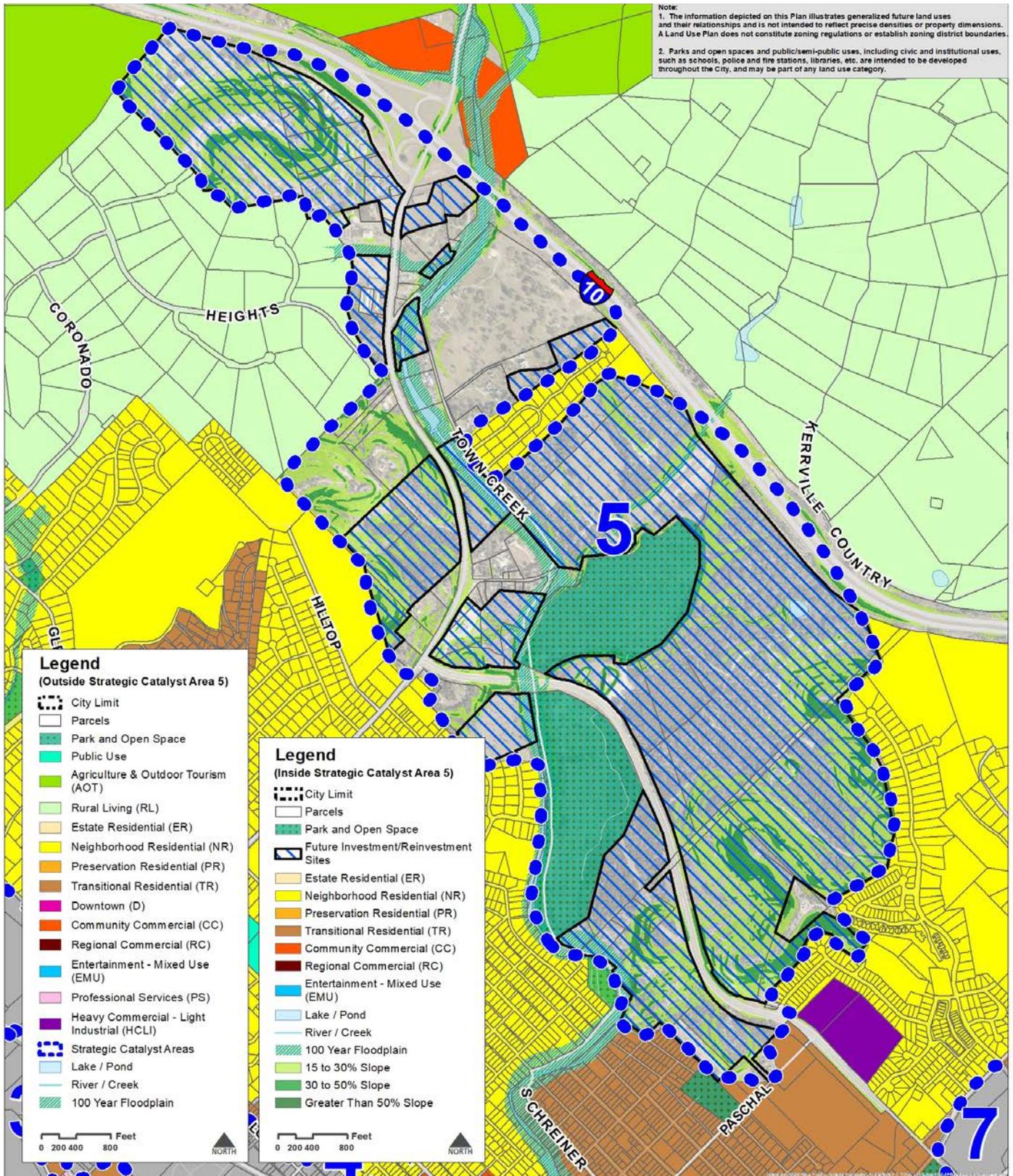
**Developable Sites:** 613 acres

**Residents:** 360

**Jobs:** 61



Figure 12: Strategic Catalyst Area 5



# Strategic Catalyst Area 6

This area, bisected by Interstate 10, features a number of amenities close to the exit ramps, particularly regional and community-serving commercial businesses. Expansive residential and industrial uses are notably present in the northwestern quadrant of the area.

**Defining Characteristics:** SCA 6 is centered around the I-10/SH 16 intersection. This corridor functions as the premiere gateway to the community for visitors. Quinlin Creek is located here and unique topography is present on all sides.

**Allowable Place Types:** Rural Living, Neighborhood Residential, Preservation Residential, Transitional Residential, Regional Commercial, Agriculture and Outdoor Tourism

**Place Type Distinctions:** Regional Commercial place types are suitable close to the primary intersection. Transitional Residential housing is appropriate close to major roadways while Preservation Residential, Neighborhood Residential, and Rural Living place types are more suited to topographically challenging areas. Maintenance of the iconic hills and creeks is paramount.

**Size:** 449 acres

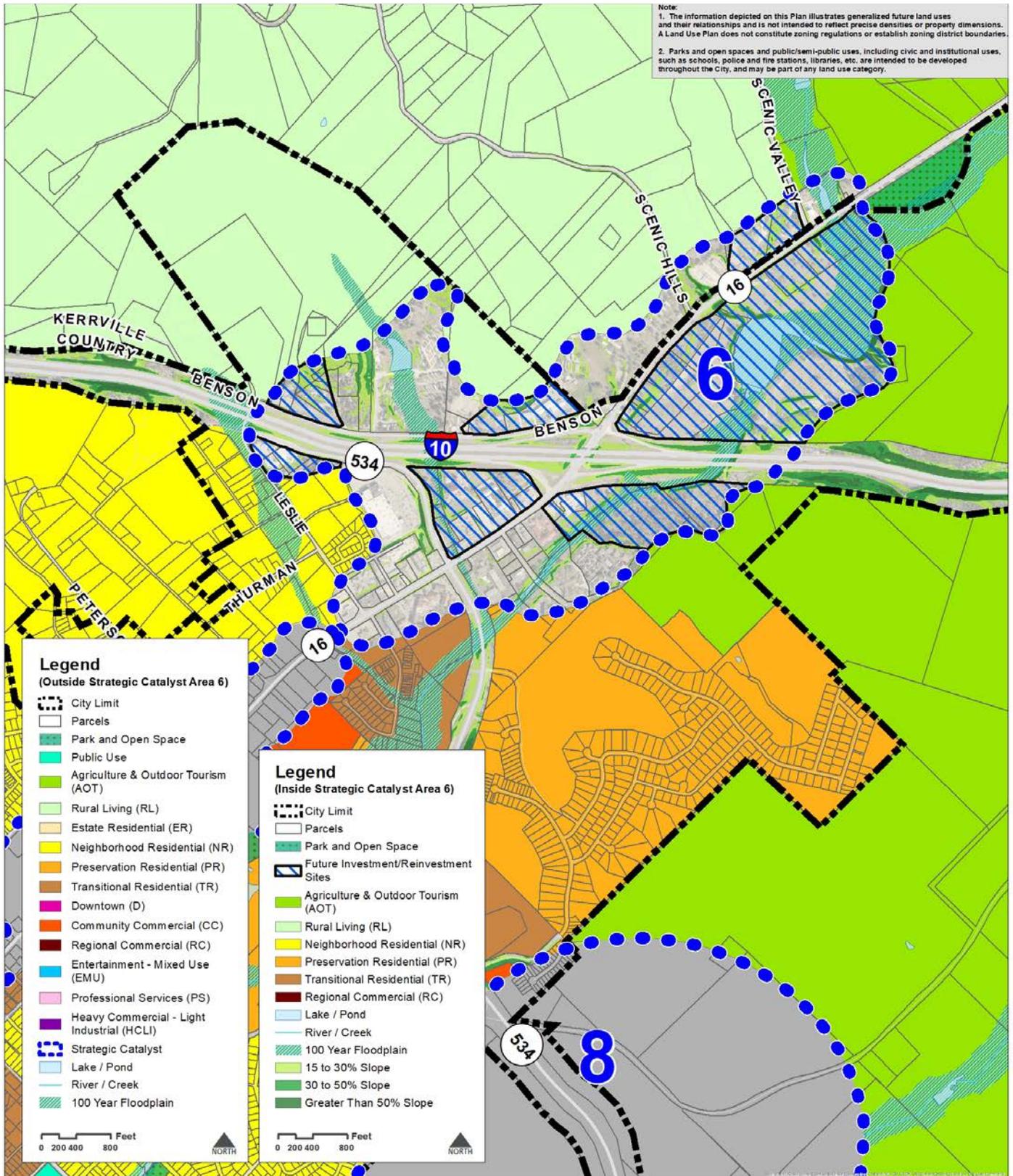
**Developable Sites:** 198 acres

**Residents:** 331

**Jobs:** 273



Figure 13: Strategic Catalyst Area 6



# Strategic Catalyst Area 7

This area serves as a bridge between the Interstate 10 exit and Downtown. It is transitional in nature and predominantly educational and community commercial in use. Focusing on one of the city's busiest thoroughfares, multimodal approaches to the planning of this stretch of roadway will set the tone for corridors throughout the city.

**Defining Characteristics:** SCA 7 is essentially the SH 16 corridor between SCAs 1 and 6. For the most part, it is composed of existing commercial developments.

**Allowable Place Types:** Transitional Residential, Community Commercial, Regional Commercial

**Place Type Distinctions:** All three place types are appropriate throughout, but special attention should be paid to transitions to existing, abutting residential neighborhoods. Located in a centralized area, many pockets of this SCA are prime for redevelopment.

**Size:** 172 acres

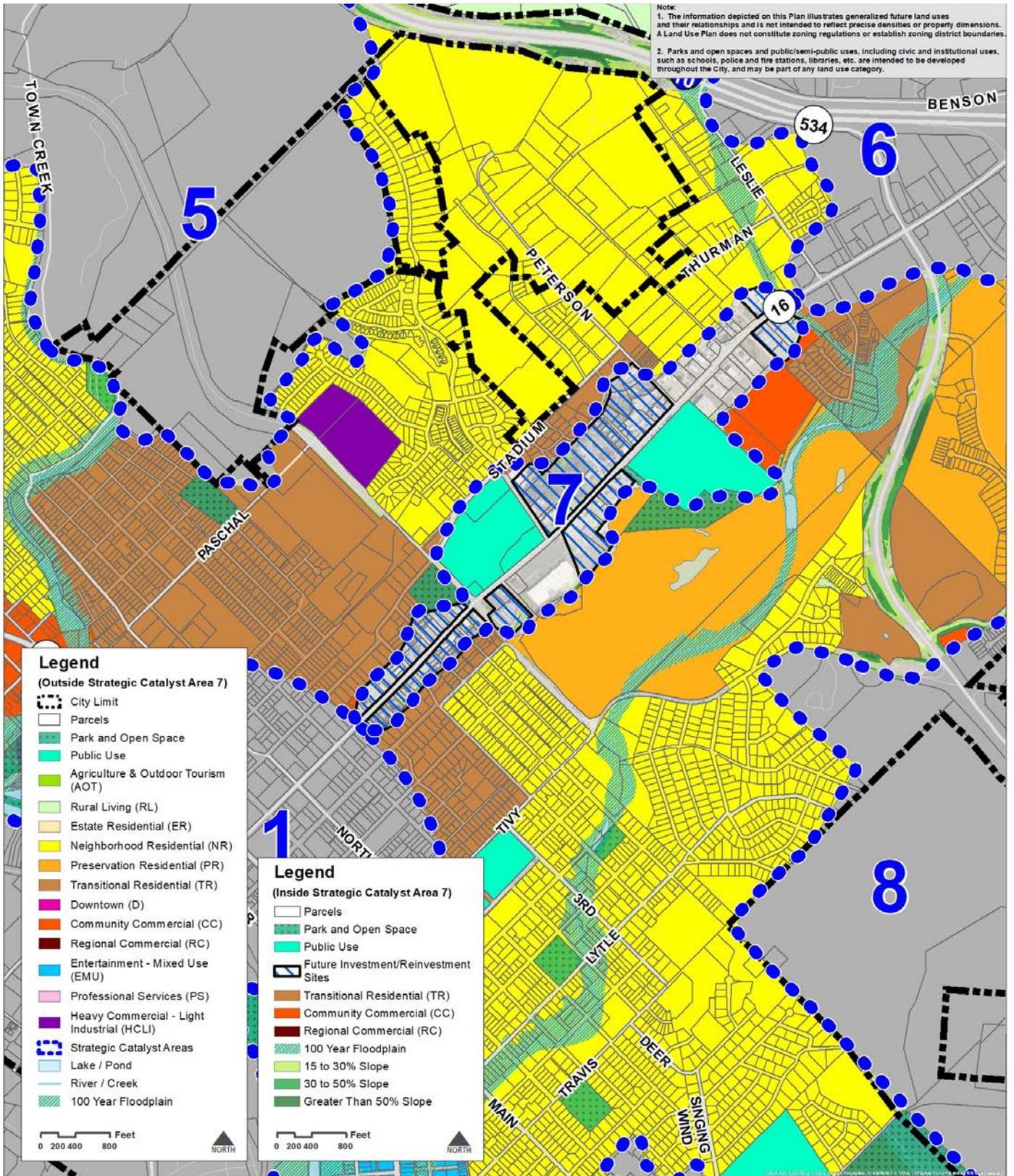
**Developable Sites:** 68 acres

**Residents:** 298

**Jobs:** 878



Figure 14: Strategic Catalyst Area 7



# Strategic Catalyst Area 8

This strategic catalyst area surrounds Loop 534 and is largely undeveloped. In the future, it will likely serve as a link to Tivy High School.

**Defining Characteristics:** SCA 8 is the Loop 534 corridor. Tivy High School is the anchor institution.

**Allowable Place Types:** Estate Residential, Neighborhood Residential, Preservation Residential, Transitional Residential, Community Commercial

**Place Type Distinctions:** Community Commercial place types are most appropriate along the highway corridor. Transitional Residential, Preservation Residential, Neighborhood Residential, and Estate Residential place types are more appropriate as topography becomes hillier and more challenging.

**Size:** 878 acres

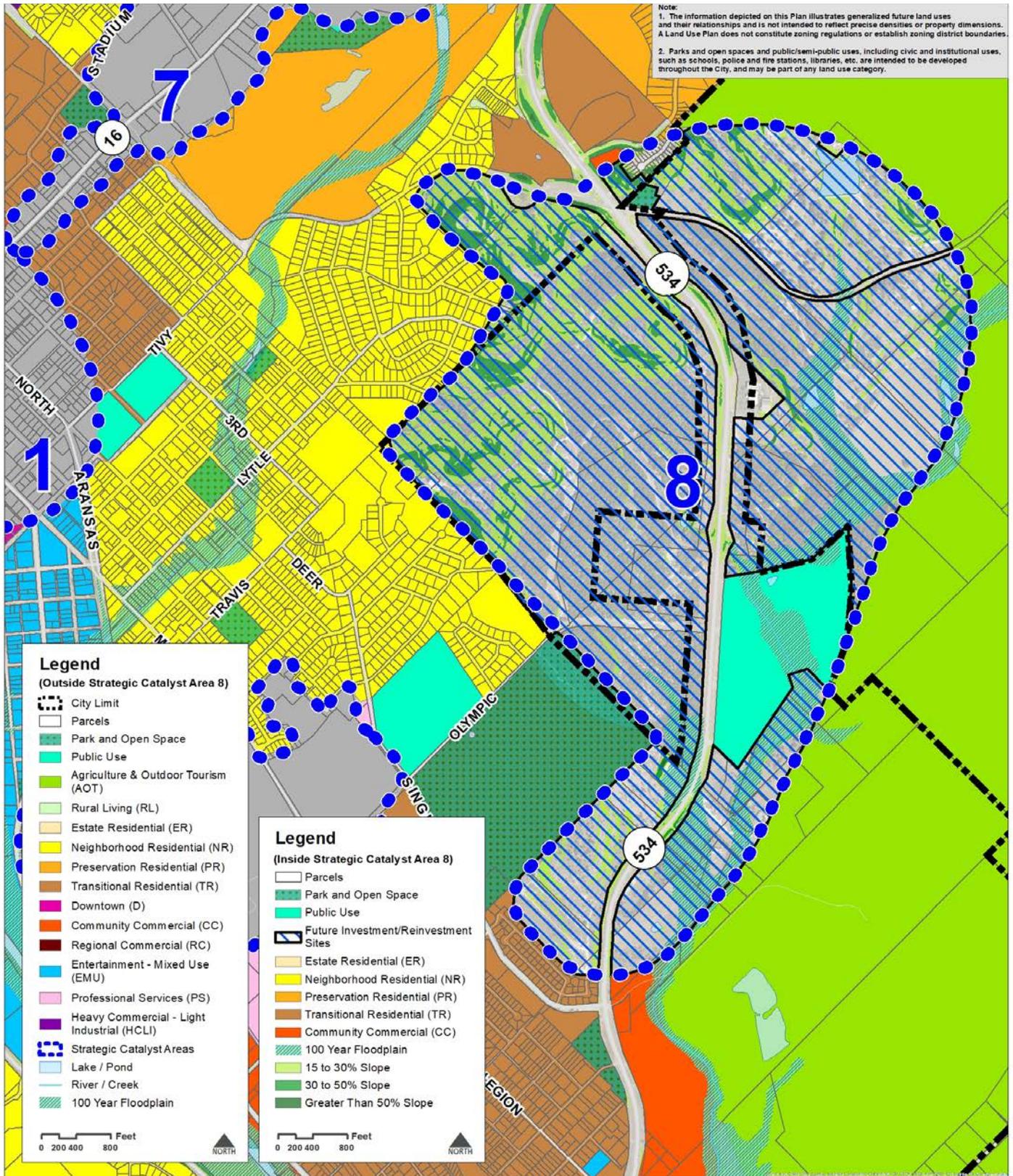
**Developable Sites:** 679 acres

**Residents:** 112

**Jobs:** 26



Figure 15: Strategic Catalyst Area 8



# Strategic Catalyst Area 9

The ninth area is a southeastern corridor characterized by Schreiner University and its surrounding suburban- and college-focused development pattern. Undeveloped Schreiner-owned land owned could provide critical mass for one or more development opportunities in this Catalyst Area if the University does not have other plans.

**Defining Characteristics:** Schreiner University is the principal anchor here.

**Allowable Place Types:** Neighborhood Residential, Transitional Residential

**Place Type Distinctions:** Transitional Residential housing should be close to the university to serve the student population. Neighborhood Residential could be more suited to faculty or staff.

**Size:** 265 acres

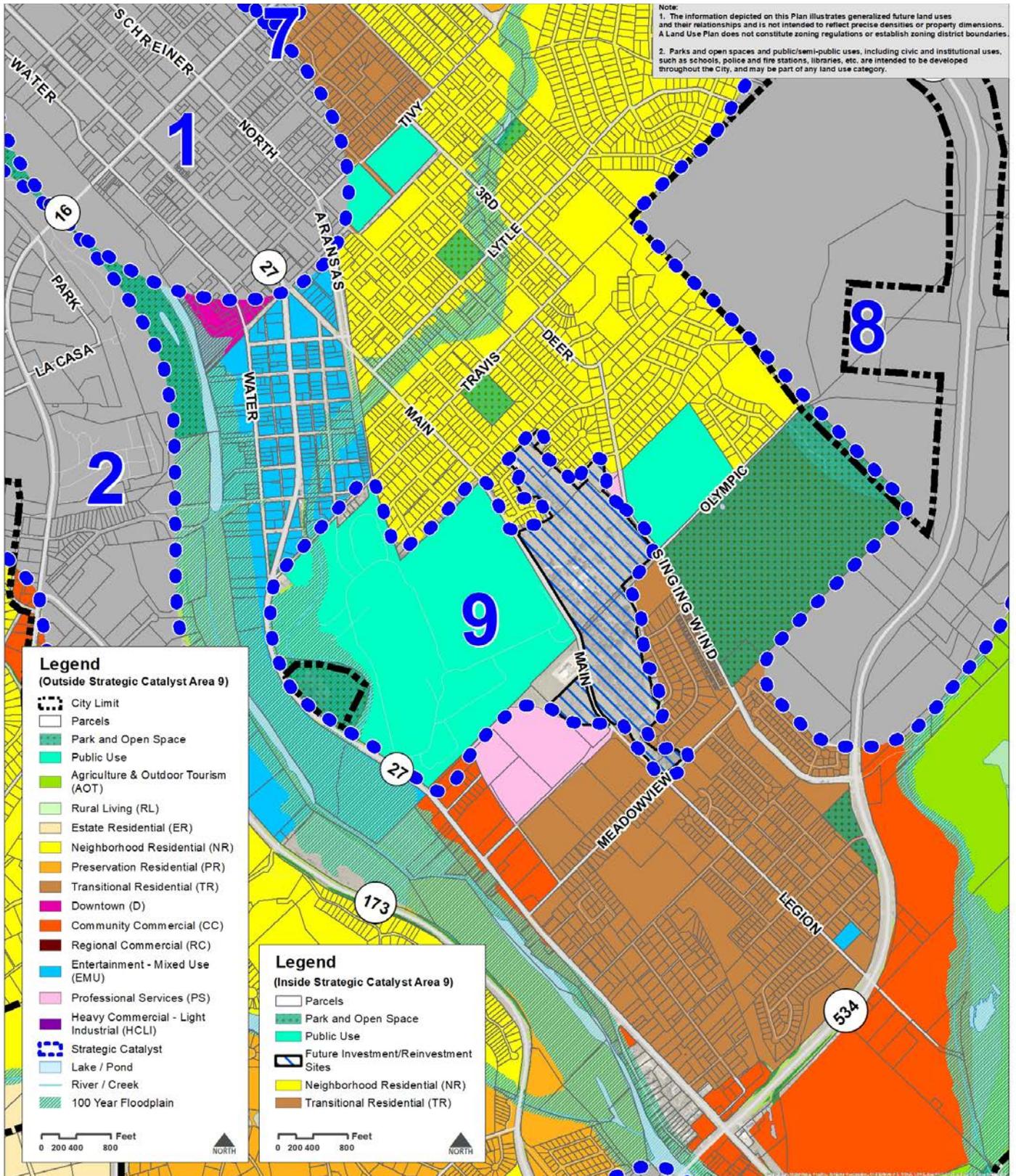
**Developable Sites:** 70 acres

**Residents:** 1,055

**Jobs:** 850



Figure 16: Strategic Catalyst Area 9



# Strategic Catalyst Area 10

This strategic catalyst area follows the Guadalupe riverbank southward along its western edge, connecting neighborhoods near the lake. Bandera Highway (i.e., State Highway 173) is the major thoroughfare here. SCA 10 is one of the least populated Strategic Catalyst Areas and hosts almost no jobs.

**Defining Characteristics:** This is the southernmost arc of the SH 173 corridor in Kerrville. It runs parallel to the Guadalupe River to the east.

**Allowable Place Types:** Rural Living, Estate Residential, Professional Services, Agriculture and Outdoor Tourism

**Place Type Distinctions:** Professional Services place types are appropriate around or near the highway. Estate Residential and Rural Living housing are most appropriate southwest of SH 173. Agriculture and Outdoor Tourism uses are best suited to the River corridor.

**Size:** 967 acres

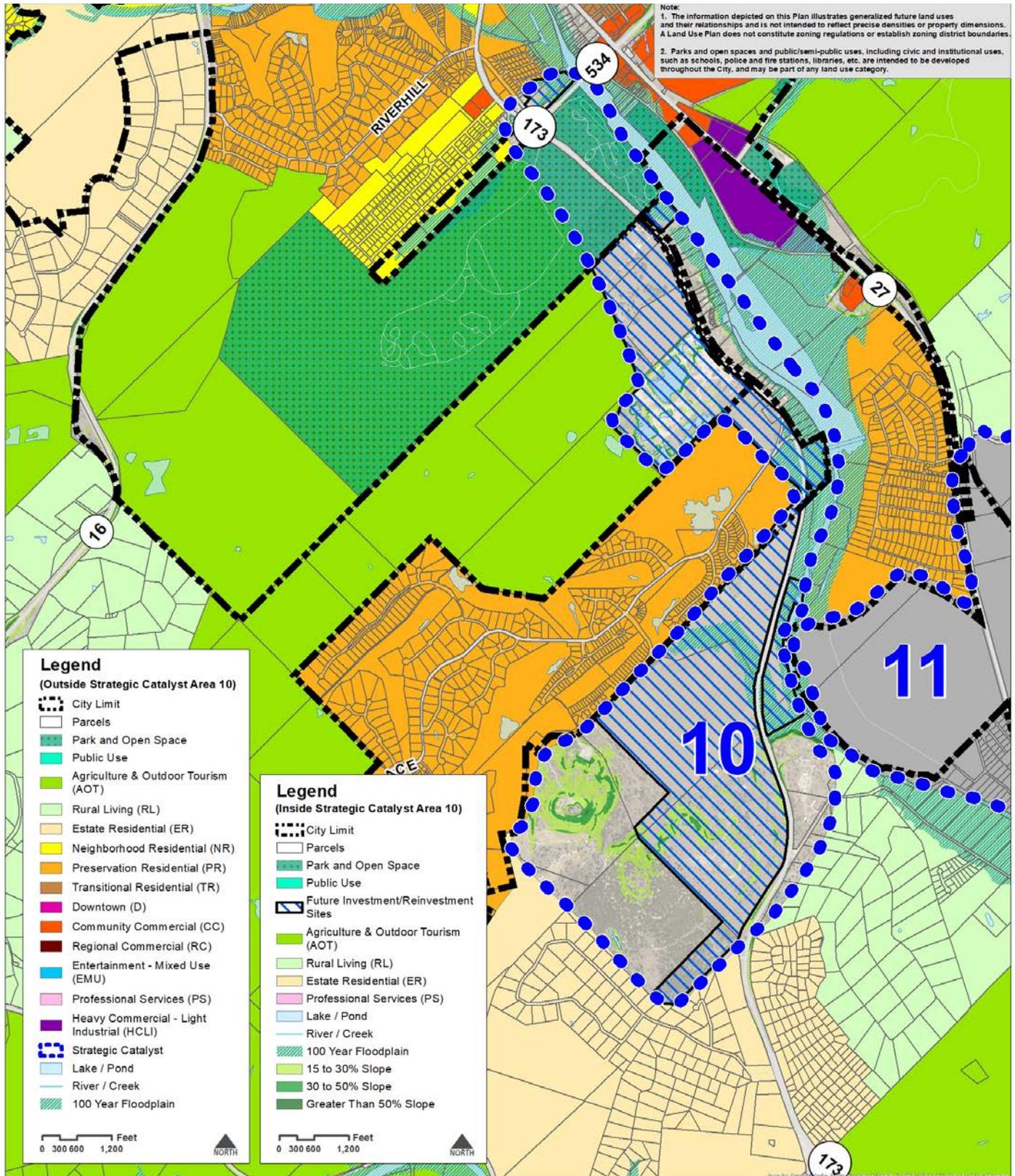
**Developable Sites:** 494 acres

**Residents:** 249

**Jobs:** 5



Figure 17: Strategic Catalyst Area 10



# Strategic Catalyst Area 11

Strategic Catalyst Area 11 lies on the southeastern fringe of the city. It is characterized by its most obvious and unique asset: the Kerrville Municipal Airport. Future growth will capitalize on the airport and its industrial space while keeping a careful eye on the effect of these activities on nearby neighborhoods.

**Defining Characteristics:** The airport and SH 27 are the key features of SCA 11. The area is generally bounded by the Guadalupe River to the west, Creekwood Road to the north, the fringes of the Kerrville Municipal Airport to the east, and the southeasternmost limits of the city's ETJ to the south.

**Allowable Place Types:** Heavy Commercial - Light Industrial, Agriculture and Outdoor Tourism

**Place Type Distinctions:** Agriculture and Outdoor Tourism place types are most appropriate south of SH27, near the Guadalupe River. Heavy Commercial - Light Industrial uses are best adjacent to the airport. Developments should be sensitive to their proximity to the Guadalupe River; additional buffering may be required.

**Size:** 2,390 acres

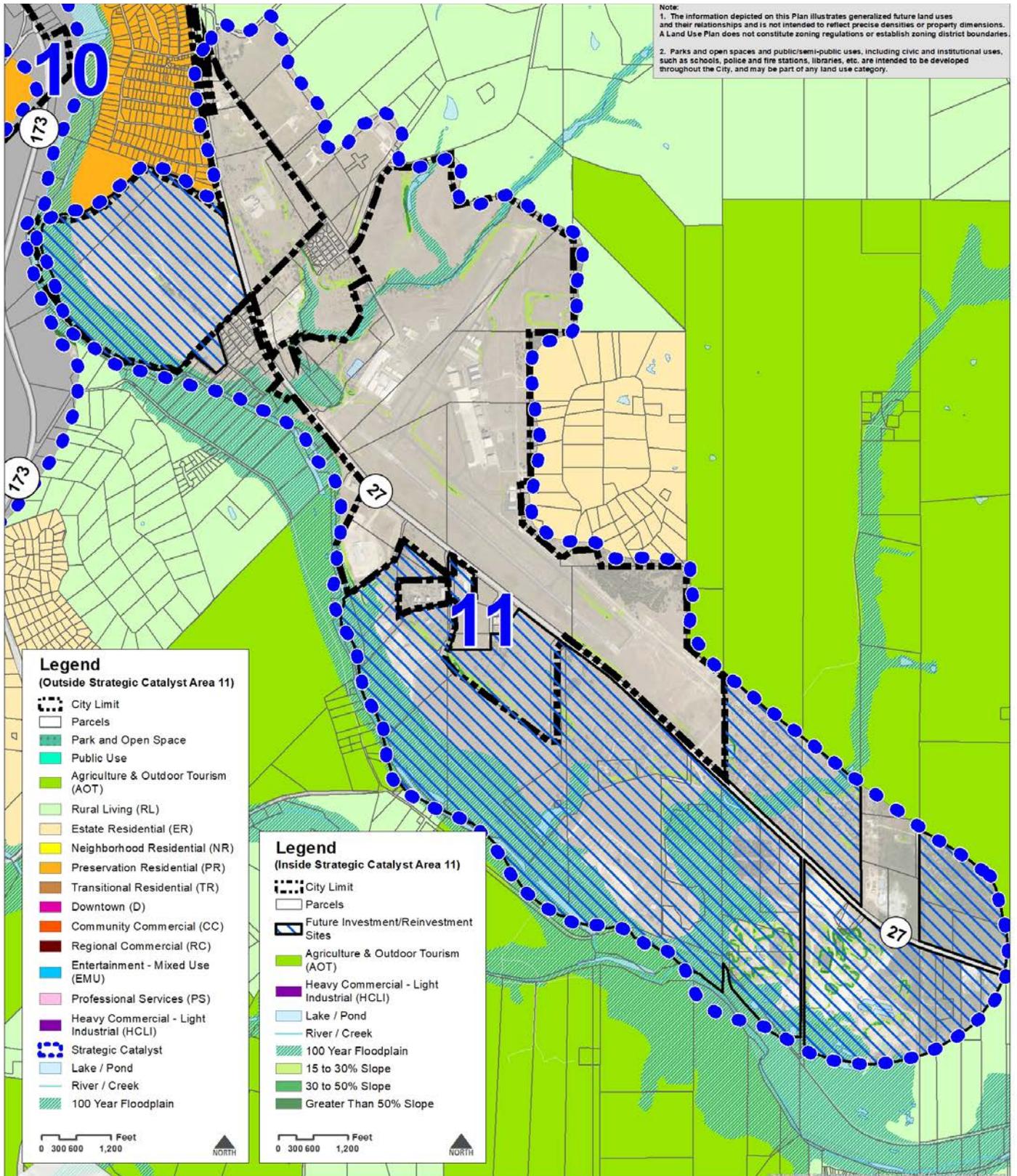
**Developable Sites:** 1,196 acres

**Residents:** 218

**Jobs:** 80



Figure 18: Strategic Catalyst Area 11



# Guiding Principles and Sample Action Items

Guiding Principles are a written summary of the key thoughts and ideas that underpin a comprehensive plan. These Principles are the beliefs that will guide the physical development of the community through changing circumstances and conditions, including changes in the economic climate and changes in leadership. They need to make sense within the context of individual neighborhoods or districts and for the city as a whole. These principles were approved by committees of citizens focused on seven strategic categories: Downtown Revitalization, Community Character and Placemaking, Economic Development, Mobility/Transportation, Public Facilities and Services, Water/Wastewater/Drainage, and Parks/Open Space/The River. Housing arose during the course of the project as an additional topic of special interest. Because the Guiding Principles and Action Items under all of the other Plan topics support the Land Use Plan, no separate principles or actions were developed for Land Use; however, the following is a sampling of Guiding Principles and Action Items from throughout the Implementation Strategy that will help fulfill the Land Use component of the Plan. The Principles are numbered to coincide with their place in the Implementation Matrix (see Chapter 13).

## **D3** GUIDING PRINCIPLE: Maintain and support small businesses with a local identity.

Small, one-of-a-kind businesses are the backbone of a community and its downtown. The many local establishments that dot the Kerrville landscape, particularly those within and around Downtown, contribute to the character and appeal of the area. The community has a strong preference for local business in the Downtown area as opposed to chain businesses selling similar goods and services. Businesses of this type often struggle to stay afloat. Support from the community will be crucial to their survival. They will likely not be able to sustain themselves on tourists alone.

- [Create a public-private advocacy group or partnership of the City and downtown property owners/tenants.](#) Cities of all sizes—small towns like Llano and Pleasanton, mid-size cities such as New Braunfels and Victoria, and metropolitan areas such as Austin and San Antonio—have established downtown partnerships, associations, or programs. These groups often form the basis for downtown revitalization, convening people, aligning interests, and shaping public policy to promote the center city to residents and visitors alike. Kerrville could benefit from a public-private advocacy group or partnership as it builds support in the City’s urban core and attracts new development and preservation efforts.

- Pursue new Downtown businesses, such as a music hall, array of boutiques shops, pubs or dance hall. Stable Downtown businesses will help underpin revitalization efforts. Ongoing innovation and reinvention will keep Downtown fresh and interesting. At the same time, the City and its economic development partners must resist the temptation to supplant businesses that are long-time pillars of the community. New businesses, such as a music hall, small retail establishments, or entertainment venues would enhance the existing character of the area and help other businesses become more sustainable as an added benefit.
- Consider developing an incubator to encourage business start-ups in downtown. Downtown Kerrville should be a hub of innovation, attracting a new generation of entrepreneurs to its work spaces to cultivate a new wave of interest and attention in the area. Start-ups indirectly generate activity around them, buzzing with creative individuals who attract coffee shops, walkable retail, and other like-minded professionals. The availability of Downtown housing will also help attract creative entrepreneurs and new business concepts to the area.



Large event spaces are both popular and needed in Kerrville



Start-ups thrive in downtowns and other urban centers

## E6

**GUIDING PRINCIPLE:** Support access to the infrastructure necessary to accommodate the future growth of housing and business (e.g., water, wastewater, power, communications, roads).

Growth requires infrastructure, and infrastructure requires the steady hand and long-term commitment of the public sector to plan for, design, construct and maintain it. Kerrville residents—present and future—deserve access to the basic amenities of modern life, to include water, wastewater service, electricity, telecommunications, and roads.

- Develop budgets and capital improvement plans that address the infrastructure required to accommodate both existing and future needs. Finances are the most important ingredient in the mix that defines the success of policy implementation; without proper budgeting and capital improvement plans, the city cannot adequately address current needs and prepare for the future.

City of Kerrville staff should develop these budgets and plans in accordance with the Kerrville 2050 goals, principles, and action items articulated by community members and contained herein.

- **Work to broaden cooperation and lobbying activities with other entities (e.g., City, County, Upper Guadalupe River Authority, Headwaters Groundwater Conservation District) to protect, develop, and preserve local water resources.** There is a reason so many cities the world over have settled so close to rivers, lakes, gulfs, bays, and oceanfronts: water is fundamental to life. As a river city, water is of the utmost importance to the sustainability and cultural life of Kerrville; a depletion of physical resources—particularly water—can be as devastating to the morale of a community as it is to its resiliency. As Texas continues to struggle through periods of droughts and floods, the city should place the highest prioritization on developing and protecting the Guadalupe River and other water resources as Kerrville moves toward 2050 and beyond.

## **E11** GUIDING PRINCIPLE: Promote new retail development while considering its impacts on existing business.

Kerrville stakeholders seek new opportunities and experiences for their community, both as consumers and as workers. Retail development—as long as it augments rather than inhibits existing businesses—should be a vital component of a successful economic development strategy.

- **Conduct a retail study to identify market/trade area leakage and gaps, submarkets within the city limits, target retailers, and the impact of new retail on existing businesses.** A study focusing on the City of Kerrville itself with a smaller, sub-area scoped to Downtown, could lay the groundwork for strategizing retail development and redevelopment in the city over the coming decades. Ideally, this study would conclude with a set of policy recommendations for the reduction of leakage and market gaps that aid other communities at the expense of Kerrville. Efforts should be made to encourage producers and consumers to stimulate the local economy.
- **Work proactively to attract new businesses or expand existing businesses to fill retail gaps.** While new business is often the focus of most economic development plans, an expansion of existing business can often provide a similar level of benefit to the community. Retaining and fostering the growth of small business has the added advantage of cementing a local identity in a city, neighborhood, or place.
- **Examine the possibility of attracting campus-oriented retail and entertainment/recreation uses to the Schreiner University area.** The Schreiner University area has the potential to become for a “college town” district within the larger city. Some establishments in and around the Schreiner campus already cater directly to students, faculty, and staff. The potential for growth, however, is palpable, and there is more to do to encourage the development of campus-oriented retail, entertainment, and recreation, which can appeal to other groups within the community as well.

## M4 GUIDING PRINCIPLE: Place a high priority on the maintenance of existing streets.

Kerrville stakeholders made it clear early in the study process that “planning for, designing, constructing, and maintaining Kerrville’s infrastructure” was of the highest priority (see Chapter X, Community Priorities). Their choice of the Strategic Catalyst Area approach to growth reinforced that notion by sending a signal that making the most of the community’s existing capital investments was preferable to building new infrastructure to serve areas currently outside the city limits.

- **Continue implementing the plan for street repairs, including a timeline and funding, based on the road conditions data collection and evaluation completed in 2016.** Many streets in Kerrville need repairs and upgrades in order to adapt to changing traffic patterns and lifestyles. The city now possesses the data necessary to implement these changes and should use it to frame the process of prioritization and funding.
- **Consider current and future needs/plans for growth when street resurfacing and restriping occurs.** As the need for resurfacing and restriping arises, the City should move beyond merely reacting and proactively assess needs for multimodal capacity ahead of time. These assessments will better adapt the City’s infrastructure to address future needs and plans for growth.
- **Meet with TxDOT annually to develop and reaffirm roadway related priorities involving maintenance projects.** Because so many of the most important roadways in Kerrville are actually state-owned facilities, it is important that the City coordinate closely and regularly with TxDOT to partner on the most important maintenance priorities and construction issues.

## F6 GUIDING PRINCIPLE: Focus close attention on building architecture and scale to preserve Kerrville’s small-town charm.

Architecture and design are fundamental to the atmosphere feeling of a place —it can create a sense of arrival, purpose, and even “home”. Kerrville’s historic architecture, particularly in and around the Downtown core, sets a tone for the rest of the city that should be followed but not mimicked. Architecture should reflect the period in which it was constructed and designed, but in a way that is complimentary to existing structures. Building scale and the use of consistent or compatible building materials and landscaping should be encouraged, if not required. It will be important for the City to follow these rules in the design of future public facilities. City Hall is an excellent example of a building that doesn’t try to imitate the architecture of some of the older buildings in the area but has a style and a palette of building materials that is very compatible with nearby historic structures.

- **Finalize and implement City design/development specifications, including standards consistent/compatible with the look and small-town charm of Kerrville.** Kerrville is not a big city in the same vein as Austin or San Antonio, but it is relatively large when compared to its peers in the Hill Country. The small-town charm of Kerrville is a feeling that has been preserved even through the ten-fold population increase of the past century. It should seek to hold onto that feeling in the requirements it sets for building design and streetscape improvements, even though the city is no longer the small town it once was.
- **Consider building design that attracts families to Kerrville businesses.** Architecture should move beyond the aesthetic appeal of a place and into the domain of the family economy, seeking to attract consumers in households with children. This can be achieved through a variety of means, but solidifying family as a core principle of Kerrville’s design orientation will help set the tone for future economic growth.
- **Enhance the access, functionality, safety and appearance of the Downtown parking garage.** The public parking garage is one of the main transportation facilities in the Kerrville Downtown business district. Its appearance and role in the Downtown area are important considerations for local policymakers. The garage should reflect themes that are consistent with both the city and this plan—those of history, culture, and warmth. It should be safe, attractive, easy for the average consumer to use, and complementary to surrounding infrastructure and architecture.

## F7

**GUIDING PRINCIPLE: Be thoughtful when considering land uses and provide facilities and services that promote and enhance local parks, green spaces, and the River Trail.**

The more that can be done to promote Kerrville’s many parks, open spaces, and trails, the better. The relatively large presence of green space and vegetation in Kerrville is a unique aspect of the city that can be harnessed for the betterment of residential life, tourism, athletic activities, and transportation.

- **Establish a long-term plan for each public facility/site to promote and enhance nearby parks, green spaces, or trails.** Each park and sizable public amenity should figure into a long-term plan for its usage and lifespan. These plans should place a high priority on maintaining the city’s excellent parks and recreation system as it currently exists.
- **Add and/or improve parks to encourage the development of housing nearby.** Parks are more than just landscape available for public and recreational use; many would say they are the economic engines of tomorrow. As numerous stakeholders have already stated, Kerrville’s attachment to its environment is a magnet for prospective residents and, thus, could be an important factor in the attraction of new housing in the area.

- **Develop a marketing effort or an app with maps, GPS tracking, and a “You are Here” locator to promote the use of Kerrville parks and recreation amenities and to make it easy to find green space.** Mobile apps are now a part of everyday life that users are increasingly turning to in times of need. An app that promotes engagement with the parks and recreation system could increase their usage, familiarizing people with a system that they would otherwise be less acquainted with. A marketing campaign, especially one that leverages the power of social media, could also be an effective tool in achieving this goal.

## **W4** GUIDING PRINCIPLE: Preserve natural riparian areas.

Riparian areas are areas located on the banks of a river—in this case, the Guadalupe. The city should preserve these natural environments not only for their aesthetics, but also for their intrinsic value as areas of conservation.

- **Pursue zoning ordinance amendments to support riparian area protection.** Public policy must underscore efforts to preserve the natural environment of Kerrville by designing and designating clear zoning boundaries in support of riparian protection. Zoning should reflect public input as well the environmental needs of the community.
- **Develop standard maintenance protocols for riparian areas, including the option of leaving the areas in a natural condition.** A standardized set of maintenance routines and protocols will help ensure uniform treatment across the myriad districts, ownership arrangements, and conditions that span the riverbank. The preservation of natural conditions such as mow-free areas, environments with primarily local flora and fauna, and undeveloped tracts of land, should be considered viable options for different portions of the river.
- **Restore damaged riparian areas in riverside parks.** Parts of the Guadalupe River have already been severely damaged by human activity, including littering, waste disposal, polluted stormwater runoff, and the harvesting of natural resources. A concerted effort to restore these areas to a natural or semi-natural state could do much to heal the damage caused by the economic development of Kerrville and the surrounding area and the irresponsible treatment of these riparian areas over the years.

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# 5 | Economic Development



# Economic Development

## Introduction

The primary purpose behind any economic development initiative is to achieve new gains in the financial and fiscal growth of the community. These pursuits most often involve:

- Creating business activity and jobs through attraction, expansion, and retention efforts
- Reducing unemployment
- Increasing the earnings of residents which will, in turn, be reinvested back into the municipality

Critical to the sustained success of these pursuits is growth across multiple sectors. Any community dependent on a single industry or a few industries will experience highly volatile economic cycles of expansion and contraction. Diversification of the economic base, completion of improvements that benefit both employers and residents, and public support for every aspect of its economic development infrastructure make up a viable approach to insulating the community from outside influences. It will also protect the community from regional and national policies that cannot be controlled at the local level.

## Current Economic Development Initiatives

Local economic development efforts are supported by the Kerr Economic Development Corporation (KEDC) and several other partner organizations:

- City Of Kerrville and Kerrville Economic Improvement Corporation (4B Corporation)
- Kerr County
- Kerrville Area Chamber Of Commerce
- Kerrville Convention And Visitor's Bureau
- Kerrville Public Utility Board

A community's economic development "infrastructure" is multi-faceted and is comprised of several critical elements:

- **People** – a community's resident and non-resident employees, labor force, and employers
- **Sites and Buildings** - opportunity sites and buildings which can effectively leverage public incentives for development and redevelopment

- **Incentives and Business Support** - public programs, projects, and policies that can overcome limited resources and facilitate private investment
- **Infrastructure** - physical networks such as transportation (roadways, mobility, service, coordination, connections, etc.) and utility systems (power, water, sewer, cable, etc.) that support private investment
- **Quality of Life** - recreation amenities, social services, public facilities, etc., that both visitors and residents can access

The analysis of the community's economic development infrastructure presented on the following pages is intended to provide an objective, unbiased assessment of Kerrville's competitive position relative to other communities and geographies, including a larger trade area within which businesses and industry compete for investment. The facts and figures presented are based on primary and secondary research, along with a review of existing municipal resources, plans, and reports. Conclusions drawn from this work should inform initiatives of the City and its partners in positioning itself for growth and development.

# People

As explained above, people, as an element of a community's economic development infrastructure, include its resident and non-resident employees, its labor force, and its employers. *Exhibit 1* provides an overview of these economic indicators for the City of Kerrville (the City) and Kerr County (the County). As shown, the City comprises 45% of the County's labor force and employment. Not surprisingly, the City and County have similar unemployment rates, higher than the Texas rate of 4.8%. As of 2016, however, unemployment rates have significantly improved over the past 2 years, with Kerrville at 3.2%, Kerr County at 3.1% and the State at 3.8%.

**FIGURE 1: LABOR FORCE AND EMPLOYMENT**

AREA	2010	2016	% CHANGE
<b>Kerrville</b>			
Labor Force	9,603	10,320	7.5%
Employment	9,078	9,467	4.3%
Unemployment	525	853	62.5%
Unemployment Rate	5.5%	8.3%	51.2%
<b>Kerr County</b>			
Labor Force	22,025	22,737	3.2%
Employment	20,705	20,873	0.8%
Unemployment	1,320	1,864	41.2%
Unemployment Rate	6.0%	8.2%	36.8%
<b>Source: U.S. Census Bureau; Texas Workforce Commission; and Ricker   Cunningham</b>			

As reflected in *Exhibit 2*, major industry groups in the City include: Educational and Health Services; Trade, Transportation and Utilities; and Leisure and Hospitality. These sectors currently employ nearly 60% of all employees in Kerrville. Nearly 18,000 new jobs are projected in these industries over the next three decades.

<b>FIGURE 2: EMPLOYMENT BY INDUSTRY</b>		
<b>INDUSTRY</b>	<b>CITY OF KERRVILLE</b>	<b>2016</b>
Natural Resources, Mining, and Construction	<b>843</b>	<b>4.6%</b>
Manufacturing	<b>390</b>	<b>2.1%</b>
Trade, Transportation, and Utilities	<b>3,640</b>	<b>19.7%</b>
Information	<b>559</b>	<b>3.0%</b>
Financial and Real Estate Activities	<b>1,170</b>	<b>6.3%</b>
Professional and Business Services	<b>1,419</b>	<b>7.7%</b>
Educational and Health Services	<b>5,047</b>	<b>27.4%</b>
Leisure and Hospitality	<b>2,178</b>	<b>11.8%</b>
Other Services	<b>1,425</b>	<b>7.7%</b>
Government	<b>1,752</b>	<b>9.5%</b>
Unclassified	<b>27</b>	<b>0.1%</b>
<b>TOTAL</b>	<b>18,450</b>	<b>100.0%</b>

**Source: Texas Workforce Commission and Ricker | Cunningham**

## Industry Targets and Clusters

An important component of Kerrville’s forward-thinking economic development strategy is the attraction of targeted industries and business organizations with a strong likelihood of locating in the community. With an understanding of each one, future marketing efforts can be more strategic and land use planning can be more reflective of actual market circumstances. By focusing programs on industries most likely to seek relocation and expansion opportunities, Kerrville can make the most efficient use of available resources and more effectively position itself for investment. These target industries include:

- Avionics/Aerospace
- Energy
- Advanced Manufacturing
- Craft Agriculture
- Hotel And Convention
- Food Processing and Storage



The Trade, Transportation, and Utilities industry—which includes restaurants and “mom and pop” retail—accounts for roughly 1-in-5 jobs in Kerrville

- Information, Analytics and Security
- Life Science and Healthcare

Existing businesses among these groups are likely to expand in Kerrville for the same reason new businesses will be attracted to the area's attributes. Experience has shown that the majority of job growth in a market is a byproduct of retention and expansion among existing operators. These target industries, in addition to other industries already established in Kerrville, provide opportunities to grow through industry clustering, supplier networks, and related businesses.

*Exhibit 3* includes a list of major employers in Kerrville, most of which fall within one of Kerrville's target industries.

<b>FIGURE 3: KERRVILLE MAJOR EMPLOYERS</b>	
<b>MAJOR EMPLOYERS</b>	<b># OF EMPLOYEES</b>
Peterson Regional Medical Center	<b>983</b>
Kerrville Independent School District	<b>700</b>
Kerrville State Hospital	<b>538</b>
James Avery Craftsman	<b>472</b>
HEB Food and Drug	<b>430</b>
Kerrville Veteran's Affairs Hospital	<b>400</b>
Walmart	<b>347</b>
City of Kerrville	<b>308</b>
Kerr County	<b>308</b>
H.E. Butt Family Foundation	<b>200</b>
<b>TOTAL</b>	<b>4,686</b>

**Source: KEDC and Ricker | Cunningham**

## Income and Wages

Although lower-than-average wages can be considered a favorable factor among site selection experts, employees considering opportunities in one location versus another may see this difference as unfavorable. As

**“Kerrville has an hourglass economy—wealthy and low-income households are well-represented; middle-income households are missing”**  
- from Stakeholder Interviews

reflected in *Exhibit 4*, wages in the Hill Country Region (a 33-county area surrounding the Austin metropolitan area) are higher than the State average in 13 of the 22 categories of occupations presented. Despite higher wages in these occupations, the annual average wage for all occupations in the Hill Country Region was

\$39,670, 19% lower than the Texas average of \$49,630.

In addition to wage data, estimates of net worth for the Kerrville community were analyzed. Overall, the average net worth for Kerrville households in 2018 was estimated at \$818,425. Average net worth by age of householder ranges from \$24,682 for the less than 25 age group to \$1,579,374 for the 65 to 74 age group, highlighting the level of wealth held by retirees in the community.

<b>FIGURE 4: AVERAGE WAGE BY OCCUPATION</b>		
<b>Occupation</b>	<b>AVERAGE ANNUAL WAGE</b>	
	<b>Hill Country Region</b>	<b>State of Texas</b>
<b>All Occupations</b>	<b>\$39,670</b>	<b>\$48,700</b>
Management Occupations	\$99,080	\$126,250
Business and Financial Operations Occupations	\$61,200	\$78,240
Computer and Mathematical Occupations	\$62,080	\$89,450
Architecture and Engineering Occupations	\$70,570	\$97,400
Life, Physical, and Social Science Occupations	\$63,390	\$75,130
Community and Social Service Occupations	\$43,200	\$48,660
Legal Occupations	\$55,290	\$106,040
Education, Training, and Library Occupations	\$42,840	\$51,520
Arts, Design, Entertainment, Sports, and Media Occupations	\$40,810	\$53,900
Healthcare Practitioners and Technical Occupations	\$63,250	\$76,580
Healthcare Support Occupations	\$26,890	\$29,500
Protective Service Occupations	\$41,640	\$45,180
Food Preparation and Serving Related Occupations	\$22,090	\$23,580
Building and Grounds Cleaning and Maintenance Occupations	\$24,450	\$25,340
Personal Care and Service Occupations	\$23,080	\$23,100
Sales and Related Occupations	\$35,870	\$41,730
Office and Administrative Support Occupations	\$33,400	\$36,860
Farming, Fishing, and Forestry Occupations	\$27,230	\$27,470
Construction and Extraction Occupations	\$40,350	\$43,600
Installation, Maintenance, and Repair Occupations	\$42,600	\$45,880
Production Occupations	\$37,730	\$38,990
Transportation and Material Moving Occupations	\$35,780	\$38,640
Occupations with a higher wage rate than the average are shaded.		
<b>Source: Bureau of Labor Statistics; US Census Bureau; and Ricker   Cunningham</b>		

## Educational Attainment

Kerrville has a relatively educated workforce, with 86.1% of residents 25 years and older having a high school degree and 26.8% having a bachelor degree. While these figures are comparable to statewide figures (82.3% high school graduates; 28.1% with a bachelor degree), the pertinent issue in Kerrville is not necessarily the lack of an educated workforce, but the availability of a skilled workforce for certain industries. Construction trades, manufacturing, and hospitality and food service are all examples of industries that are already established in Kerrville that might need assistance in finding skilled workers. Partnerships with the Kerrville Independent School District, the Alamo Colleges Greater Kerrville Center, Schreiner University, major employers, and local and regional lenders should continue to be encouraged to support the matching of skilled workers with local job opportunities. Partnerships such as these also play an important role in attracting new businesses to the City.

## Sites and Buildings

Sites and buildings as an element of a community's economic development infrastructure are evaluated based on their availability, configuration, location, and cost. Development sites and building improvements, when effectively positioned, allow for timely business expansions and relocations. When they are not available, this can be a hurdle to economic development efforts; however, when this type of infrastructure is available and in place, municipalities are able to shorten the timeframe within which businesses can become operational and the city can begin to realize associated economic benefits sooner. KEDC assists primarily with businesses looking to expand or relocate by working through a consortium of regional banks and local commercial brokers.

Among existing improvements, there appears to be a sufficient inventory of available spaces for retail, office, and industrial businesses. Retail and office space is concentrated along Kerrville's major commercial corridors: Sidney Baker Street (State Highway 16) and Junction Highway (State Highway 27), and is the areas in and around Downtown. The Kerrville Airport Commerce Park provides development-ready sites for industrial users. Future economic development initiatives should ensure that the location and configuration of these assets can accommodate the requirements of new and expanding businesses. In terms of new construction, buildings with design features that can adapt to changes in industry trends and avoid obsolescence will be important for a sustainable marketplace.

**“Kerrville needs good middle-class jobs and housing for this segment of the population”**

- Stakeholder Interviews

# Incentives and Business Support

A comprehensive complement of economic development incentives includes public programs, projects, and policies used individually, and in varying combinations, to facilitate private investment. Resources provided and administered by KEDC and its partner organizations range from financial assistance to workforce development to due diligence research and support in obtaining project approvals and permits. KEDC supports the community's efforts to strengthen existing industries and pursue new ones. As such, it acts as a liaison between local businesses and city government and advocates for capital projects that support the community's business environment and residents' quality of life.

Incentives coordinated by KEDC include:

- Funding from Kerrville Economic Improvement Corporation
- Grants (Infrastructure Assistance, Job Training, and Hiring)
- Property Tax Abatement
- Texas Enterprise Fund
- Skills Development Fund
- Skills for Small Business Program
- Texas Data Center Incentive
- Texas Research & Development Incentive Program
- Small Business Resources
- Texas Capital Fund

Each of these is described on the following page:

## Grants

As a Type B Corporation, the KEDC receives revenue from a 0.5% local sales tax. Backed by a healthy fund balance, grants are available for qualified businesses to assist with the following expenses:

- Infrastructure Assistance
- Job Training and Hiring Costs

## Property Tax Abatement

The City of Kerrville and Kerr County can reduce the property tax obligations of a project's real and business personal property for up to 10 years. Local incentives are awarded on a case-by-case basis according to the type of industry, capital investment, annual payroll and number of jobs created.

## Texas Enterprise Fund

The Texas Enterprise Fund is the State's \$295-million, deal-closing fund used to attract new businesses that are considering relocating to Texas or retain existing businesses that are considering leaving the state.

## Skills Development Fund

The Center for Workforce and Economic Development at Collin College partners with companies to design customized training programs and apply for grants from the Texas Workforce Commission.

## Skills for Small Business Program

Companies with fewer than 100 employees can train new workers and upgrade skills of incumbent workers with access to all credit and continuing education courses offered through Collin College. The program offers a grant of up to \$1,800 per employee for each new employee being trained and \$900 per employee for existing employees hired within the previous 12 months.

## Texas Data Center Incentive

Qualified data centers receive an exemption on state use and sales tax (6%) on hardware and other equipment.

## Texas Research & Development Incentive Program

Companies engaged in research and development operations can receive a reduction in either their state sales tax or franchise tax via the Texas Research & Development Incentive Program. The State of Texas offers competitive incentives to companies that are creating jobs and driving innovation in Texas.

## Small Business Resources

The U.S. Small Business Administration is responsible for the delivery of SBA's many programs and services, which include free counseling, financial assistance, consulting services, special loan programs, and guaranteed loans.

## Texas Capital Fund

The Texas Capital Fund supports rural business development, retention, and expansion by providing funds

for public infrastructure, real estate development, or the elimination of deteriorated conditions.

# Infrastructure

Physical infrastructure within a community primarily falls into two categories: transportation and utilities. Of particular interest to individuals and entities involved in efforts to expand and sustain an area's economic and employment base are the presence of infrastructure, along with its capacity and condition relative to the needs of local businesses and desires of area residents. Detailed discussions of capital improvements in the community for Mobility/Transportation and Water/Wastewater/Drainage are provided in separate sections of the plan.

# Quality of Life

Quality of life in Kerrville is largely driven by access to natural amenities (most notably, the Guadalupe River and the surrounding Hill Country) and proximity to major metropolitan markets (San Antonio and Austin). With an appealing recreational lifestyle, a higher-than-average number of cultural and entertainment offerings, and a lower cost of living, Kerrville's economic profile as a regional activity center is enhanced by its role as a tourist destination and retiree market.

# Jobs and Housing

Two of the top challenges facing a city engaged in fostering a favorable climate for growth and development are providing job opportunities with sustainable incomes for its residents (primary) and finding builders and developers able to deliver a range of attainable housing options. Providing a diversity of attainable housing options for a range of employers and employees with different levels of income can be a significant challenge for communities, particularly when they have to rely on the experience and capacity of area homebuilders. Once the importance of this essential element of the economic development equation is understood, many communities actively engage in encouraging and even incentivizing housing development that aligns with its larger business and industry goals. In 2017, the median home price in Kerrville was approximately \$215,000, an increase of nearly 23% over the 2016 price. Over the past several years, home price increases have not necessarily been accompanied by increases in household income, negatively affecting housing affordability in Kerrville. A detailed discussion of housing characteristics and challenges is summarized in the Housing section of the plan. (see Chapter 6)

One measure of a community's ability to provide housing for employees is its jobs-to-housing ratio (total jobs/occupied households). Most experts believe that a ratio between 0.75 and 1.5 reflects a well-rounded local economy that is effective at "reducing vehicle miles traveled." The current Kerrville jobs to housing ratio is 1.89, which is characteristic of a regional service center. While this measure suggests that Kerrville has been more effective at "closing the gap" between numbers of employees and households, it does not show whether or

not the type of housing products are meeting the lifestyle preferences of existing and potential residents.

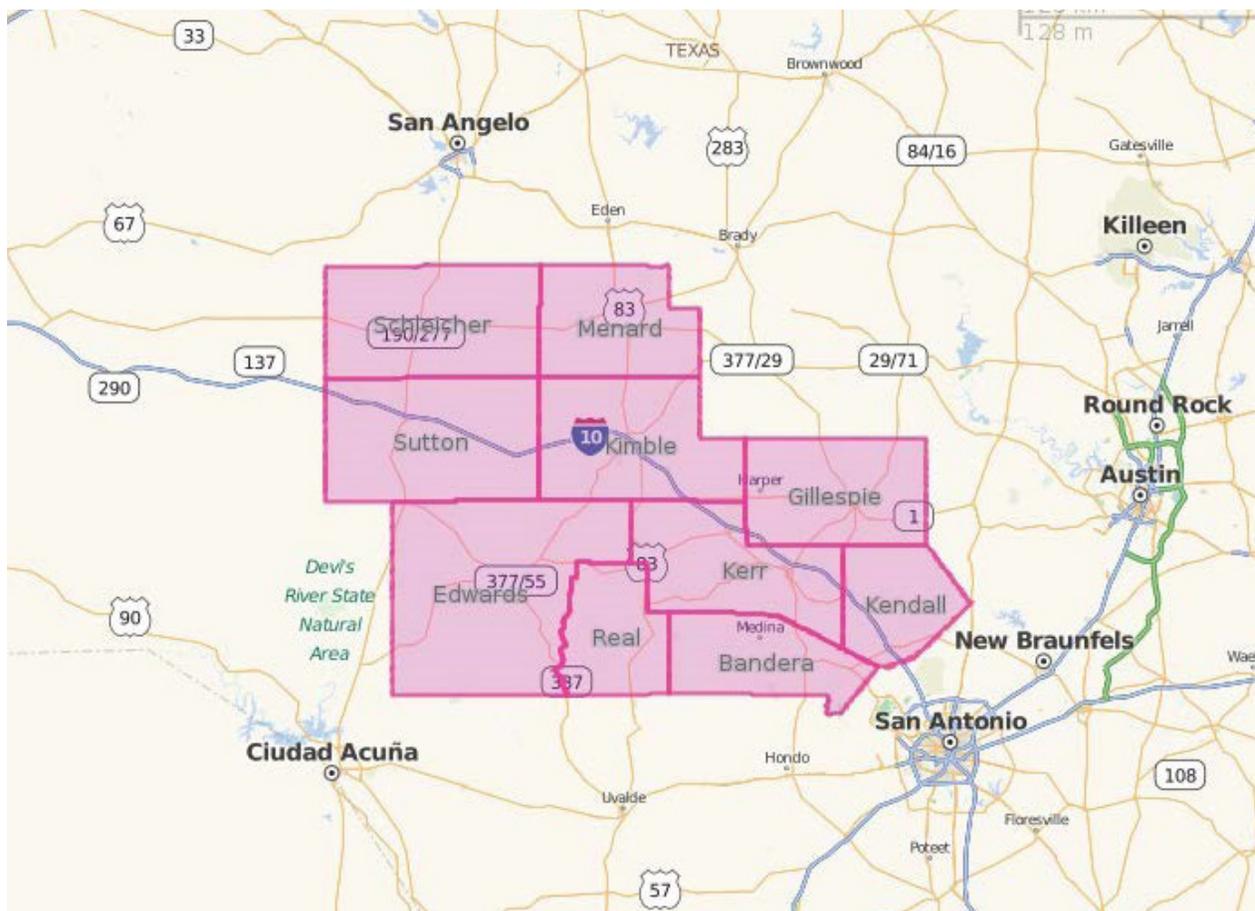
# Market Opportunities

Planning for the strategic development of the community of Kerrville requires an understanding of its physical limitations as well as its market. The market context portion of the planning process, summarized here, focused on identifying market opportunities within the city and a larger representative trade area. The purpose of the market analysis in the context of a community planning effort such as this is fourfold:

- To provide a “reality check” for the conceptual planning effort
- To ensure that recommendations are grounded in market and economic reality
- To set the stage for implementation
- To provide an accurate and independent “story” to tell potential development and investor audiences, the entities that will ultimately implement the community’s vision

The analysis showed that there is both short-term and long-term market demand in the surrounding trade area, and that with strategic public and private investment and supportive policies, the City could be successfully

**FIGURE 5: KERRVILLE TRADE AREA**



positioned to capitalize on select niche and destination opportunities.

Since Kerrville has the potential to support the development of a variety of product types, a broad trade area was defined for all of the major land uses (residential, retail, office, and industrial). A trade area is the geography from which projects in a certain location will draw and compete for the demands of a majority of their residents, customers, or tenants. Several factors are used to define the boundaries of a trade area, some unique to the specific use or product type, and others more universally applicable. The most common are:

- **Physical Barriers** – presence of certain physical improvements including highways, arterials, and significant structures, all of which influence driving and shopping patterns; also the availability, condition, and capacity of infrastructure
- **Location of Possible Competition** – inventory of potentially competitive projects which can diminish a business’ potential market share and be an indicator of market acceptance
- **Proximity to Population, Employment, and/or Activity Centers** – concentrations of neighborhoods, employment centers, service providers, and commercial entertainment venues which attract target markets that will support development and redevelopment
- **Zoning** – regulatory designations which will influence investment decisions
- **Market Factors** – conditions which set sale and lease prices, influence capital flows, suggest excesses and voids, and ultimately impact potential project values
- **Drive Times, Spending, and Commuting Patterns** – consumer habits and biases which can inform a project’s potential for success

Based on consideration of these factors, the Kerrville Trade Area was determined to include the following counties extending along the Interstate 10 (I-10) Corridor between San Antonio and El Paso:

- Bandera
- Edwards
- Gillespie
- Kendall
- Kerr
- Kimble
- Menard
- Real
- Schleicher
- Sutton

A map of the Kerrville Trade Area is presented in Figure 5.

# Industry Trends

The Urban Land Institute (ULI), the lead membership organization representing real estate professionals nationally and internationally, issues an annual report based on input from its member developers, lenders, and investors regarding prospects and product changes in the coming year. The following trends will have impacts on new development, not only nationwide, but in Central Texas specifically.

- Development of 18-hour environments, offering the ability to live, work, dine and be entertained within the same neighborhood
- Housing for individuals at either end of their earning years who desire a home that supports their lifestyle preferences and needs, without regard to its investment potential
- Emphasis on walkable, mixed-use environments with access to multiple modes of vehicular and non-vehicular transportation
- Residential and employment choices that support the highly mobile, entrepreneurial, and growing millennial market with an emphasis on cost sensitivity and adaptability

## Economic and Demographic

As a barometer of an area's economic health and potential for investment, demographic and economic characteristics, taken together with its psychographic profile, can reveal support for product types that may or may not be part of the current inventory. The built environment is often considered to reflect all of a market's preferences, but it is often the case that there are other supportable uses which better represent what is not only wanted, but needed, yet absent from the marketplace due to any number of obstacles or barriers. For this reason, a higher level of attention is given to this component of the analysis.

Development projects in Kerrville can be expected to attract the interest of individuals from a broad geography, one well beyond city boundaries. As previously described, the trade area within which future uses will attract and compete for residents, consumers, users and visitors, will reach across multiple jurisdictions. *Exhibit 6* summarizes economic and demographic characteristics for the City and the larger trade area. Notable observations from this data include:

- Kerrville and Kerr County are growing at a rate only 1/3 that of the State of Texas
- The city's average household size is lower than both the county and the state. Not surprisingly, the city has a higher share of nonfamily, one- and two-person, and renter households
- The city and the county age profile skews toward the higher end of the age group range (65+), with a lower degree of school-age children and a significantly higher median age than the State overall
- The fastest growing age group in Kerrville is the 25-44 population, which increased by 5% from 2009 to 2015

**FIGURE 6: DEMOGRAPHIC SUMMARY**

2016 INDICATOR (UNLESS OTHERWISE NOTED)	CITY OF KERRVILLE	KERR COUNTY	STATE OF TEXAS
2010 Population	22,393	49,625	25,145,561
2016 Population	23,434	51,504	27,862,596
2017 Households	9,711	20,980	9,405,223
Annual Household Growth Rate (Projected through 2027)	0.5%	0.5%	1.4%
Average Household Size	2.24	2.38	2.83
Percent Non-Family Households	42%	35%	30%
Percent One- and Two-Person Households	75%	72%	56%
Percent Renters	42%	30%	38%
Percent Age 65+	27%	26%	11%
Percent Age 0-17	19%	19%	27%
Median Age	46.5	47.9	34.1
Percent With Bachelors Degree	27%	28%	28%
Average Household Income	\$53,900	\$62,300	\$75,300
Percent With Income Below \$25,000	30%	27%	23%
Percent With Income Over \$100,000	11%	15%	24%
Percent Hispanic	29%	25%	38%
Percent Black/African-American	4%	2%	12%
Percent Asian American	1%	1%	4%

**Source: US Census; ESRI; and Ricker | Cunningham**

### Psychographic Trends

Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic (age, race, income, etc) , speak more to attitudes, interests, opinions, and lifestyles. Tapestry (ESRI) is a leading system for categorizing day- and night-time populations into one of 67 distinct lifestyle segments based on these factors. Many commercial retail developers rely on psychographics to measure a market’s depth for certain consumer preferences and its propensity to spend across specific set of retail categories. Similarly, a growing number of residential developers are interested in an area’s psychographic profile because it can serve to eliminate some of the uncertainty associated with delivering unproven product types to a market.

Tapestry organizes the segments into “LifeMode” groups, which represent markets that share common experiences or significant demographic traits, and “Urbanization” groups, markets that share a common locale. The largest segments for the Kerrville Trade Area are summarized in *Exhibit 6*, along with a breakdown of LifeMode and Urbanization Groups. Each segment listed in the Exhibit includes total area households which fall into these groups, the percent they represent of all households in the trade area; and the national index for this segment (or comparative number of households in the nation that fall in this group).

Just as commercial retail developers are interested in a community's psychographic profile because it gives them information about household spending patterns, residential developers want to understand this profile because it tends to suggest preferences for certain types of housing. Kerrville's profile is dominated by affluent empty nester and retiree psychographic segments, indicating higher incomes and higher disposable retail spending. Emerging segments in Kerrville include more middle income and ethnically diverse households.

**FIGURE 7: PSYCHOGRAPHIC SUMMARY**

<b>Tapestry Segment</b>	<b>2017 Households</b>	<b>% of Total Households</b>	<b>U.S. Index=100*</b>
Silver and Gold	2,293	23.6%	3,084
Midlife Constants	1,979	20.4%	818
Retirement Communities	1,068	11.0%	902
Small Town Simplicity	1,067	11.0%	587
Set to Impress	819	8.4%	606
<b>Total Above Segments</b>	<b>7,226</b>	<b>74.4%</b>	<b>--</b>
<b>LifeMode Group</b>	<b>2017 Households</b>	<b>% of Total Households</b>	<b>U.S. Index=100*</b>
Senior Styles	3,946	40.6%	694
GenXurban	2,583	26.6%	231
Hometown	1,880	19.4%	309
Midtown Singles	819	8.4%	134
Ethnic Enclaves	291	3.0%	42
<b>Total Above Groups</b>	<b>9,519</b>	<b>98.0%</b>	<b>--</b>
<b>Urbanization Group</b>	<b>2017 Households</b>	<b>% of Total Households</b>	<b>U.S. Index=100*</b>
Suburban Periphery	4,876	50.2%	157
Metro Cities	2,700	27.8%	151
Semirural	1,652	17.0%	180
Urban Periphery	291	3.0%	608
Rural	192	2.0%	12
<b>Total Above Groups</b>	<b>9,711</b>	<b>100.0%</b>	<b>--</b>
<b>Total Trade Area</b>	<b>9,711</b>	<b>100.0%</b>	<b>--</b>
* Indicates concentration of this segment relative to U.S. average. A segment index of 200 would mean that this group contains 2 times the concentration of households compared to the average U.S. neighborhood.			
<b>Source: ESRI and Ricker   Cunningham</b>			

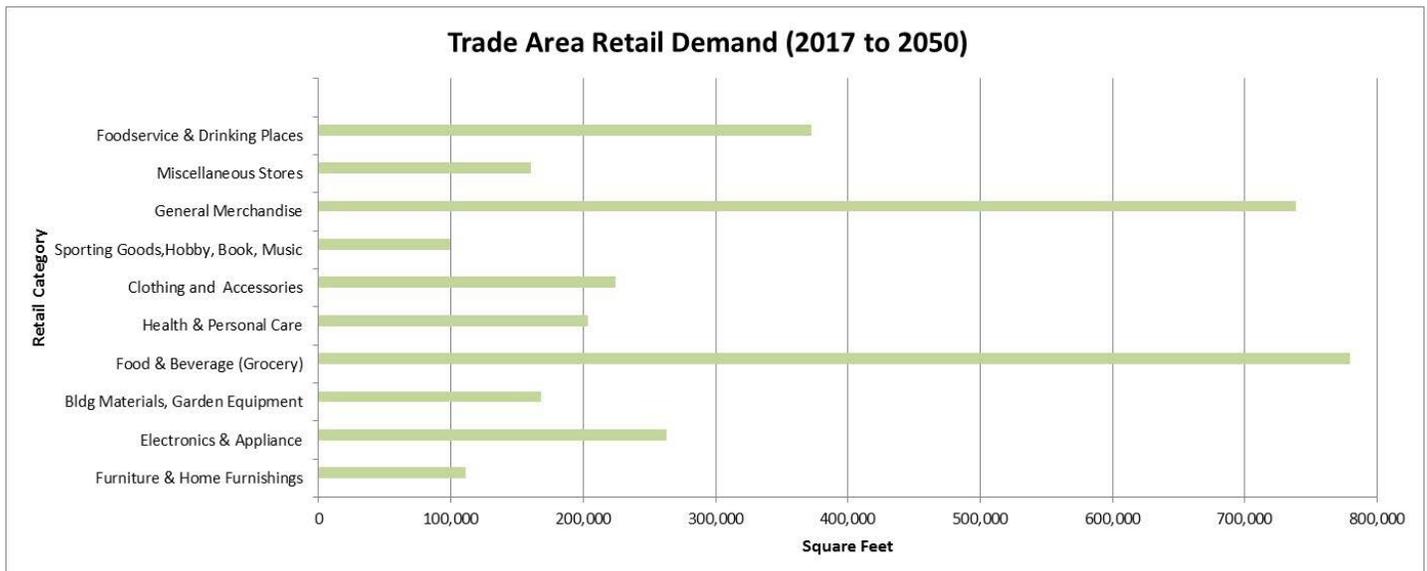
# Market Demand

An analysis of the *current* performance of real estate products within an overall market, and competitive projects within a trade area, provides an indication of whether a property or area may be ready for new development and/or redevelopment. It also helps to identify potential gaps in the market—niches that new development and/or redevelopment could fill. In order to identify potential *future* market opportunities given the city's competitive position and prevailing market conditions, market demand estimates were prepared for residential, retail, office, and industrial land uses over the next 33 years (2017 to 2050). The information that follows presents a summary of current supply and demand conditions for competitive land uses within the Kerrville trade area.

## Market Supply

The commercial real estate market in Kerrville is comprised mostly of small retail spaces, local service and medical office space, and small- to medium-sized light industrial buildings. As noted, retail and office space

Figure 8: Retail Demand (2017 to 2050)



is concentrated  
two primary  
corridors  
and Junction  
light industrial  
be located  
Highway,  
the Airport  
southeast of  
and vacancy  
of smaller



Kerrville has many local retail establishments that draw consumers from around the Trade Area to the City

along Kerrville's  
commercial  
(Sidney Baker  
Highway), while  
users tend to  
along Junction  
extending to  
Commerce Park  
Downtown. Rent  
rates are typical  
communities

FIGURE 9: RETAIL DEMAND (2017 TO 2050)

RETAIL CATEGORY	ESTIMATED 2017 HOUSEHOLD RETAIL DEMAND	ESTIMATED 2017 RETAIL SALES (SUPPLY)	ESTIMATED 2017 RETAIL VOID (LEAKAGE)	ESTIMATED RETAIL SALES/S.F.	NEW RETAIL SPACE NEEDED TO RECAPTURE VOID/LEAKAGE	ANNUAL HOUSEHOLD GROWTH RATE (2017-2050)	NET NEW HOUSEHOLD RETAIL DEMAND	NEW RETAIL SPACE NEEDED FOR HOUSEHOLD GROWTH	TOTAL NEW TRADE AREA RETAIL DEMAND (S.F.) 2017-2050
Furniture & Home Furnishings	\$78,352,590	\$85,602,604	\$0	\$275	0	1.0%	\$30,454,875	110,745	110,745
Electronics & Appliance	\$81,873,980	\$34,704,013	\$47,169,967	\$300	157,233	1.0%	\$31,823,604	106,079	263,312
Bldg Materials, Garden Equipment	\$162,427,404	\$165,403,652	\$0	\$375	0	1.0%	\$63,133,922	168,357	168,357
Food & Beverage (Grocery)	\$409,850,470	\$218,487,241	\$191,363,229	\$450	425,252	1.0%	\$159,304,814	354,011	779,262
Health & Personal Care	\$138,099,651	\$110,485,979	\$27,613,673	\$400	69,034	1.0%	\$53,677,965	134,195	203,229
Clothing and Accessories	\$100,740,937	\$72,581,849	\$28,159,088	\$300	93,864	1.0%	\$39,157,004	130,523	224,387
Sporting Goods,Hobby, Book, Music	\$76,836,180	\$91,449,158	\$0	\$300	0	1.0%	\$29,865,461	99,552	99,552
General Merchandise	\$390,509,593	\$265,245,459	\$125,264,135	\$375	334,038	1.0%	\$151,787,207	404,766	738,804
Miscellaneous Stores	\$92,904,640	\$84,928,781	\$7,975,859	\$275	29,003	1.0%	\$36,111,112	131,313	160,316
Foodservice & Drinking Places	\$245,875,968	\$173,777,462	\$72,098,506	\$450	160,219	1.0%	\$95,569,551	212,377	372,596

Source: ESRI; Urban Land Institute; and Ricker | Cunningham

with older inventories of space. Retail and office rents average between \$10 and \$15 per square foot, while industrial rates are typically \$5 per square foot or lower. The overall commercial vacancy rate appears to be between 10% and 15%, not unusual for a smaller community with an aging inventory of commercial space. The newest construction in Kerrville has been dominated by single user buildings, most prevalent in the retail market.

## Market Demand by Primary Land Use Type

### Retail Demand

Future demand for retail space (including restaurant, entertainment, service, etc.) is determined by the potential level of retail expenditures in a given trade area from two sources: dollars spent by trade area residents outside the trade area (leakage) and those generated by new household growth. *Exhibit 8* summarizes the calculations of both of these sources of retail demand. For each major category, current household retail expenditures (demand) are compared to current retail sales (supply) in the trade area to determine if there is a retail surplus (supply exceeds demand) or leakage (demand exceeds supply). *Exhibit 8* shows that leakage exists in the following retail categories:

- Electronics and appliances
- Food and beverage
- Health and personal care
- General merchandise
- Food service and drinking places
- Miscellaneous stores

The remaining categories currently have retail surpluses (supply exceeds demand). Projected demand from new household formation over the next 33 years is determined by multiplying growth in households with that portion of household income typically spent on general retail and service purchases. *Exhibit 9* also shows the level of demand by retail category that will be generated by new household formation.

As shown, there is considerable leakage estimated in current retail spending, which could potentially support an additional 3.1 million square feet of retail space in the current market for the trade area. Demand from new household growth could potentially support a total of 3.1 million square feet of retail space in the trade area. Specific opportunities exist for new retail development at the Sports Complex; commercial development in the Downtown area.



One Schreiner Center offers a significant amount of office space in the central business district

identified above. The level of retail spending, which could potentially support a substantial void or gap in retail spending is anticipated. Demand from new household growth could potentially support a total of 3.1 million square feet of retail space in the trade area. Specific opportunities exist for new retail development at the Sports Complex; commercial development in the Downtown area.

FIGURE 11: OFFICE DEMAND (2017 TO 2050)

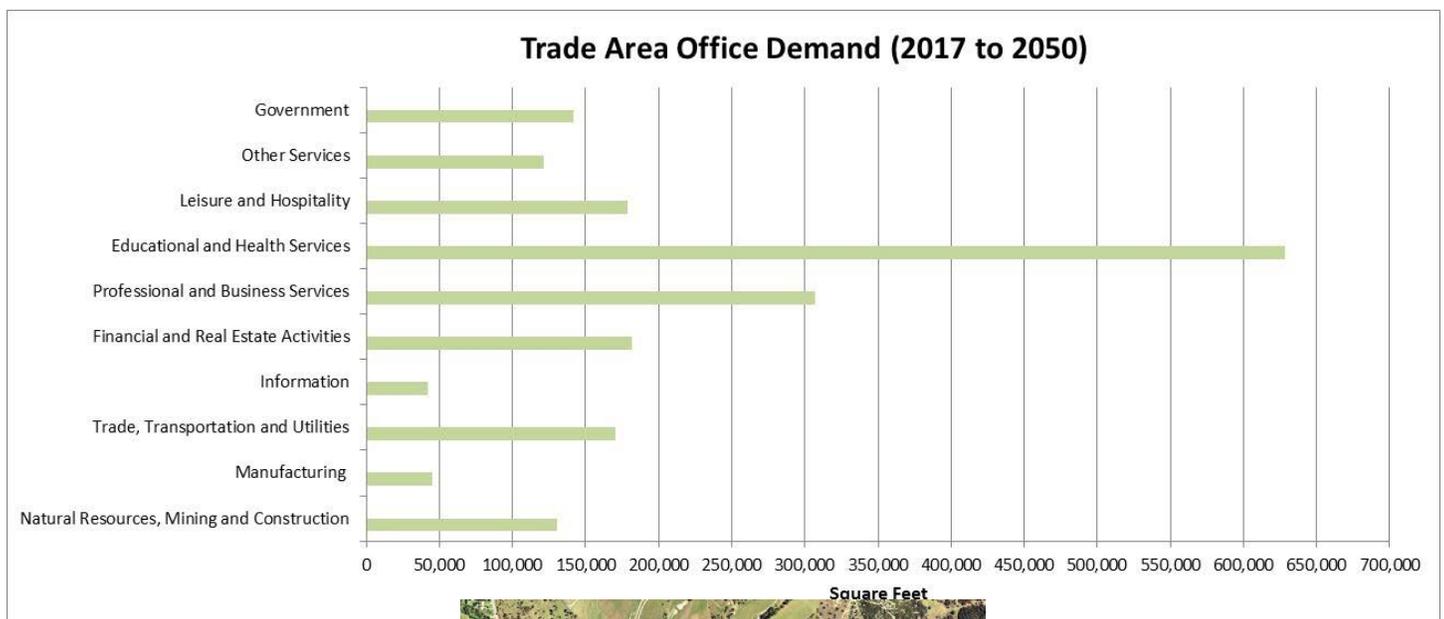
INDUSTRY CATEGORY	ESTIMATED 2017 EMPLOYEES	ESTIMATED GROWTH RATE 2017-2050	ESTIMATED 2050 EMPLOYEES	ESTIMATED NEW EMPLOYEES	ESTIMATED % IN OFFICE SPACE	ESTIMATED NET NEW OFFICE EMPLOYEES	SQ FT PER OFFICE EMPLOYEE	ESTIMATED OFFICE DEMAND (2017-2050)
Natural Resources, Mining and Construction	6,083	0.5%	7,171	1,088	40%	435	300	130,596
Manufacturing	3,042	2.1%	6,040	2,998	5%	150	300	44,964
Trade, Transportation and Utilities	10,968	1.0%	15,231	4,263	10%	426	400	170,526
Information	544	1.2%	806	262	80%	210	200	41,986
Financial and Real Estate Activities	2,325	1.1%	3,336	1,011	90%	910	200	181,959
Professional and Business Services	3,613	1.3%	5,533	1,920	80%	1,536	200	307,239
Educational and Health Services	13,059	1.8%	23,528	10,469	20%	2,094	300	628,145
Leisure and Hospitality	7,263	2.1%	14,420	7,157	10%	716	250	178,925
Other Services	1,757	2.0%	3,377	1,620	30%	486	250	121,527
Government	2,478	1.5%	4,050	1,572	30%	472	300	141,502
<b>Totals</b>	<b>51,132</b>	<b>1.5%</b>	<b>83,493</b>	<b>32,361</b>	<b>23%</b>	<b>7,435</b>	<b>262</b>	<b>1,947,369</b>

Source: Texas Workforce Commission and Ricker | Cunningham

# Office Demand

Demand for new office space is derived from two primary sources: expansion of existing industry and the relocation of new companies into the market. Employment projections by industry classification for the Kerrville trade area were used to estimate demand over the next 33 years. As shown in *Exhibit 11*, applying current growth rate estimates by industry category nets an overall 1.5% sustained annual employment growth rate, resulting in demand for approximately 7,400 new office employees over the next 33 years. Assuming differing levels of office space needed across various industry categories, the analysis revealed demand for over 1.9 million square feet of new office space over this period. As a regional service center for a large geographic area, Kerrville is positioned to capture a substantial share of trade area office demand. Specific opportunities include corporate office space along I-10, office space in redeveloped downtown, and local-service office space along the Sidney Baker corridor and other major thoroughfares.

Figure 10: Office Demand (2017 to 2050)



The Airport is one of the city's industrial cores

FIGURE 13: INDUSTRIAL DEMAND (2017 TO 2050)

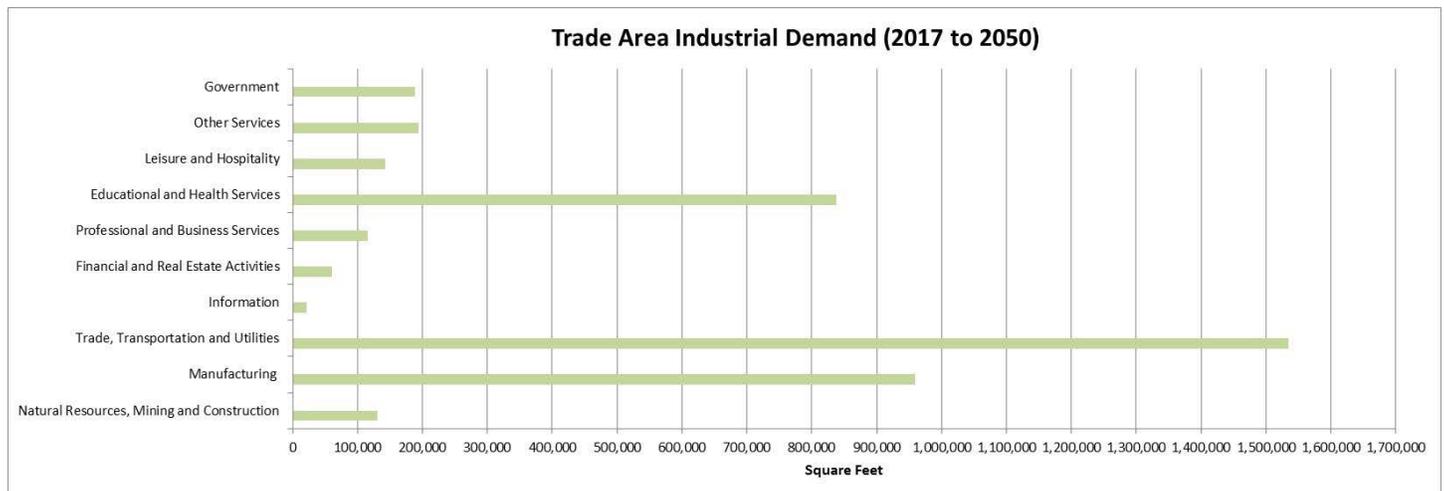
INDUSTRY CATEGORY	ESTIMATED 2017 EMPLOYEES	ESTIMATED GROWTH RATE 2017-2050	ESTIMATED 2050 EMPLOYEES	ESTIMATED NEW EMPLOYEES	ESTIMATED % IN INDUSTRIAL SPACE	ESTIMATED NET NEW INDUSTRIAL EMPLOYEES	SQ FT PER INDUSTRIAL EMPLOYEE	ESTIMATED INDUSTRIAL DEMAND (2017-2050)
Natural Resources, Mining and Construction	6,083	0.5%	7,171	1,088	20%	218	600	130,596
Manufacturing	3,042	2.1%	6,040	2,998	80%	2,398	400	959,234
Trade, Transportation and Utilities	10,968	1.0%	15,231	4,263	60%	2,558	600	1,534,735
Information	544	1.2%	806	262	20%	52	400	20,993
Financial and Real Estate Activities	2,325	1.1%	3,336	1,011	15%	152	400	60,653
Professional and Business Services	3,613	1.3%	5,533	1,920	15%	288	400	115,215
Educational and Health Services	13,059	1.8%	23,528	10,469	20%	2,094	400	837,527
Leisure and Hospitality	7,263	2.1%	14,420	7,157	5%	358	400	143,140
Other Services	1,757	2.0%	3,377	1,620	30%	486	400	194,443
Government	2,478	1.5%	4,050	1,572	20%	314	600	188,669
<b>Totals</b>	<b>51,132</b>	<b>1.5%</b>	<b>83,493</b>	<b>32,361</b>	<b>28%</b>	<b>8,918</b>	<b>469</b>	<b>4,185,205</b>

Source: Texas Workforce Commission and Ricker | Cunningham

# Industrial Demand

The demand for new industrial space is derived from the same two primary sources as the demand for office space: expansion of existing industry and the relocation of new companies into the market. Employment projections by industry classification for the Kerrville trade area were used to estimate demand over the next 33 years. As shown in *Exhibit 13*, applying current growth rate estimates by industry category nets an overall 1.5% sustained annual employment growth rate, resulting in demand for approximately 8,900 new industrial employees over the next 33 years. Assuming differing levels of industrial space requirements for various industry categories, the analysis revealed demand for nearly 4.2 million square feet of new industrial space over the next three decades. As a regional service center for a large geographic area, Kerrville is positioned to capture a substantial share of trade area industrial demand. Specific opportunities include: building on the light industrial employment base at the Kerrville Municipal Airport, small business development in the neighborhoods adjacent to Downtown, and potential transportation/warehousing opportunities in the I-10 corridor.

Figure 12: Industrial Demand (2017 to 2050)



**“More mixed-use developments  
(homes, shops, businesses)  
that are walkable”**

- Community Retreat

## Kerrville Market Share

A number of factors influence an area's ability to capture investment dollars. These can be categorized as top-down considerations, bottom-up considerations, external considerations, and others. The public sector (or stakeholder entities) can control some of these factors, and others they cannot.

### Top-Down Considerations

- Demand for certain land uses
- Demographic and psychographic conditions that support certain product types
- Untapped market niches (product voids or gaps)
- Competitive projects (proposed, planned, and under construction)

### Bottom-Up Considerations

- Physical capacity of the community/individual parcels to accommodate market-supported product types (fewer physical constraints)
- Vision and desire for certain uses and product types
- Size of parcels, parcel ownership (public and private), owner investment objectives
- Zoning (and other regulations) and presence of easements

### External Considerations

- Delivery system (who are the builders/developers in the area and what are they willing and able to offer)
- Financing markets (availability of capital with reasonable funding terms for certain product types)
- Forces beyond those currently in the market (e.g., migration to the community by persons who do not represent the existing profile of residents and consumers)

**“Retirees are interested in the community and willing to volunteer... They have a great deal of workplace knowledge they could share with entrepreneurs, such as in an advisory capacity or as part of an incubator program.”**

- Stakeholder Interviews

### Other Considerations

- Available resources to position and promote investment in the community
- Public support for a long-term vision

Based on the market analysis summarized herein, the land uses in *Exhibit 14* are supportable within the larger trade area and specifically in Kerrville. Ideally, a mix of uses will be configured in a manner that encourages synergy and an integration of activities and product types. When effectively integrated, these multi-use developments yield higher values for a more sustained period of time. Rather than addressing the needs and interests of single markets, collectively, the land uses tend to become destinations and draw on the interest of individuals outside their respective trade areas. Successful development in Kerrville will depend not only on the right combination of land uses, but also on a commitment to quality as reflected in a unified program of urban design elements, including signage, gathering places, and landscaped features, as well as appropriate transitions between uses, access to and preservation of natural amenities, and improvements constructed at a suitable scale.

The city is well-positioned to compete for market share with attainable capture rates ranging from 8% to 15% depending on the land use/product type. Actual investment levels will be dictated by numerous factors, including the physical capacity of the area to accommodate development, the desires of property owners, the community's vision, and the City's ability to position itself and its assets to prepare the environment for investment. *Exhibit 14* summarizes potential market demand for various land uses in the City over the next 33 years.

**FIGURE 14: KERRVILLE MARKET SHARE (2017-2050)**

LAND USE TYPE	TRADE AREA DEMAND (2017 TO 2050)	% CHANGE		ABSORPTION (UNITS/SQ-FT)	
		LOW	HIGH	LOW	HIGH
<b>Non-Residential (Sq Ft):</b>					
Retail/Service/Restaurant	3,100,000	8%	10%	248,000	310,000
Office	1,900,000	10%	12%	190,000	228,000
Industrial	4,200,000	10%	12%	420,000	504,000
<b>Non-Residential Subtotal</b>	<b>9,200,000</b>			<b>858,000</b>	<b>1,042,000</b>

Source: Ricker | Cunningham

# Guiding Principles and Sample Action Items

Any community dependent on a single industry or source of revenue for its sustainability will experience highly volatile economic cycles of growth and decline. Diversification of a community's economic base through the attraction of primary industries, expansion of revenue-generating industries, and public support of its economic development infrastructure is essential for long-term success and viability. The following Guiding Principles and sample Action Items have been established to provide community leaders with criteria for making important decisions on future economic development initiatives in Kerrville.

## E1

**GUIDING PRINCIPLE: Support a more Holistic approach to economic development, housing, and quality of life for people of all economic strata.**

Economic development initiatives have evolved over the past decade to better address the wide range of community attributes that provide an attractive environment for businesses and their employees. Today, instead of focusing on a prospect's day-to-day business operations, economic development professionals are marketing the entire community—housing options, cultural and recreational opportunities, schools and churches, and other elements of the economic development infrastructure. The belief that “people chase jobs” has been reversed with the new generation of workers entering the labor force and the availability of technology to support them. Now, “jobs chase people.” In other words, an increasing number of workers are basing their career decisions on where they want to **live** rather than where they want to **work**.

- **Develop a holistic economic development master plan that clearly outlines roles, goals and target industries.** A strategic document which effectively articulates the community's economic development vision and provides a roadmap for implementing that vision will be a key factor in marketing Kerrville to the private sector.
- **Conduct economic impact studies for particular industries—medical/health care, tourism, retirees, etc.** These analyses serve a twofold purpose—helping existing businesses in these industries to expand and educating community leaders as to the benefits of supporting and growing these industries.
- **Implement a business incubation program for entrepreneurs and start-ups.** While the majority of local economic growth is derived from small businesses, particularly in smaller communities, efforts to support new entrepreneurs should be encouraged. These efforts can range from technical assistance to low-cost financing for start-ups. Kerrville benefits from a higher-than-average concentration of retirees, many of whom were business owners, executives, managers, or investors during their working lives. Their knowledge and experience could be tapped into to provide resources for new and existing businesses alike.

**E2**

**GUIDING PRINCIPLE:** Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of City and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business

Successful community economic development initiatives require a coordinated, representative group of entities, all moving forward with a common vision. The primary economic development organization is the clear leader of this group, but must be consistently supported by partner entities whose particular expertise can be drawn upon in attracting, retaining, and expanding businesses.

- **Retain the existing KEDC general concept, which views the City, KEDC, County and businesses as partners.** As noted herein, a community's entire economic development infrastructure must be considered in crafting the message to existing and prospective businesses. Local economic development partners must come from a wide range of entities and institutions. Because this local consortium, led by the primary economic development entity, may consist of a large number of members, it is imperative to periodically (annually, for example) review and benchmark its effectiveness. This review should be based on the organization's adherence to the adopted strategic economic development vision.
- **Re-examine the EIC and City incentive matrix in terms of criteria and possible level of assistance to develop a variety of tools appropriate for different situations (fee waivers, grants, loan programs, tax abatements, property acquisition, TIF/TIRZ, etc.)** In connection with the periodic review of the community's overall economic development effort, a thorough examination of existing incentives and their application should be conducted to ensure that there is a wide range of tools in the economic development toolbox. Of utmost importance is ensuring that tools be matched appropriately to each incentive request.

**E3**

**GUIDING PRINCIPLE:** Continue to focus on quality of life attributes and enhancements as a high priority, balancing growth with community and individual well-being and the need to preserve a healthy/beautiful environment unique to Kerrville.

- **Re-examine the Downtown boardwalk concept as a means of leveraging River/Downtown businesses and consider submitting a request for EIC funding.** Downtown revitalization is an ongoing concern for most communities in the Southwest. Because of the unique environments there and the unique challenges they present, downtown areas require constant attention. Developing amenities that encourage pedestrian-oriented activity will create traffic and benefit Downtown businesses. Whether or not a boardwalk concept can provide this type of amenity is worth exploring.
- **Put in place a mid- to long-range plan to extend the River Trail and add additional segments.** The Guadalupe River is Kerrville’s preeminent natural amenity for locals and a regional draw for visitors. Any effort to increase access to the river should be encouraged. From an economic perspective, experience in other riverfront communities has shown that riverfront real estate often carries a significant premium (20% to 50%) in rents and sale prices over and above other locations in the community. The River Trail is a key community asset and one that should be capitalized upon to increase pedestrian activity proximate to the city center, another positive step in supporting Downtown businesses.

**E4**

**GUIDING PRINCIPLE:** Broaden and diversify the City’s tax base, shifting the tax burden away from residential property owners.

A challenge for every community is to balance growth and development in a fiscally sustainable way. This requires a balanced mix of land uses—those that typically produce more revenues to the municipality than service costs (e.g., retail, office) and those that typically produce more service costs to the municipality than revenues (e.g., residential). Obviously, market forces determine when these land uses will be ready for introduction into the market, but the public sector can affect this timing through forward-thinking land use planning.

- **Seek out responsible, strategic growth opportunities that will bring an increase in property taxes and water/sewer revenues.** In identifying Strategic Catalyst Areas, the City has committed to responsible land use planning—balancing land uses that generate higher tax revenues with those that generate higher service costs.

## E5 GUIDING PRINCIPLE: Provide access to creative sources of capital for businesses.

Creative financing mechanisms are a critical element of any community's economic development toolbox. Particularly in redevelopment areas, where the challenges to development are many, a range of funding sources may be required to implement projects. In new development areas, such sources could help to catalyze growth and/or be used to raise development standards. Attempts by the community to raise development standards should be at least partially offset with economic incentives.

- Consider utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts, etc. as funding options. Most projects have unique elements that require alternative ways to fund components like infrastructure or enhanced site amenities, so the wider the range of options the City as to offer, the more likely project challenges can be overcome.

## E6 GUIDING PRINCIPLE: Support access to the infrastructure necessary to accommodate the future growth of housing and business (e.g., water, wastewater, power, communications, roads).

Growth requires infrastructure, and infrastructure requires the steady hand and long-term commitment of the public sector to plan for, design, construct and maintain it. Kerrville residents, present and future, deserve access to the basic amenities of modern life, to include water, wastewater service, electricity, telecommunications, and roads.

- Develop budgets and capital improvement plans that address the infrastructure required to accommodate both existing and future needs. Finances are the most important ingredient in the mix that defines the success of policy implementation; without proper budgeting and capital improvement plans, a city cannot adequately address current needs and prepare for the future. City of Kerrville staff should develop these budgets and plans in accordance with the Kerrville 2050 goals, principles, and action, which have been articulated by community members and are contained herein.
- Work to broaden cooperation and lobbying activities with other entities (e.g., City, County, Upper Guadalupe River Authority, Headwaters, Water Conservation District) to protect, develop, and preserve local water resources. There is a reason so many cities the world over have settled close to rivers, lakes, gulfs, bays, and oceanfronts: water is fundamental to life. As a river city, water is of the utmost importance to the sustainability and cultural life of Kerrville; a depletion of physical resources, particularly water, can be as devastating to the morale of a community as it is to its resiliency. As Texas continues to struggle through periods of droughts and floods, city officials should place the highest prioritization on developing and protecting the Guadalupe River and other water resources as Kerrville moves toward 2050 and beyond.

**E7****GUIDING PRINCIPLE: Create an identity for Kerrville as the capital or hub of the Hill Country.**

Because Kerrville competes with other communities for tourists, visitors, and even retail dollars, it will be important to differentiate the City's image or brand from its competitors.

- **Consider branding Kerrville as the "Capital of the Hill Country."** Any branding effort should strategically emphasize the City's unique community assets. Kerrville's position as a regional service center for a large portion of the Hill Country should be a fundamental element of any branding message.

**E8****GUIDING PRINCIPLE: Emphasize greater support for growth of the tourism industry.**

Kerrville's tourism market has great potential to bring additional revenue and activity to the local economy. The benefits of a vibrant tourism market are numerous, one of them being the generation of revenue for the city without significant service costs. Tourist dollars also help fund needed community amenities which benefit local residents and businesses.

- **Publish an easy-to-understand report regarding the impact of tourism for Kerrville citizens and the local economy.** Tourism is an industry whose impacts aren't easily understood. Quantifying and communicating the benefits of tourism to community residents and leaders (telling the right story) will help in bringing forward new tourism-related initiatives.

**E9****GUIDING PRINCIPLE: Foster/Leverage higher education and entrepreneurship as community assets.**

In addition to Kerrville's higher education facilities, there is a concentration of "entrepreneurship capital" in the community in the form of retired business owners and executives. This is another untapped opportunity which could help to build the next generation of local entrepreneurs.

- **Promote Schreiner University and brand Kerrville as a college town.** A university presence in a community can be an effective economic development tool in attracting new businesses and perhaps more importantly, new workers. The university should have a significant role and be an ongoing partner in all economic development initiatives.

## E10 GUIDING PRINCIPLE: Continue to leverage Kerrville as a great place for retirement living.

Kerrville is already a well-established retirement community, as evidenced by the high share of residents age 65 and over (27%, three times higher than the State share). The high average net worth for this age group (\$1.0 to \$1.6 million) generates a level of spending potential unmatched by other age groups. Because of this, efforts to grow this retirement base should be encouraged.

- **Seek certification as a GO TEXAN Certified Retirement Community.** According to its website, “The GO TEXAN Certified Retirement Community Program is a certification and promotion program provided by the Texas Department of Agriculture. To become a certified retirement community, each community must complete a rigorous application process including a retiree desirability assessment. Each application is reviewed and scored by an independent advisory committee comprised of volunteers who are experienced in various aspects of community and economic development. The GO TEXAN stamp of approval ensures each certified community has demonstrated through its application that it can meet the living, employment/volunteer, health, entertainment, education and safety needs of its citizens and visitors - all the things that make Texas a great place to retire.” Currently, only one other community in the Hill Country (Lampasas) is certified through this program. Go Texan Certification would add Kerrville to the program’s website and provide regional and national marketing benefits.

## E11 GUIDING PRINCIPLE: Promote new retail development while considering its impacts on existing business.

Kerrville stakeholders seek new opportunities and experiences for their community, both as consumers and as workers. Retail development, as long as it augments rather than inhibits existing businesses, should be a vital component of a successful economic development strategy.

- **Conduct a retail study to identify market/trade area leakage and gaps, submarkets within the city limits, target retailers, and the impact of new retail on existing businesses.** A study focusing on Kerrville itself with a smaller sub-area scoped to Downtown could lay the groundwork for strategizing about retail development and redevelopment in the city over the coming decades. Ideally, this study would conclude with a set of policy recommendations for the reduction of leakage and market gaps that aid other communities at the expense of Kerrville. Efforts should be made to encourage producers and consumers to stimulate the local economy.

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# 6 | Housing



# Housing

## Introduction

Kerrville’s existing housing stock is one of the more distinctive attributes of the community. From the ranch-style “Ramblers” built in the 1950s and 1960s to the multifamily apartments and larger estate-style homes, Kerrville contains a wide variety of Hill Country housing types that have developed over time. Because housing has been identified as a topic of concern through the community outreach process, it has been included as an integral component of the comprehensive plan. As noted in the Economic Development section, it is a critical element of Kerrville’s economic development “infrastructure” as well. Following is a discussion of current housing conditions and issues that will inform Kerrville’s plans for its long-term future.



An example of a traditional Kerrville home

## Current Housing Conditions

While Kerrville’s current housing inventory is dominated by single-family detached units (63% of total units), there are attached housing products as well, including condominiums, duplexes, and structures three, four, or 20+ attached units. The current housing vacancy rate is 8.4%, likely a holdover from the 2008 housing crisis. Owner-occupied units represent 58.5% of the inventory, indicating a significant rental market for both multifamily and single-family units.

Figure 1: 2016 Housing Occupancy Type and Structure

Indicator	Number	% of Total
Total Housing Units	10,614	--
Occupied	9,722	91.6%
Vacant	892	8.4%
Owner-Occupied	5,687	58.5%
Renter-Occupied	4,035	41.5%
Units in Structure		
1 - detached	6,684	63.0%
1 - attached	451	4.2%
2	239	2.3%
3 to 4	768	7.2%
5 to 9	806	7.6%
10 to 19	285	2.7%
20 or more	665	6.3%
Other*	716	6.7%



Nearly two-thirds of the Kerrville housing market is detached, single-family homes

Source: U.S. Census Bureau; American Community Survey; and Ricker | Cunningham.

As *Figure 2* shows, nearly 42% of Kerrville’s existing housing stock was built in the 1970s and 1980s, with an additional 28% built prior to 1970. Because most of the existing housing stock is over 30 years old, there will be significant opportunities for rehabilitation and/or redevelopment of existing neighborhoods over the next two to three decades.

**Figure 2: Housing Age**

Year Built	2016 % of Total Households
<b>City of Kerrville</b>	
2014 or later	0.1%
2010 to 2013	2.4%
2000 to 2009	14.0%
1990 to 1999	13.2%
1980 to 1989	23.0%
1970 to 1979	18.9%
1960 to 1969	10.9%
1950 to 1959	8.1%
1940 to 1949	3.9%
1939 or earlier	5.5%

Source: U.S. Census Bureau; American Community Survey; and Ricker | Cunningham.

**“Incentivize extensive rehabilitation / renovation projects for existing older housing stock.”**

- Community Retreat



The majority of housing units in Kerrville were built in the 1980s or later

*Figure 3* summarizes existing home values in Kerrville. The highest share among the categories are those units valued between \$200,000 and \$299,000. This appears to represent “middle market” housing in Kerrville and has likely fueled much of the increase in home values since the 2008 recession. During that time, the overall median home value in Kerrville increased 19.4%, from \$131,700 to \$157,300.

**Figure 3: Housing Value**

House Value	2016 Total Households	% of Total
<b>City of Kerrville</b>		
less than \$50,000	933	16.4%
\$50,000 to \$99,999	830	14.6%
\$100,000 to \$149,999	953	16.8%
\$150,000 to \$199,999	914	16.1%
\$200,000 to \$299,999	1,408	24.8%
\$300,000 to \$499,999	474	8.3%
\$500,000 to \$999,999	91	1.6%
\$1,000,000 or more	84	1.5%
<b>Median Home Value</b>	<b>\$157,300</b>	

Source: U.S. Census Bureau; American Community Survey; and Ricker | Cunningham.



Between 2010 and 2016, the median home value in Kerrville appreciated \$25,600

Figure 4 provides a comparative measure of housing affordability, defined as annual housing costs (including mortgage/rent, taxes, insurance, and utilities) as a share of annual household income. The measure further delineates owner-occupied households with a mortgage, owner-occupied households without a mortgage and renter-occupied households. As shown, in 2010, 34.4% of owner-occupied households with a mortgage, paid more than 30% of their annual income on housing (the HUD standard for % of income to be spent on housing). This figure remained virtually unchanged in 2016 (34.5%). Renter-occupied households fared worse, with 46.2% paying more than 30% of income in 2010, and 52.0% paying upwards of 30% in 2016.

Statewide figures were similar for both owner-occupied and renter-occupied households in 2010. By 2016, however, state figures had improved, particularly for renter-occupied households. A unique factor in the Kerrville market which may be driving these figures is the current tight rental market (low vacancies, higher rents), which have renters overpaying, many times for lower quality units.

Figure 4: Housing Affordability

Monthly Housing Cost as a % of Household Income	2010 Housing Cost			2016 Housing Cost		
	Owner-Occupied Households (with mortgage)	Owner-Occupied Households (without mortgage)	Renter-Occupied Households	Owner-Occupied Households (with mortgage)	Owner-Occupied Households (without mortgage)	Renter-Occupied Households
<b>City of Kerrville</b>						
less than 20%	38.6%	69.5%	31.8%	36.8%	76.0%	24.3%
20% to 25%	15.5%	8.2%	8.6%	14.7%	3.9%	12.6%
25% to 30%	11.5%	9.2%	13.5%	13.9%	4.6%	11.1%
30% to 35%	<b>10.8%</b>	5.9%	<b>4.5%</b>	<b>6.3%</b>	1.3%	<b>11.3%</b>
35% and above	<b>23.6%</b>	7.1%	<b>41.7%</b>	<b>28.2%</b>	14.3%	<b>40.7%</b>
<b>State of Texas</b>						
less than 20%	38.7%	72.8%	26.3%	45.6%	76.2%	27.1%
20% to 25%	17.1%	7.7%	13.4%	16.3%	6.9%	13.5%
25% to 30%	12.1%	5.0%	11.4%	10.7%	4.4%	11.5%
30% to 35%	<b>8.1%</b>	3.2%	<b>9.0%</b>	<b>6.9%</b>	2.9%	<b>8.9%</b>
35% and above	<b>24.1%</b>	11.2%	<b>39.9%</b>	<b>20.5%</b>	9.7%	<b>39.0%</b>

Source: U.S. Census Bureau; American Community Survey; and Ricker | Cunningham.

As noted in the Economic Development section, one of the top challenges facing cities engaged in fostering a favorable climate for growth and development is providing a diversity of attainable housing options for a range of employers and employees in varying income segments. In 2017, the median home price in Kerrville was approximately \$215,000, an increase of nearly 23% over the 2016 price. Over the past several years, home price increases have not necessarily been accompanied by increases in household income, negatively affecting housing affordability in Kerrville.

**“More affordable housing opportunities for growing families.”**

- Open Houses

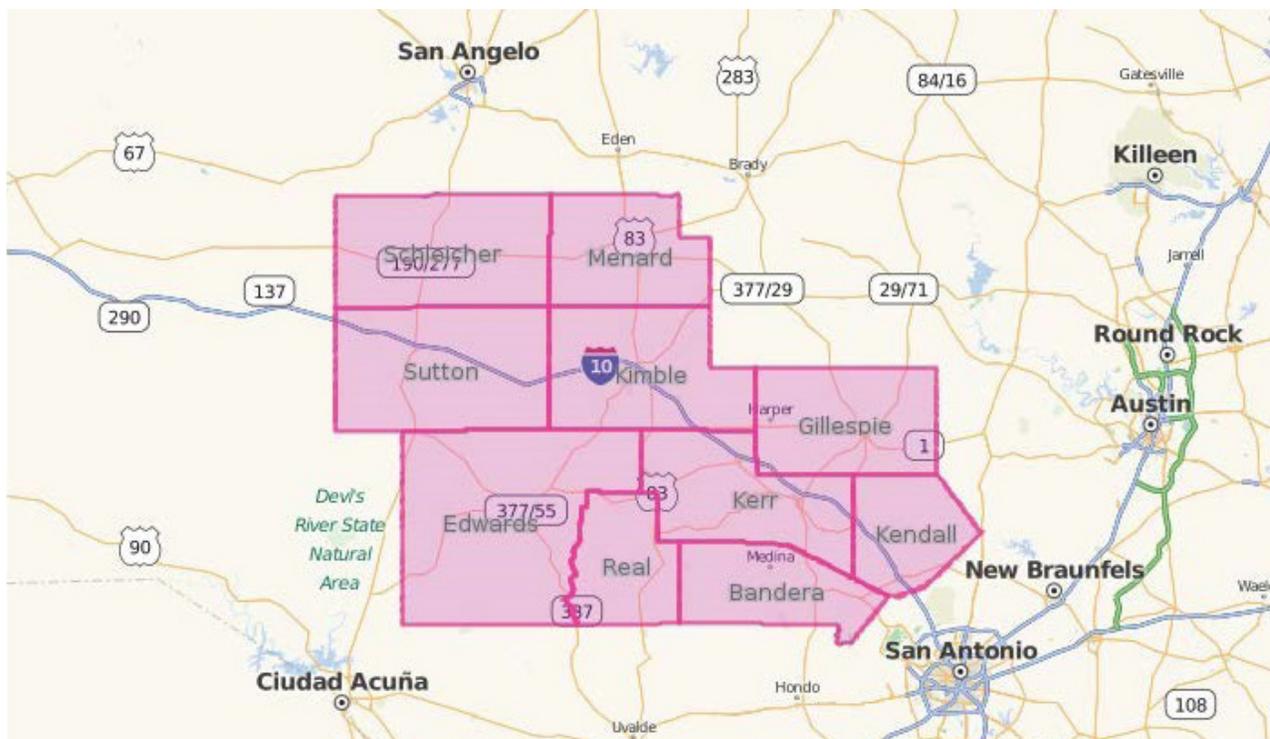


Multifamily complexes are an integral component of affordability in a housing market

# Market Opportunities

An analysis of the current performance of real estate products within an overall market, as well as the projects they compete with in the same trade area, provides an indication of whether a property or area may be ready for new development or redevelopment. It also helps identify potential gaps in the market—niches that new development and/or redevelopment could fill. In order to identify potential future market opportunities given the City’s competitive position and prevailing market conditions, market demand estimates were prepared for residential product types over the next 33 years (2017 to 2050). The information which follows presents a summary of current supply and demand conditions for competitive residential uses within the Kerrville trade area (see Figure 5 below).

Figure 5: Kerrville Trade Area



## Economic and Demographic Trends

As summarized in the Economic Development section of the plan, residential projects within the city of Kerrville can be expected to attract the interest of individuals from a broad geography, one well beyond the municipal boundaries. The trade area within which future projects will attract and compete for residents will reach across multiple jurisdictions. Summary observations from the demographic and psychographic analysis include:

- Kerrville and Kerr County are growing at a rate only 1/3 the rate of the State of Texas
- The City’s average household size is smaller than both the County and the State; not surprisingly, the City has a higher share of nonfamily, one- and two-person, and renter households

- The city and the county age profile skews toward the higher end of the age group range (65+), with a lower percentage of school-age children, and a significantly higher median age than the State overall
- The fastest growing age group in Kerrville is the 25-44 age group, which increased by 5% from 2009 to 2015
- Kerrville's psychographic profile is dominated by affluent empty nester and retiree lifestyle segments, indicating higher incomes and higher disposable retail spending; emerging segments include more middle income and ethnically diverse households

## Residential Supply

The housing market in Kerrville is dominated by single-family detached development, though some recent townhome projects have been introduced.

*Figure 6* summarizes residential building permit activity from 2008 through 2016. As shown, 95% of permits issued have been for single-family detached units, with the remainder split between single-family attached and multifamily units.

Kerrville issues approximately 45% of the single-family permits in Kerr County, but only 8% of the permits for single-family attached and multifamily units



Townhomes offer a housing style that is becoming slightly more common in Kerrville

Figure 6: Building Permit Activity Kerrville and Kerr County

Unit Type	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total	Annual Average	% of Total
<b>Kerrville</b>												
Single Family Detached	69	46	41	41	43	51	65	63	59	478	53	94.8%
Single Family Attached (2-4 units)	0	0	0	0	0	0	8	0	0	8	1	1.6%
Multi-Family (5+ units)	0	0	0	0	0	0	18	0	0	18	2	3.6%
<b>Total Units</b>	<b>69</b>	<b>46</b>	<b>41</b>	<b>41</b>	<b>43</b>	<b>51</b>	<b>91</b>	<b>63</b>	<b>59</b>	<b>504</b>	<b>56</b>	<b>100.0%</b>
<b>Kerr County</b>												
Single Family Detached	174	114	156	119	122	97	101	99	92	1,074	119	100.0%
Single Family Attached (2-4 units)	6	0	0	0	0	16	0	10	16	48	5	100.0%
Multi-Family (5+ units)	0	24	72	24	184	0	24	50	0	378	42	100.0%
<b>Total Units</b>	<b>180</b>	<b>138</b>	<b>228</b>	<b>143</b>	<b>306</b>	<b>113</b>	<b>125</b>	<b>159</b>	<b>108</b>	<b>1,500</b>	<b>167</b>	<b>100.0%</b>

Source: U.S. Census Bureau and Ricker | Cunningham.

Figures 7 and 8 present a history of home sales in the Kerrville market. Figure 7 shows that, over the past 6 years, the number of home sales increased at a 10.4% annual rate and the value of total home sales increased at a 17.4% annual rate. Average and median home sale prices increased at annual rates of 6.4% and 6.8%, respectively. During the same time period, total listings declined at a 17.2% annual rate, bringing the months of inventory down to 2.7. These indicators are usually reflective of a robust housing market; however, the relative lack of supply in Kerrville, particularly in the middle market price points, results in an imbalance between supply and demand.

Figure 7: Kerr County Home Sales

Year	Sales	Dollar Volume	Average Price	Median Price	Total Listings	Months Inventory
2011	244	\$40,494,886	\$165,963	\$145,000	417	15.7
2012	283	\$45,969,932	\$162,438	\$140,000	424	16.2
2013	349	\$64,568,968	\$185,011	\$155,000	339	9.1
2014	390	\$70,511,380	\$180,798	\$158,500	280	6.2
2015	452	\$91,116,143	\$201,584	\$170,000	196	4.6
2016	437	\$91,400,698	\$209,155	\$175,000	172	3.7
2017	441	\$106,167,785	\$240,743	\$215,000	134	2.7
<b>Avg Annual Growth</b>	<b>10.4%</b>	<b>17.4%</b>	<b>6.4%</b>	<b>6.8%</b>	<b>-17.2%</b>	<b>-25.4%</b>

Source: Kerr County Board of Realtors and Ricker | Cunningham.

Figure 8 details 2017 home sales by price point. The strongest sales have been in the \$150,000 to \$250,000 price range, reflecting the “middle market” previously described. New homes being constructed in the Kerrville market area start at approximately \$300,000 and increase from there. This gap creates a missing middle market niche of for-sale housing.

Figure 8: Kerr County Home Sales Price Distribution

Price Range	2017 Total Sales	% of Total	12/17 Months of Inventory
\$0 - \$69,999	21	2.5%	2.9
\$70,000 - \$99,999	28	3.3%	2.6
\$100,000 - \$149,999	114	13.4%	1.3
\$150,000 - \$199,999	176	20.7%	2.0
\$200,000 - \$249,999	164	19.3%	2.0
\$250,000 - \$299,999	109	12.8%	3.6
\$300,000 - \$399,999	103	12.1%	6.1
\$400,000 - \$499,999	52	6.1%	8.1
\$500,000 - \$749,999	59	6.9%	9.2
\$750,000 - \$999,999	21	2.5%	12.5
\$1,000,000 +	3	0.4%	160.0
<b>Total</b>	<b>850</b>	<b>100.0%</b>	<b>2.7</b>



Between 2010 and 2016, the median home value in Kerrville appreciated \$25,600

Source: Kerr County Board of Realtors and Ricker | Cunningham.

# Residential Demand

Demand for residential units in Kerrville is a function of projected household growth across the expanded 10-county Kerrville trade area. In other words, Kerrville will compete with other locations in the trade area as a potential home for newly formed households, whether they arise through natural increase or net in-migration.

The 2017 base of 60,400 trade area households is expected to grow by 1 percent annually to 83,877 households by 2050—an addition of 23,477 units. Applying a 1 percent factor to account for a vacancy/turnover buffer, demolition, and a modest amount of second-home purchase activity, results in an adjusted 33-year demand for approximately 23,712 units for the 10-county trade area. Based on current and anticipated home ownership and rental rates, there should be demand for 6,127 additional rental units and 17,585 additional ownership housing units by 2050 in the Kerrville trade area.

This total demand for units is further allocated into approximate income-qualified rent and home price groups. The analysis assumes a moderate increase in household incomes over time (using constant 2017 dollars). In other words, new households are expected to be somewhat more affluent than existing households. *Figure 9* summarizes these demand estimates.

Figure 9: Residential Demand for New Units Kerrville Trade Area

Residential Demand Analysis					Households	2017	60,400		
Kerrville Trade Area						2037	73,699	Annual Growth Rate	1.0%
2017-2050 Demand Estimates						2050	83,877		
					Household Growth (2017-50)	23,477	Adjust for 2nd homes, demolition, vacancy		1.0%
					Adjusted Unit Requirement	23,712	% Rental		26%
					Trade Area Demand from New Households (2017 to 2050)				
Annual Household Income Range (2017 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units	
up to \$15K	up to \$375	up to \$75K	10%	9%	2,134	85%	1,814	320	
\$15-25K	\$375 - \$625	\$75 to \$100K	12%	11%	2,608	65%	1,695	913	
\$25-35K	\$625 - \$875	\$100 to \$150K	11%	10%	2,371	55%	1,304	1,067	
\$35-50K	\$875 - \$1,000	\$150 to \$200K	14%	14%	3,320	25%	830	2,490	
\$50-75K	\$1,000+	\$200 to \$250K	18%	18%	4,268	5%	213	4,055	
\$75-100K	\$1,000+	\$250 to \$350K	13%	14%	3,320	3%	100	3,220	
\$100-150K	\$1,000+	\$350 to \$500K	12%	13%	3,083	3%	92	2,990	
\$150K and up	\$1,000+	\$500K and up	10%	11%	2,608	3%	78	2,530	
<b>Totals</b>			<b>100%</b>	<b>100%</b>	<b>23,712</b>	<b>26%</b>	<b>6,127</b>	<b>17,585</b>	

Source: U.S. Census; ESRI; Ricker | Cunningham.

*Figure 10* shows reasonable attainable demand for single-family detached units in the trade area for households earning at least \$15,000 per year. This analysis assumes that detached single-family homes will account for approximately 75 percent of all ownership demand, with the balance coming in the form of attached products (condominium, townhome, rowhome, loft, duplex, triplex, quadraplex, etc.); therefore, over the next 33 years, the trade area could support approximately 13,000 new single-family detached units.

Figure 10: Single-family Detached Demand, Kerrville Trade Area

Annual Household Income Range	Approximate Home Price Range	Trade Area For-		Single Family Detached Demand
		Sale Demand (Incomes \$15K+)	Estimated % Single Family Detached	
\$15-25K	\$75 to \$100K	913	30%	274
\$25-35K	\$100 to \$150K	1,067	60%	640
\$35-50K	\$150 to \$200K	2,490	60%	1,494
\$50-75K	\$200 to \$250K	4,055	75%	3,041
\$75-100K	\$250 to \$350K	3,220	80%	2,576
\$100-150K	\$350 to \$500K	2,990	90%	2,691
\$150K and up	\$500K and up	2,530	90%	2,277
<b>Totals</b>		<b>17,264</b>	<b>75%</b>	<b>12,993</b>

Source: U.S. Census; ESRI; Ricker | Cunningham.



Middle class households with incomes between \$35,000 and \$100,000 will account for more than half of the demand for purchasable homes in the trade area between now and 2050

Generally speaking, infill neighborhood areas are more suitable for attached ownership housing, particularly near a downtown or central business district. Neighborhoods in and around Downtown Kerrville, which include significant areas of detached residential development, vacant land, and marginal housing, would be potential candidates for this type of infill housing. For vacant areas within this setting, detached development could be relatively dense, with patio homes, bungalow courts, and other small-lot development. Redevelopment of existing single-family home sites, however, would either need to conform to current zoning and lot sizes or constitute new concepts that could be proposed under Planned Development zoning. Over the next 33 years, the trade area could support approximately 4,300 new single-family attached units.

Figure 11: Single-family Attached Demand, Kerrville Trade Area

Annual Household Income Range	Approximate Home Price Range	Trade Area For-		Single Family Attached Demand
		Sale Demand (Incomes \$15K+)	Estimated % Single Family Attached	
\$15-25K	\$75 to \$100K	913	70%	639
\$25-35K	\$100 to \$150K	1,067	40%	427
\$35-50K	\$150 to \$200K	2,490	40%	996
\$50-75K	\$200 to \$250K	4,055	25%	1,014
\$75-100K	\$250 to \$350K	3,220	20%	644
\$100-150K	\$350 to \$500K	2,990	10%	299
\$150K and up	\$500K and up	2,530	10%	253
<b>Totals</b>		<b>17,264</b>	<b>25%</b>	<b>4,271</b>

Source: U.S. Census; ESRI; Ricker | Cunningham.

“Need more options for elderly to stay in the area; small lots/ townhomes that are walkable and/or transportation options”

- Community Retreat

While condominium construction has been adversely impacted nationally by the mortgage lending crisis and construction defects litigation, the low-maintenance and potentially pedestrian-friendly aspects of attached housing should grow in share as this type of home finds appeal among both aging Baby Boomers and young professionals. This absorption could take the form of loft condominiums within the upper floors of mixed-use buildings, as well as in new townhome or rowhome construction on underutilized parcels scattered around Kerrville.

Figure 12 shows projected rental apartment demand for the trade area of 4,300 new units by 2050 (for households earning over \$15,000).

Figure 11: Rental Apartment Demand, Kerrville Trade Area

Annual Household Income Range	Approximate Rent Range	Trade Area Rental Demand (Incomes \$15K+)
\$15-25K	\$375 - \$625	1,695
\$25-35K	\$625 - \$875	1,304
\$35-50K	\$875 - \$1,000	830
\$50-75K	\$1,000+	213
\$75-100K	\$1,000+	100
\$100-150K	\$1,000+	92
\$150K and up	\$1,000+	78
<b>Totals</b>		<b>4,313</b>

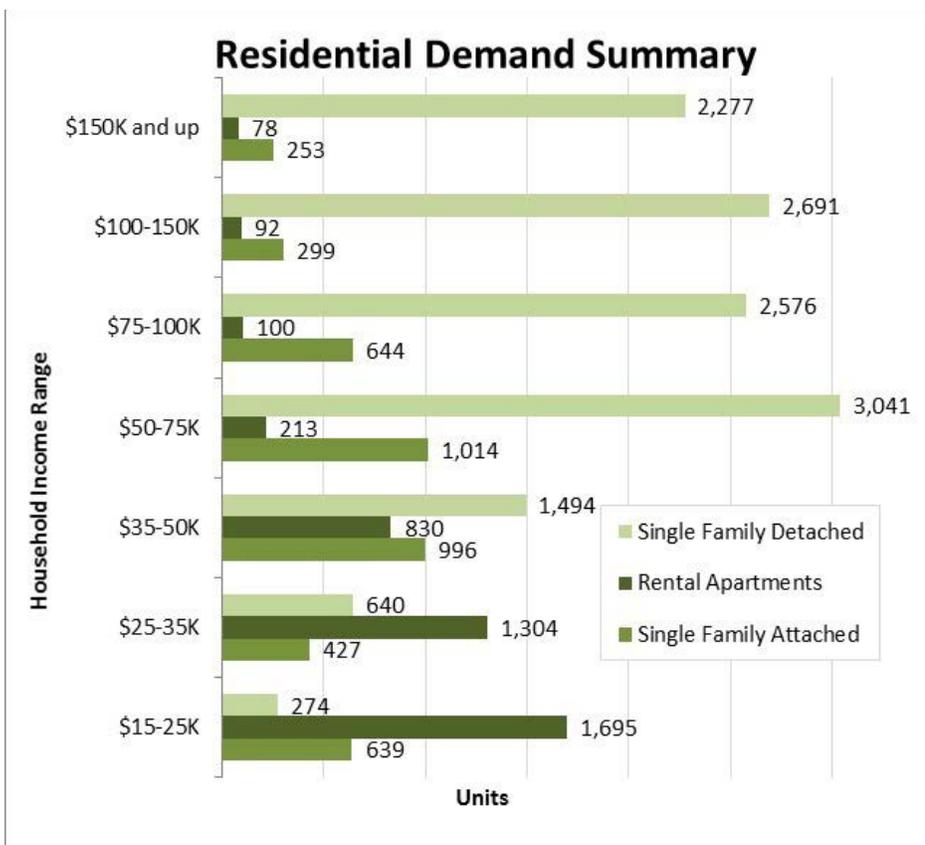
Source: U.S. Census; ESRI; Ricker | Cunningham.



While home-owning households still make more on average than renting households, there is a growing market for higher-income apartments

As with attached ownership housing, new apartments could be created by redesigning existing commercial space, built on smaller scattered-site underutilized lots, or developed on larger underutilized tracts as part of a residential mix. The Residential Demand Summary graph reflects residential demand by product type.

Residential Demand Summary Kerrville Trade Area



Based on the demand analysis, it is estimated that 40% of trade area households are looking for a different residential lifestyle that is not presently available in the market. A number of Kerrville residents expressed these exact sentiments at the community events. The desired products would offer lower-maintenance, high-amenity environments for prospective buyers/renters. Demand for housing products is the highest in the \$50k to \$75k household income group, which supports housing prices ranging from \$200,000 to \$250,000. This is the “missing middle” price range that the current market is having difficulty delivering.



Cottage homes, like the ones pictured above, proved especially popular with community members during the Kerrville 2050 process

## Kerrville Housing Market Share

Based on the market analysis summarized herein, the residential products listed in *Figure 13* are supportable within the larger trade area and specifically in Kerrville. Ideally, a mix of these housing products will be configured in a synergistic manner that encourages an integration of age groups and income levels. When effectively integrated, these mixed-income housing developments yield higher values and are more sustainable over a longer period of time.

Kerrville is well-positioned to compete for residential market share and should be able to capture 10% to 15% of the demand depending on the housing product type.

Figure 13: Kerrville Housing Market Share (2017 to 2050)

Land Use Type	Trade Area Demand (2017 to 2050)	City of Kerrville			
		Market Share		Absorption (Units/Sq Ft)	
		Low	High	Low	High
<b>Residential (Units):</b>					
Single Family Detached	13,000	10%	15%	1,300	1,950
Single Family Attached	4,300	12%	15%	516	645
Rental Apartments	4,300	12%	15%	516	645
<b>Residential Subtotal</b>	<b>21,600</b>			<b>2,332</b>	<b>3,240</b>

Source: Ricker | Cunningham.

The challenge of affordable housing in Kerrville is well-known to the community, as expressed in the Stakeholder Interviews, Community Retreat, and Open Houses from many divergent groups, including high school students in the Mayor's Youth Advisory Council, business owners from working families, representatives

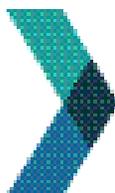


Mixed-use developments offer live-work-play environments for working people of all ages

of local faith-based and non-profit groups, realtors and title company representatives familiar with the housing market, and retirees looking to downsize. The lack of inventory in the affordable categories will begin to affect not only the growth of the population of Kerrville, but also the health of its economy if workers and entrepreneurs are unable to find places to live, assuming it hasn't done so already. A concerted, multi-pronged strategy will be required to deal with this situation, and this could be an excellent opportunity for the City to collaborate with other public and private sector partners with mutual interests to address the problem.

# Guiding Principles and Sample Action Items

Housing products and the larger neighborhoods within which they are located are reflections of a community's common values. The Guiding Principles and Action Items below have been established to provide community leaders with strategies for diversifying and enhancing the offering of housing products in Kerrville in the future.

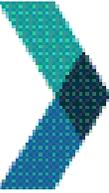


## H1

**GUIDING PRINCIPLE: Provide a diverse range of housing options to meet the needs and desires of all age groups, income levels, and lifestyles.**

Just as a community serves a wide range of resident types, its housing options must serve a wide range of lifestyles. Most communities strive to allow their citizens to “age in place”, that is, they try to provide a range of housing options to accommodate every stage of a person’s life.

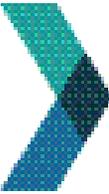
- **Develop a City-wide strategic housing plan (market supply and demand, “delivery system” capacity, development economics, incentives and tools) with an emphasis on affordable/ workforce housing.** A strategic document that effectively articulates the community’s housing vision and provides a roadmap for implementing that vision is another element of marketing Kerrville to the private sector.
- **Research potential funding mechanisms for the development of workforce housing, defined as 80% to 120% of area median household income.** This general definition of workforce housing represents the housing products which typically aren’t addressed by the public sector (low-income housing) or by the private sector (market-rate housing). Development challenges unique to Kerrville make this an even more difficult product to deliver.
- **Position City-owned property for desired housing products.** One of the most important factors in a community’s attempt to facilitate the development of desired real estate products is control of property. If a city owns property that is well-positioned for a certain product type, it has already moved the private sector closer to being able to deliver that product.



## H2 GUIDING PRINCIPLE: Maintain quality and value of existing neighborhoods.

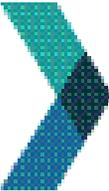
Given the age of Kerrville's housing stock, it is imperative to put in place protections for existing neighborhoods. Through the existing regulatory framework, coupled with incentive programs for housing rehabilitation, the City can ensure that older neighborhoods are provided the tools to maintain quality and value.

- **Enforce current minimum property standards for home/structure maintenance and increase proactive code enforcement.** The goal of code enforcement is to protect public health, safety, and welfare. Proactive code enforcement aimed at stabilizing neighborhoods does not have to overburden City staff or intimidate homeowners, as long as it is preceded by a community education program.
- **Research potential funding mechanisms for existing home rehabilitation and renovation.** Experience has shown that communities have to be proactive in providing local incentives for residents to rehabilitate or improve their properties. Federal and state programs can be effective in doing so, but can be cumbersome and untimely. Cities who take on this effort find that homes and neighborhoods can be revitalized at a faster rate with greater local involvement and that the prospect of incentives can be the impetus for projects that homeowners might otherwise postpone or not do at all. This is another area where the impacts of public investment are multiplied as property values increase and one attractive project in the neighborhood inspires others.



## H3 GUIDING PRINCIPLE: Enhance Kerrville's unique quality of life attributes and the natural, healthy environment that attracts people to live here.

- **Develop a mid- to long-range plan to extend the River Trail and add additional segments.** The Guadalupe River is Kerrville's preeminent natural amenity for locals and a regional draw for visitors, and any effort to increase access to the river should be encouraged. From an economic perspective, experience in other communities has shown that riverfront real estate often carries a significant premium (20% to 50%) in rents and sale prices over and above other locations in the community. The River Trail is also a key element in increasing pedestrian activity in and near Downtown, another positive step in supporting Downtown businesses.
- **Assess the need for public amenities in existing neighborhoods and infill areas (e.g., libraries, community centers, parks, etc.).** Public amenities are a critical element in building and enhancing neighborhoods. They serve as community gathering places and can be fundamental components in revitalizing older neighborhoods.

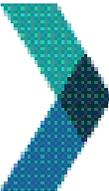


## H4

### GUIDING PRINCIPLE: Balance the City's tax base, shifting the burden from residential property owners.

A challenge for every community is to balance growth and development in a fiscally sustainable way. This requires a strategic mix of land uses—those that typically produce revenues for the municipality that exceed service costs (e.g., retail, office), and those that typically require more service costs to the municipality than the revenues they generate (e.g., residential). Obviously, market forces determine when these land uses will be ready for introduction into the market, but the public sector can affect this timing through forward-thinking land use planning.

- **Target strategic growth opportunities that will bring an increase in fiscal revenues (e.g., sales and property tax, water/sewer fees, etc.).** In identifying Strategic Catalyst Areas, the City has committed to responsible land use planning—balancing land uses that generate higher tax revenues with those that generate higher service costs and targeting areas that are already served by infrastructure and contain features—catalysts—that have the potential to attract new investment. This can help diversify the tax base so that commercial property takes on a greater share of the burden.



## H5

### GUIDING PRINCIPLE: Continue to leverage Kerrville as a great place for retirement living.

Kerrville is already a well-established retirement community, as evidenced by the high percentage of residents age 65 and over (27%), three times more than the state share. The high average net worth for this age group (\$1.0 to \$1.6 million) generates a level of spending potential unmatched by other age groups. As such, efforts to grow this retirement base should be encouraged.

- **Seek certification as a GO TEXAN Certified Retirement Community.** According to its website, “The GO TEXAN Certified Retirement Community Program is a certification and promotion program provided by the Texas Department of Agriculture. To become a certified retirement community, each community must complete a rigorous application process including a retiree desirability assessment. Each application is reviewed and scored by an independent advisory committee comprised of volunteers who are experienced in various aspects of community and economic development. The GO TEXAN stamp of approval ensures each certified community has demonstrated through its application that it can meet the living, employment/volunteer, health, entertainment, education and safety needs of its citizens and visitors - all the things that make Texas a great place to retire.” Currently, only one other community in the Hill Country—Lampasas—is certified through this program. Go Texan Certification would add Kerrville to the program's website and provide regional and national marketing benefits.

# 7 | Community & Neighborhood Character / Placemaking



# Community & Neighborhood Character / Placemaking

## Introduction

The community/neighborhood character and placemaking element of the Kerrville 2050 plan is an important tool for achieving the community's vision. Chapter 4 identifies Strategic Catalyst Areas and establishes patterns to help guide the community's land use decisions. This chapter focuses on the principles and strategies that can be used to ensure that future development and land uses strengthen the character of neighborhoods and commercial areas and enhance the sense of community within Kerrville. Throughout the planning process, community input and collaboration helped articulate a vision for the character that the community hopes to see. This chapter uses placemaking concepts to address three topics, outlining policies and recommendations that will help the community make decisions for the future of Kerrville: inclusiveness, neighborhood appearance, and connections.

## What is Placemaking?

Desirable neighborhoods and memorable places are the foundation of any successful community. Placemaking is about the creation of areas (i.e. places) that people find engaging and memorable. These kinds of places share several common attributes, which typically include a distinctive aesthetic character, a strong sense of community, and a pedestrian scale that encourages social interaction. Placemaking is a process that takes advantage of the existing features of an area, including elements such as topography, vegetation, and the existing built environment, along with the area's historical and cultural context, to create a place that is both unique and authentic. To successfully enhance neighborhood character and enhance the "sense of place," placemaking policies should promote good spatial organization, encourage high aesthetic standards and distinctive character, and strengthen social equity to increase the sense of community and improve the quality of life.



The historic character and walkability of Downtown Kerrville makes it a distinct and easily recognizable place

## Why is Placemaking important?

Placemaking is an important component of the Kerrville 2050 plan. When people make choices about where they live, they look for a strong sense of community and a high quality of life. Kerrville is a unique place that benefits from its picturesque setting in the Texas Hill Country, quaint neighborhoods, and a vibrant art and cultural community. Even so, the incorporation of placemaking principles will be essential to maintaining and enhancing the city's appeal as it continues to grow in the future. New development must incorporate these principles so that it contributes to community character in a positive way, but there are also opportunities to enhance the sense of place within existing neighborhoods.

**“Preserve history of our area — don’t destroy what makes this area special”**

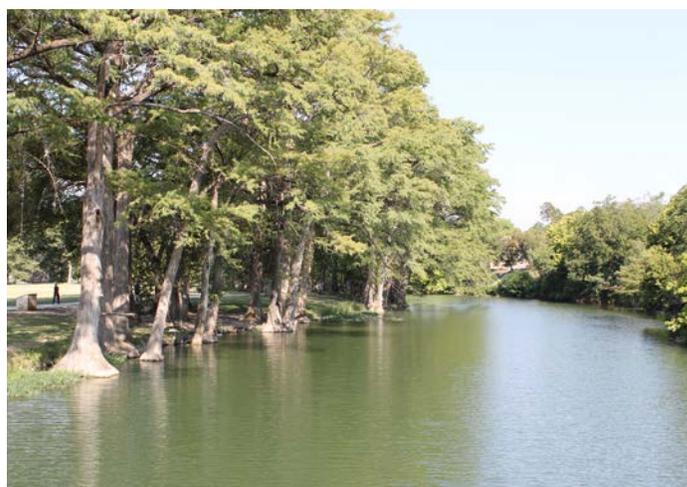
- Open Houses

Strong placemaking principles create social and economic value for the community, since neighborhoods that stand out as unique, identifiable places are more attractive to residents and businesses. These types of neighborhoods tend to display high levels of community pride and social cohesion, giving residents and businesses a strong sense of shared ownership in the community. This sense of ownership strengthens commitment to the community, leading residents and businesses to make greater investments and reinvestments in their properties, and helping to

create and maintain higher property values over time. This combination of social and economic capital makes neighborhoods more desirable and resilient and helps them maintain their culture and history.

## Existing Conditions and the Kerrville 2050 Plan

Nestled in the scenic hills of the Texas Hill Country, Kerrville derives its physical character primarily from the picturesque natural landscape. The Guadalupe River runs directly through the heart of town, and various neighborhoods and developments radiate out into the surrounding limestone hills from the quaint core of the city along the river's edge. This natural landscape, coupled with a historic Downtown, outdoor recreation opportunities, and a thriving arts and culture community, have made Kerrville a desirable place for residents and visitors alike.



The Guadalupe River is an important part of Kerrville's image and identity

Kerrville faces both challenges and opportunities as it seeks to preserve, enhance, and expand the qualities that make it an attractive place to live. Among those challenges are a lack of housing and a need for more amenities to appeal to people from a broad range of ages, income levels, and lifestyles. As with many towns across the country, the majority of Kerrville's residential development has taken the form of detached single-family homes, reducing connectivity and walkability and pushing growth outwards and people further apart. Newer residential development has continued to spread into the surrounding hills, while older residential neighborhoods near the historic core have suffered from a lack of reinvestment and upkeep.



Single-family homes are the primary form of residential development in Kerrville

As the community has expanded, commercial corridors have developed along Highways 16, 27, and 173 and IH-10. These areas are dominated by the generic strip malls and big-box stores typical of most post-war development, leaving under-utilized buildings and an over-supply of parking near Downtown and around River Hills Mall. While these conditions present challenges to neighborhood connectivity, walkability, and character, the potential for reinvestment and redevelopment in some of these corridors offers tremendous opportunity for Kerrville. There are a variety of ways in which the City can capitalize on existing assets and character to strengthen neighborhoods and enhance Kerrville's small-town character and unique sense of place.

# Placemaking in Strategic Catalyst Areas

The character of Kerrville's neighborhoods will be determined by the uses and places that remain as they are today, the ones that are changed or revitalized in the future, and those that have yet to be created. The Kerrville 2050 Plan contains eleven Strategic Catalyst Areas, which have been identified by the community as the most important locations for development, redevelopment, and public investment in the coming years (see Chapter 4, Land Use). Within these catalyst areas, the community has identified the specific land uses and place types that are best suited for achieving the Kerrville 2050 vision. The place type mixes will determine the specific character of each of the 11 areas, and the use of good placemaking techniques will ensure that each one has its own unique identity and contributes positively to Kerrville's overall quality of life.

## Distinctive Neighborhoods

An important component of placemaking is the development of distinctive neighborhoods. To create these distinctions, neighborhoods should capitalize on the elements that make them unique compared to other areas of the city or region by emphasizing natural features such as topography, vegetation, water features, or green space, or by using specific design elements to create a special character.



The rolling landscape of the Texas Hill Country is one of Kerrville's most distinctive features

One of Kerrville's most distinctive features is the beautiful natural landscape—blue skies, rolling hills, native vegetation, and the Guadalupe River. These features should be protected and celebrated. The City should consider slope and escarpment protection measures to restrict development in sensitive areas. Neighborhood character can be enhanced through landscaping and tree plantings. A tree preservation strategy and a planting plan for City-owned property and public spaces should be considered. A palette of native plant material should be used in this planting plan to ensure that the landscape materials used are suited to the unique environment of Central Texas.

The adoption of architectural guidelines, addressing elements such as building orientation, style, and materials, can also be used as a tool to strengthen or create identities for commercial areas. These guidelines could be individually tailored for different corridors or Catalyst Areas, allowing each to develop in its own way. Programs, events, or gatherings could be established to bring residents and business owners together, creating deeper connections, developing a stronger sense of belonging among people, and strengthening neighborhood identity.

Throughout the development of the Kerrville 2050 Plan, the community expressed a desire for more amenities and activities that catered to people of all ages and backgrounds. To address that desire, Kerrville should consider developing more programs and facilities—parks, sports leagues, classes, activity centers—that keep people engaged in the community. Special attention should be given to the development of free and low-cost activities so that all members of the community, especially families, are included.

There are many factors that contribute to the character, development, and identity of an area. To facilitate the development of an organized strategy specifically tailored to individual areas, the city should consider developing small area plans for specific neighborhoods. A small area plan drills down into specific needs, policies, and strategies at a more granular level than a comprehensive plan can, allowing it to be more responsive to a neighborhood's precise needs and desires.



The interactive fountain at Louise Hays Park provides summer fun for Kerrville residents

## Neighborhood Reinvestment

Kerrville has several older neighborhoods near Downtown that have fallen into disrepair, and there are many that would benefit from reinvestment and renovation. The City could consider adopting incentive programs, such as grants or tax breaks, to encourage the redevelopment of some of these homes. Attention should be given to educating the public about community property and maintenance standards, and minimum property standards should be enforced to ensure that properties are kept in good repair and that public health, safety, and welfare are not jeopardized.



Kerrville has many beautiful, historic homes

Beyond the encouragement of private sector reinvestment, the community should also consider public investments that would make older neighborhoods more attractive. This could include streetscape and utility improvements, as well as upgrades in the public right-of-way that might include new sidewalks, street trees, or lighting. These efforts could be coupled with programs to identify vacant or substandard buildings that need to be demolished and incentives to promote infill development on vacant parcels. Revisions to zoning ordinance requirements and city codes could be made to allow alternative housing types, such as tiny homes or ancillary dwellings, allowing greater flexibility and expanding the range of housing options available in Kerrville.

## New Neighborhoods

The incorporation of good placemaking principles into new developments creates unique, identifiable places that are appealing to both residents and businesses. New development should be encouraged to preserve natural features and provide community green space and public areas. Because of the higher housing costs associated with the complex topography and the lack of a large construction workforce, a variety of different housing types should be encouraged so that a range of options is available for people of all ages, lifestyles, and incomes. Specific zones within the Catalyst Areas could be designated for particular housing types to create a degree of design consistency, further strengthening neighborhood identity. The community should also consider an affordable/workforce housing program based on actual wage rates and salary data for Kerrville households to help address the need for affordable housing in the community.

## Commercial Areas

Kerrville has several districts and corridors that have developed into major commercial areas. Most of the commercial development in Kerrville is concentrated Downtown, along Highways 16 and 27, and around River Hills Mall. The community involvement process found a strong desire within the community for improvement and reinvestment in these areas.

**“Art/Murals on Downtown parking garage, bridge at Louise Hayes Park, Sydney Baker bridge — How about public sculptures?”**

- Community Retreat

## Downtown

Downtown Kerrville, with its historic architecture, is where the community began. It should serve as a vibrant center of commerce that appeals to residents and visitors alike. One concern expressed by citizens numerous times at the community events was the desire to fill vacant Downtown store fronts. From a neighborhood character standpoint, the City should leverage the existing stock of historic buildings as a design basis for future development and infill projects. New development should be encouraged to be compatible with the existing neighborhood. Special design guidelines or standards could help create a unified streetscape that brings an even stronger identity to Downtown as a unique place within Kerrville and the region. A more in-depth explanation of appropriate strategies for the revitalization of Downtown can be found elsewhere in this document (See Chapter 12, Downtown Revitalization).



Historic buildings in downtown Kerrville are an important part of the community's character and heritage

## Commercial Corridors

Highways 16 and 27 have developed into the primary commercial corridors in Kerrville. Today, these corridors are characterized by low-rise buildings, expansive parking lots, and a lack of coherent design standards, with nothing distinctive to let people passing through know that they are in a special place. The establishment of overlay districts on these corridors would allow the community to create a vision that could be used as a tool to guide future development and redevelopment. These overlay districts could be used to create standards or guidelines for signage, architecture, and urban design which, over time, would create a unified aesthetic for the corridors that establishes them as unique, identifiable places within the community.

## Transportation Corridors

The incorporation of good design along streets and transportation corridors is an essential component of placemaking. Street rights-of-way are usually one of the largest land uses within a city, and investments by the community in these areas can create a unified aesthetic and a distinctive character for an area. Right-of-way creates the framework through which the city is experienced by the public. It should provide not only physical, but also visual connectivity within and between neighborhoods via a variety of mode types (walking, biking, automobile, etc) and a high-quality aesthetic.



Wide sidewalks enhance walkability and help create a unique sense of place



Shelters create an attractive gateway at an entrance for the Guadalupe River Trail

Throughout the Kerrville 2050 process, the community expressed a strong desire for increased mobility using alternative modes of transportation, especially enhanced walkability. To accomplish this goal, major corridors could be redeveloped with a Complete Streets program that include elements such as bike lanes and wide sidewalks. Sidewalks should be extended wherever possible to enhance connectivity in new and existing neighborhoods, and elements such as lighting, street furniture, plantings, and street trees adapted to the local climate should be used to further improve walkability.

In addition to Complete Streets and an expanded sidewalk network, the development of a comprehensive trail system would greatly enhance mobility. The Guadalupe River Trail is a celebrated community asset, and a larger network of trails that connects neighborhoods and other greenspaces to the river and each other would build upon this asset to enhance the community quality of life.

## Gateways

Gateways and identity nodes make neighborhoods more identifiable and unique by establishing the boundaries and character of the area and enhancing imageability. These elements establish a hierarchy of importance for intersections, corridors, and public spaces. They can play a vital role in the establishment of a unique identity or brand for a neighborhood and can be an important part of a wayfinding system. Gateways and identity nodes come in a wide variety of shapes and sizes and may consist of elements such as signage, pavement enhancements, bridges, large art installations, monumentation, ornamental plantings, special topographic features, or even significant specimen or historic trees. The establishment of gateway and identity node systems within the Catalyst Areas should be carefully considered so that they help create unique identities for each of these areas. Consistent gateway and identity node themes within the Catalyst Areas can also contribute to a unified aesthetic for areas that have a diverse range of place types, land uses, or architectural styles.

“The view of the city at its gateways needs to be cleaned up”

- Stakeholder Interviews



Historic buildings in downtown Kerrville are an important part of the community's character and heritage

# Guiding Principles and Sample Action Items

The list of Guiding Principles and associated Action Items was developed by the Kerrville Comprehensive Plan Subcommittee assigned to this topic and the Comprehensive Plan Steering Committee. Their purpose is to focus community resources on the issues and actions that are most important to maintaining and enhancing the sense of community and character in Kerrville.

**C1**

**GUIDING PRINCIPLE: Promote “aging in place” or full life-cycle amenities to address the needs and desires of children, teens, young families and single professional adults.**

Kerrville should have a variety of amenities and activities that appeal to people at all stages of their life. While there are many options for adults, the City should focus on developing a broad range of activities that appeal to families and young adults as well so that they, too, can be actively engaged in the community.

- **Create and promote more youth recreational events, event centers and activities.** During the Community Retreat and the February Open Houses, one of the recurring comments was that Kerrville lacked sufficient events and activities for youth. While Kerrville has a wealth of organizations and activities that appeal to adult residents, such as art museums and galleries, the symphony, plays and other live performances, the City should also invest in facilities and activities that appeal to younger residents. This would attract young people who could connect to each other and become more integrated into the community, making Kerrville more appealing to families.
- **Develop more free and low-cost events and activities for families.** Taking a family to events and activities can become an expensive endeavor when tickets or food must be purchased. To ensure that all Kerrville’s residents have a high quality of life and the opportunity to take part in enjoyable community events regardless of income or background, the City should develop or sponsor more events that are low-cost or free.
- **Provide service options for elderly persons who want to stay in their homes.** As people age and their mobility becomes impaired, they are often forced to leave their homes because they are no longer able to access the services and activities necessary for daily living. The City should consider partnering with other agencies and non-profits to provide services, such as free or low-cost transportation, to allow Kerrville residents to remain in their homes and maintain a good quality of life even as their mobility declines.

## C2

**GUIDING PRINCIPLE:** Seek to attract a range of housing options to provide choices for people with a variety of ages, incomes, lifestyles, etc.

Housing that is affordable and appealing to people of all backgrounds is essential to the long-term health of a community's residents. Housing prices in Kerrville are relatively high, and housing choices, particularly affordable options, are very limited. Expanding housing choices will be necessary so that residents can find housing that is safe, affordable, and appealing at all stages of life. This will be essential if the City wants to remain appealing to the workers who power the economy, so that people who wish to remain in Kerrville as they age are able to do so, and so that the city can continue to grow.

- **Develop and implement a formal affordable/workforce housing plan.** Kerrville has a number of expensive, high-end homes, but is suffering from a lack of more affordable housing. To ensure that residents and workers who wish to remain in Kerrville can afford to, and to attract the jobs that will be required to help sustain the Kerrville economy, the City should develop a workforce housing strategy, possibly as a cooperative effort with its economic development partners. This strategy would explore various options for the creation of this housing, such as through the reuse of City property or by using incentives and grants that promote workforce housing development by the private sector.
- **Consider making provisions, include revising ordinances, to allow appropriate alternative housing styles, such as “tiny homes,” eco homes or park model homes.** The availability of a variety of housing types gives residents of a community more choices when seeking housing that suits their income and lifestyle. This flexibility makes the community more appealing to a variety of people, improving community vitality and diversity. Being open to alternative housing styles could also help change Kerrville's image.
- **Identify vacant lots and develop incentives/abatements for infill development where adequate utilities exist.** Growth is most economical for the community when it occurs in areas that are already serviced by public roads and utilities. Infill housing increases property tax revenue for the City by maximizing the use of existing infrastructure. It also improves the viability of neighborhoods by making use of empty or substandard lots that can lead to blight and reduce the integrity of neighborhoods.

## C3

**GUIDING PRINCIPLE: Promote the use of inclusive processes to capture the voices of the citizenry in decision making.**

Decisions made by city government should reflect the will of the citizenry and promote the best interests of the community. In order to make the best possible decisions for the community, municipal government should be based on inclusive processes that bring people of all backgrounds to the table, ensuring that all viewpoints are heard. Inclusive processes should result in better acceptance of policy decisions and reduce the unintended consequences that could have been avoided if people affected by the actions taken had been consulted beforehand.

- **Develop a strategy for recruiting and training potential new board and commission members, such as meeting with civic clubs, professional organizations, and non-profit groups to develop interest among quality candidates.** Quality leadership is essential to the proper functioning of municipal government, and there are all types of civic involvement that can help develop community leaders. The most successful ones usually have certain things in common: they are passionate about the work they are doing, and they have developed specialized knowledge and insights in the subject area or are willing to spend the time to gain that knowledge. A strategy to engage with organizations that are already doing good work in the community would help ensure that Kerrville has highly-qualified and engaged candidates for positions on municipal boards and commissions.
- **Ensure that a historic committee, if established, is made of variety of individuals that fully represent the community.** A historic committee is a great way for communities to protect and celebrate the heritage that gives a town character and to connect the community to its past. When given too much authority or controlled by too narrow a group of individuals, however, the historic standards and guidelines developed by the committee can become onerous, reducing the incentive for businesses and individuals to invest in and protect historic structures. If a historic committee is established, care should be taken to ensure that members come from a variety of different backgrounds so that the guidelines are reasonable and do not place an undue burden on any individual or group.

## C4

**GUIDING PRINCIPLE:** Promote design that is in keeping with Kerrville, its natural beauty, history, culture and diversity using art, landscaping and other aesthetic features, including “random order” (sameness that doesn’t seem forced); encourage design that promotes interaction, a sense of community and gatherings.

Kerrville’s charm is derived from its quaint neighborhoods and the beautiful scenery of the Texas Hill Country. New design should draw inspiration from the unique landscape and history of the area, using native plants, building materials, and design motifs. Staying true to the local aesthetic ensures that new development will be compatible with the existing character of the community, strengthening Kerrville’s unique sense of place. New design should also bring people together to encourage social interaction, strengthening neighborhood bonds, and fostering an even stronger sense of community among the town’s residents while recognizing the uniqueness of different areas and populations.

- **Develop a palette of preferred plant materials, including street trees and other plants well-suited to the local climate and effective at producing shade and improving the streetscape.** Native plants should always be the preferred choice for any community when developing a plant palette. A list of preferred materials provides guidance to residents and business alike when they make landscaping decisions. Native plants are generally the best adapted to the local climate, the most resistant to pests and disease, and require less water and maintenance than other plants to thrive, but adapted, non-invasive species can also be used effectively. Using a standard plant list for landscape designs throughout the community will also create common themes that will contribute to placemaking goals.
- **Consider a tree preservation ordinance.** The trees that dot the landscape of Kerrville and the surrounding Hill Country are an important community asset. They contribute to the beauty of the surrounding landscape, reduce pollution and runoff, and enhance property values. Trees can be cut down and cleared quickly, but they cannot be easily replaced. A tree ordinance would ensure that tree removal is done thoughtfully and responsibly, protecting property values and the natural beauty of the community.
- **Consider slope and escarpment preservation measures.** Kerrville’s greatest natural asset is the beauty of the surrounding hills. To protect the landscape and the scenic views for future generations, the community should consider adopting ordinances to protect slopes and escarpments from unchecked development.

## C5

**GUIDING PRINCIPLE:** Establish clear regulations for code enforcement and zoning, educate the public on the value and importance of property maintenance, and focus on proactive code enforcement and maintaining minimum property standards.

Adequate property maintenance is essential to the long-term health of any neighborhood, as homes and businesses must be well-kept to maintain property values and ensure that the community has a stable tax base. Code enforcement and zoning regulations are a municipality's primary tools to ensure that property owners keep their property in good repair, and that the activities that are conducted are suitable to their location and surroundings. The establishment and communication of clear regulations is essential to preventing friction between city staff and local property owners and to maintaining the integrity of Kerrville's neighborhoods and commercial areas.

- **Enforce current minimum property standards for home/structure maintenance and increase proactive code enforcement.** The most effective way to prevent property maintenance issues is to stop a problem before it happens. The City should enforce maintenance standards to catch problems early, before properties fall into disrepair. This may require an increased focus on code enforcement, with the City inspecting properties on a regular basis rather than waiting on residents and businesses to report violations to authorities.
- **Consider adopting a vacant building registration pilot program.** Vacant buildings can have a strong negative effect on the neighborhoods surrounding them. Vacant buildings reduce the value of adjacent properties and can convey a sense of blight and decay. They can also become public health hazards, with increased fire risk and the potential to harbor rodents and criminal activity. A vacant building registration program would create an organized way for the City of Kerrville to monitor properties, track vacancy trends, and devise strategies to either rehabilitate or demolish substandard properties if the owners fail to take the opportunity to make needed corrections.
- **Consider establishing commercial corridor overlay districts on gateway corridors like Hwy. 16 and Hwy. 27, to include desired signage, architectural and urban design standards.** Corridor overlay districts are an effective tool for guiding development and redevelopment to create a more unified aesthetic for a given area. Establishing an overlay district along the main commercial corridors in Kerrville would create design guidelines or standards that improve the appearance of the corridor, attract higher-quality development, and establish themes that could make these areas special places in the Kerrville landscape.

**C6**

**GUIDING PRINCIPLE:** Celebrate and honor the character of each neighborhood and its culture; revitalize neighborhoods and create gathering places within them while avoiding the displacement of citizens and their cultures.

Every neighborhood in a community has a distinct character that is built upon the history and culture of the people who live there. The characteristics that make each neighborhood unique are what create a shared sense of community among residents and businesses, and those characteristics should be maintained and celebrated. When promoting revitalization or redevelopment, Kerrville should try to minimize the displacement of people already in the neighborhoods so that the sense of community and culture is not lost.

- **Create a City-sponsored Neighborhood Council or Homeowners Association Presidents' Council and hold regular meetings to facilitate communication between the City and its residents and to encourage networking and the sharing of ideas among neighborhood leaders from different parts of the community.** Neighborhood councils are among the organizations that hold communities together, creating a forum for interaction among residents and stakeholders from different parts of the city and serving as a place for them to learn more from each other and voice shared concerns. These organizations can also serve as an important link between neighborhoods and local government, keeping the City aware of neighborhood issues, serving as a communication tool when the City has a message to get out, and holding city leaders accountable to the interests of their constituents.
- **Promote weekend events or gatherings aimed at creating deeper personal connections between neighbors and a sense of belonging in their neighborhood.** Community and neighborhood events bring people of all different backgrounds together for a common purpose or activity. These interactions build relationships between neighbors and foster a shared sense of belonging. The social capital that is built through this mutual contact and understanding strengthens community identity and makes neighborhoods more resilient.

## C7

**GUIDING PRINCIPLE:** Promote walkability and complete streets, focusing on community health in the review of new development proposals and supporting pleasing, well-kept neighborhoods that maintain their value and help sustain economic development.

Improving walkability is an important part of increasing neighborhood vitality, connectivity, and community health. Walkable neighborhoods tend to foster an increased sense of community among residents, and generally command a price premium compared to similar neighborhoods that are not walkable. Alternative modes of transportation also encourage healthier lifestyles by allowing citizens to walk or bike to destinations rather than sitting in an automobile.

- **Provide tax breaks or other incentives to individuals or developers for including elements that promote mobility and public health goals, such as walkability, complete streets, etc.** One of the strongest tools that municipal government has to encourage multimodal development is to create incentives that encourage private developers to integrate these design elements into their projects. It is much more expensive to retrofit existing streets and neighborhoods to include alternative modes of transportation than it is to include these features in site design from the beginning, and it is easier for residents to establish healthy habits on the front end of development than to change their habits after the fact.
- **Preserve and enhance the walkable character of older neighborhoods.** One of the most appealing aspects of older neighborhoods is their relatively complete street grid and walkable character. Kerrville should preserve the walkable character of older neighborhoods by keeping existing sidewalks in good repair, and filling in any gaps that may exist in the current network. Other enhancements to neighborhood walkability could include the addition of crosswalks and the upgrading of street lights to enhance pedestrian safety. Attention to these details will also contribute to neighborhood well-being by encouraging active living and more social interaction.

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# 8 | Mobility / Transportation



# Mobility/Transportation

## Introduction

People who live, work, or travel in Kerrville understand the everyday challenges of trying to get from one place to another. For residents of the central areas of the city, most destinations are accessible with a short trip by car, but there are few convenient and efficient multimodal transportation options or accommodations available. Also, given the topography and natural assets of the community's Hill Country setting, expanding and extending roadways may be difficult.

Throughout the Kerrville 2050 process, residents and stakeholders expressed a desire for improved transportation options. The demographics of the area, with approximately 26% of the population over the age of 65, and the changing lifestyle preferences of younger single people and families, indicate a need for development patterns and mobility choices that create complete neighborhoods, where a person can live, work, learn, and play without making unreasonably long trips by car.

No city has truly solved its mobility issues by simply expanding roadway infrastructure to accommodate motor vehicles. As the region continues to grow, the City should provide for trip choices by pursuing multiple strategies to connect people through trails, bikeways, and transit. This approach is made even more effective when combined with a land use strategy that brings the essentials of daily life—homes, jobs, services, and community amenities—closer together, increasing the viability of non-motorized transportation options, such as walking and biking.

**During public meetings, community members expressed the following interests:**

*Alternative forms of transportation*

*Sidewalks are important; More sidewalks in existing neighborhoods, especially around schools*

*We need walkability in the City; More access for bikes and walkers will improve Downtown*

*Safe and connected bike lanes*

*Extend River Trail and a pedestrian/cycling path across Town Creek to connect western neighborhoods to Downtown*

## Kerrville's Transportation System

Kerrville's transportation system is largely supported by state highway routes for local and regional travel. Examples include SH 16 (Sidney Baker Street), SH 27 (Junction Hwy), and SH 173 (Bandera Hwy), which serve as the principal arterials through the city and form the backbone of much of the existing development pattern. Interstate 10 (I-10) serves regional travel across the state, provides Kerrville with convenient access to the greater San Antonio area, and creates important gateways to the city.

Much of Kerrville's central street network has been laid out on a grid pattern, largely in the flatter parts of the Guadalupe River valley, with blocks created by straight, intersecting streets. The majority of the established community and the older residential areas benefit from this grid street system, which provides a high level of connectivity and a good selection of route options. Moving away from the river, terrain becomes much hillier, which creates challenges to continuing the conventional grid network. Residential subdivisions in these areas tend to be designed with a curvilinear street pattern, cul-de-sacs, and often with fewer access points, which reduces route choices. Proper thoroughfare planning can ensure that as new areas are developed, adequate connectivity is maintained within and between neighborhoods.

# Thoroughfare Plan

Kerrville's Thoroughfare Plan is the tool that enables the City to preserve future roadway corridors and to protect or acquire the right-of-way necessary to improve the local transportation system. The Thoroughfare Plan includes information related to roadway classification, right-of-way requirements, basic design criteria (including lane and parkway widths), and the number of through travel lanes for each thoroughfare in the city.

Kerrville's thoroughfare system is comprised of a variety of streets with standard functional classifications. The overall system is designed to maintain a balance between mobility (the through movement of trips) and access

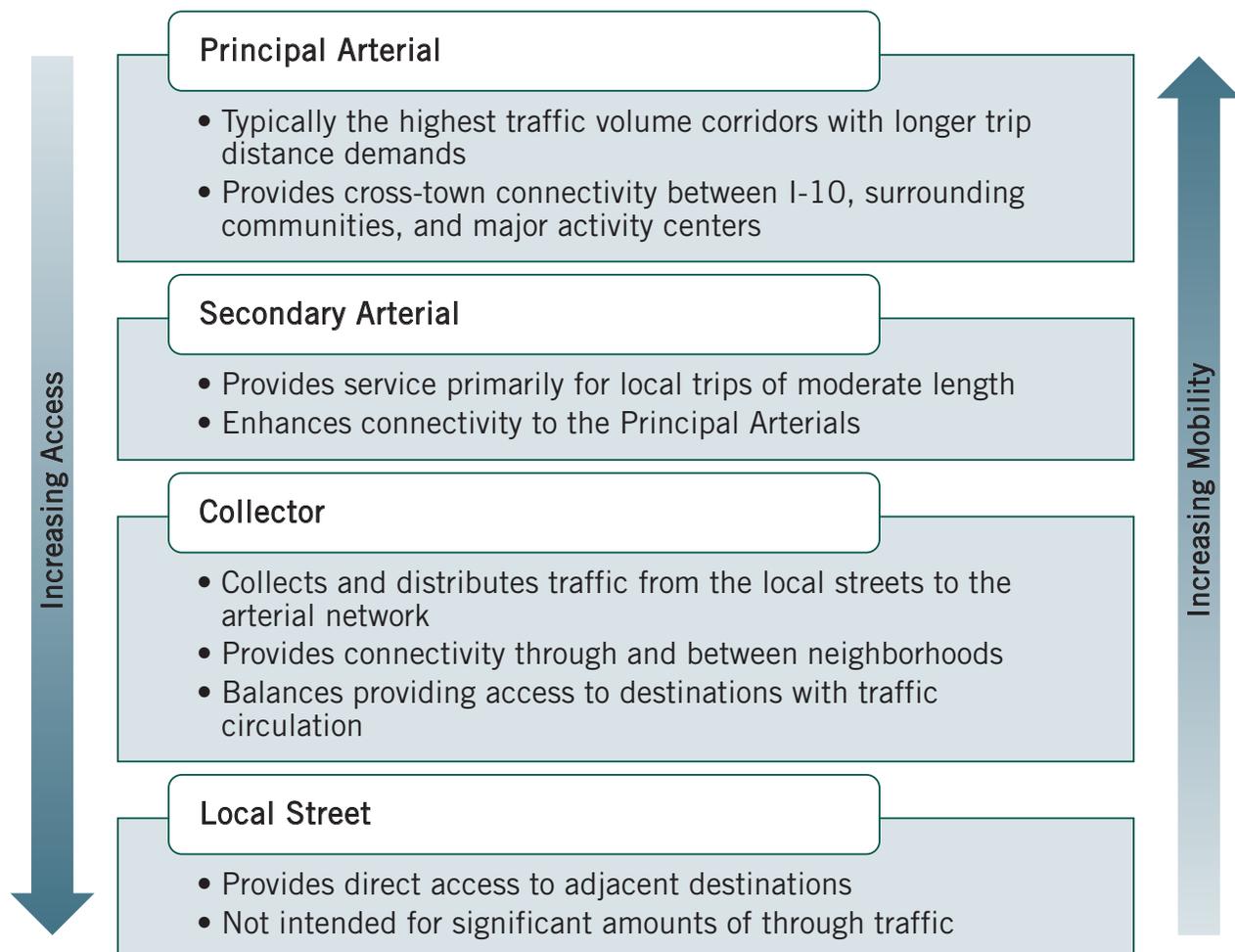


Figure 1: Functional Classification Characteristics

to destinations. Kerrville’s functional classification system is structured in a hierarchical manner, with the goal of providing a balanced network with appropriate roadway capacity, access, and efficiency. The network is made up of four classifications of streets: Principal Arterials, Secondary Arterials, Collectors, and Local Streets. A summary of the functional class characteristics is shown in *Figure 1*.

## Connectivity and Constraints Evaluation

This comprehensive planning process included an evaluation of the most recently adopted Thoroughfare Plan to determine changes to connectivity or functional classification that would be necessary to support the updated Future Land Use Plan and its vision for Kerrville. Most of the principal arterials within central Kerrville are currently built to their intended capacities, and adding travel lanes on these roadways

is not a recommended approach to improving the

level of service since this can often induce additional traffic demand and discourage active transportation (walking and bicycling). Improvements are better focused on maintaining intersection performance (adding right-turn and left-turn lanes where appropriate), improving access management (controlling the number and spacing of driveway access points), making strategic thoroughfare connections to increase route choices, and accommodating multimodal connectivity (providing for bikes, pedestrians, and potentially trams or shuttles) through context-sensitive street design (see discussion below). Some arterials that are not currently built to their full capacity, however, may need to be improved in the future to accommodate new development and increased vehicle trips.

A focus of this Thoroughfare Plan update is identifying potential connectivity issues and providing recommended updates, either by refining alignments to thoroughfares already planned or by adding future preferred connections. In making recommendations for connectivity improvements, topography, floodplain areas, private/gated streets, and compatibility with existing and future development were all considered. While many proposed thoroughfares in outlying rural areas will likely not be needed or constructed in the near future, one of the most important purposes of the Thoroughfare Plan is to enable the City to preserve appropriate transportation corridors so that as development occurs in the future, the right-of-way needed to provide connectivity for the community can be secured. Individual street improvements may be constructed by private developers, the City of Kerrville, Kerr County, TxDOT, or some combination of these, and some connections may need to be prioritized over others to improve local circulation or regional connectivity.

The updated Thoroughfare Plan map is presented in *Figure 2*.

**“Short-term capital investments could include new street construction and street maintenance”**

- Stakeholder Interviews

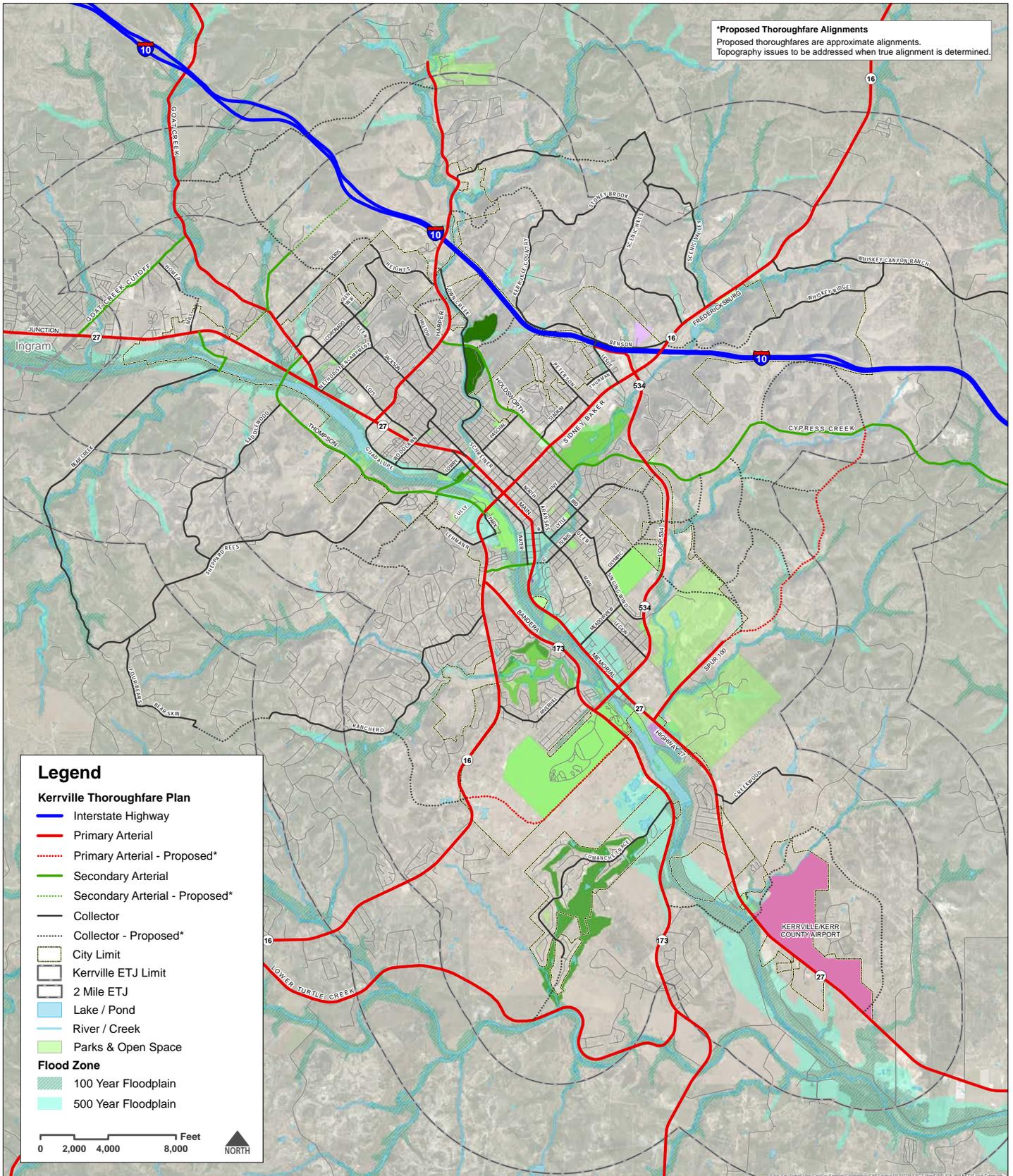


Figure 2: Draft Thoroughfare Plan

# Context-Sensitive Street Design

The design of Kerrville’s thoroughfares is guided by its cross sections, which identify the preferred street design elements and widths for each functional class. Most Kerrville streets have been planned and constructed based on one preferred design for each functional classification. While a standard street design, known as a typical cross section, may be appropriate in some or even many cases, in certain areas, an alternative design may be the better option. There is not a single solution that will work throughout the City. Street design that is context-sensitive, by definition, will vary in its cross section based on existing physical constraints, the character of the land use in the surrounding area, and the preferences of the community for features such as pedestrian amenities or bike lanes.

A goal of this approach to street design is creating “Complete Streets,” where streets are designed for all users to enable efficient travel for both vehicles and people who cannot or would prefer to travel some other way. The aim of Complete Streets is to provide good multimodal access, decrease travel times, and enhance safety. The resulting street design seeks to appropriately balance the need for general-purpose travel lanes, sidewalks, bikeways, transit amenities, traffic calming, and safe road crossings.

## Street Types & Recommended Alternative Cross Sections

For each of the thoroughfare functional classes, a set of recommended Typical Cross Sections and Alternative Cross Sections has been developed to provide options to meet future needs and to adapt existing streets to accommodate the increasing interest in multimodal trip choices.

### Principal Arterial

Principal arterials typically serve as the highest traffic volume corridors, prioritizing longer-distance trips and providing connectivity between surrounding communities and major activity centers within Kerrville. A typical principal arterial is a four-lane divided roadway with a raised median, which can accommodate turning traffic at intersections and regulates access to the adjacent development. In rural and constrained areas or where there is a high volume of left-turning vehicles, the roadway may be undivided with a center turn lane at intersections.

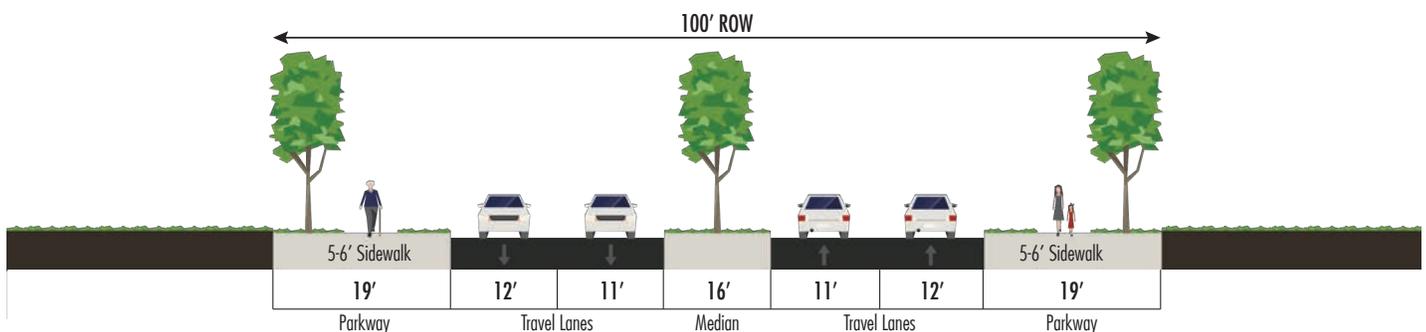


Figure 3: Principal Arterial Typical Section

## Secondary Arterial

Secondary arterials primarily serve local trips of moderate length, support circulation and access in localized areas with higher traffic volumes, and connect to the principal arterials. Kerrville's standard cross section for a secondary arterial is a four-lane undivided roadway. This design may be appropriate for areas with limited vehicle turning movements and moderate traffic volumes, but as traffic volumes and turning movements at intersections and driveways increase, there may be safety concerns with undivided roadways due to conflicts when left-turning vehicles are stopped in a travel lane. In these higher activity areas, the City may consider an alternate design with two through lanes and a center two-way left-turn lane. This also provides the option of allocating right-of-way width for other uses such as bike lanes, pedestrian facilities, and/or on-street parking. In cases where it is necessary to keep two lanes in each direction for capacity purposes, the City may consider upgrading the thoroughfare classification and design to that of a divided principal arterial.

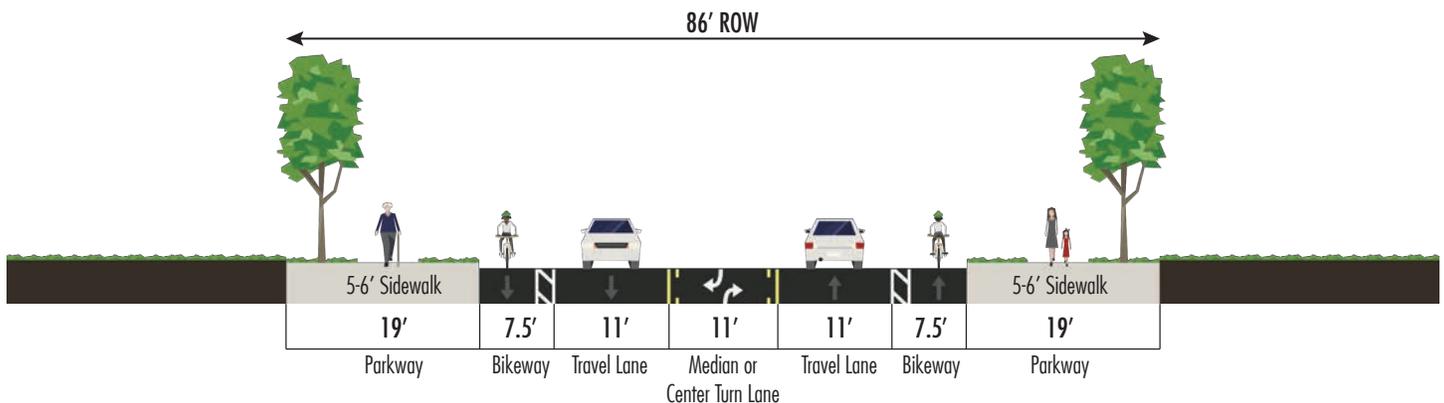


Figure 4: Secondary Arterial Typical Section

## Collector

Collectors balance access and mobility in the City's thoroughfare network by collecting and distributing traffic to and from local streets and the arterials. Collectors provide the necessary connectivity through and between residential neighborhoods and support circulation in nonresidential activity centers. A typical collector in Kerrville is a two-lane divided roadway with a center turn lane; however, in constrained areas, a two-lane undivided roadway may be appropriate so that a portion of the right-of-way could be used for pedestrian space or on-street parking.

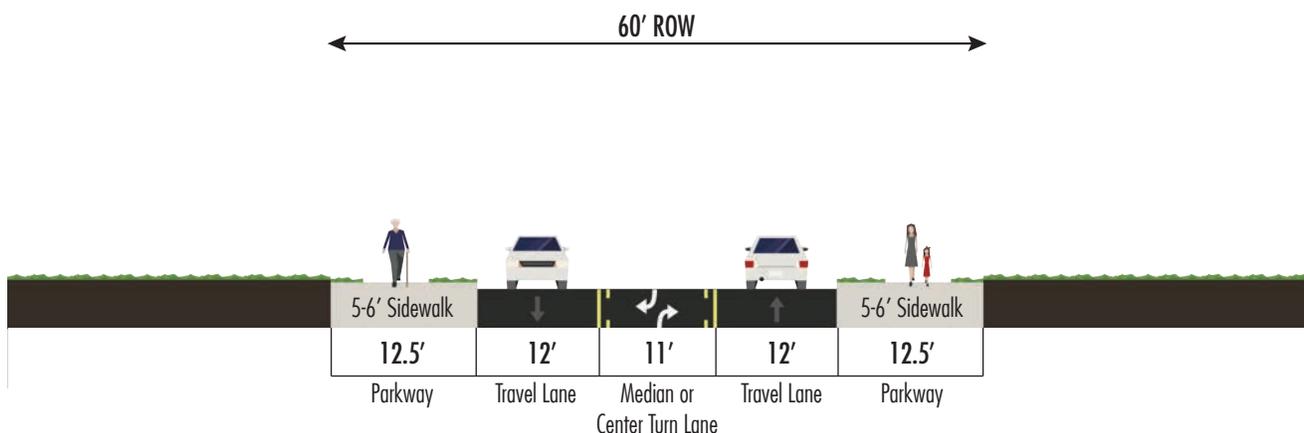


Figure 5: Collector Typical Section

### Downtown/Mixed-Use Cross Section Alternatives

Additional consideration should be given to designing streets near Downtown and in mixed-use areas that can accommodate higher levels of pedestrian activity. These streets should be attractive and comfortable for pedestrians. An inviting environment can encourage people to take more short trips (less than one mile) by walking. A variety of street design elements are available to help make areas more walkable, such as narrower travel lanes to encourage slower traffic, wider sidewalks or shared-use sidepaths (a path for pedestrians and cyclists located alongside a roadway), high visibility crosswalks at intersections, midblock crossings, appropriate pedestrian-scale lighting, and shade elements.

The following are alternative cross sections that may be used as a guide for designing streets in the Downtown or mixed-use place type areas.

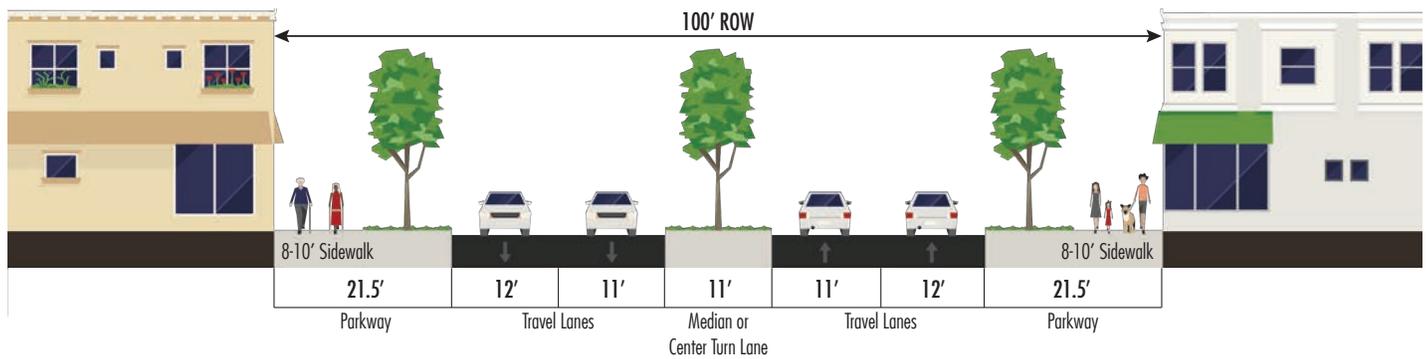


Figure 6: Principal Arterial - Downtown/Mixed-Use Option

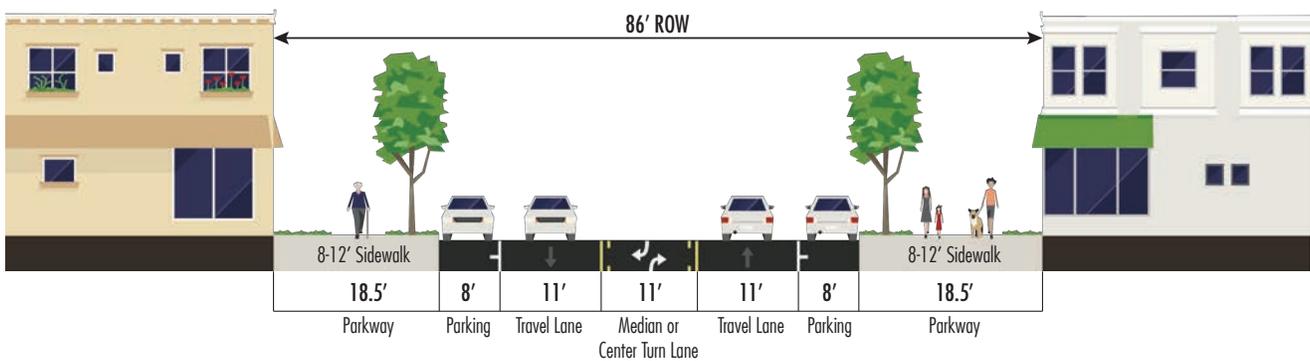


Figure 7: Secondary Arterial - Downtown/Mixed-Use Option

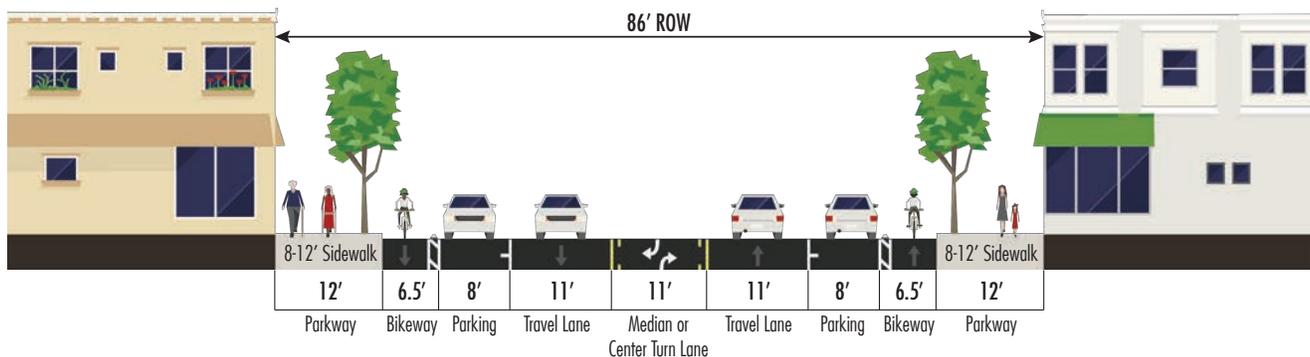


Figure 8: Secondary Arterial - Downtown/Mixed-Use Option (with Bike Lanes)

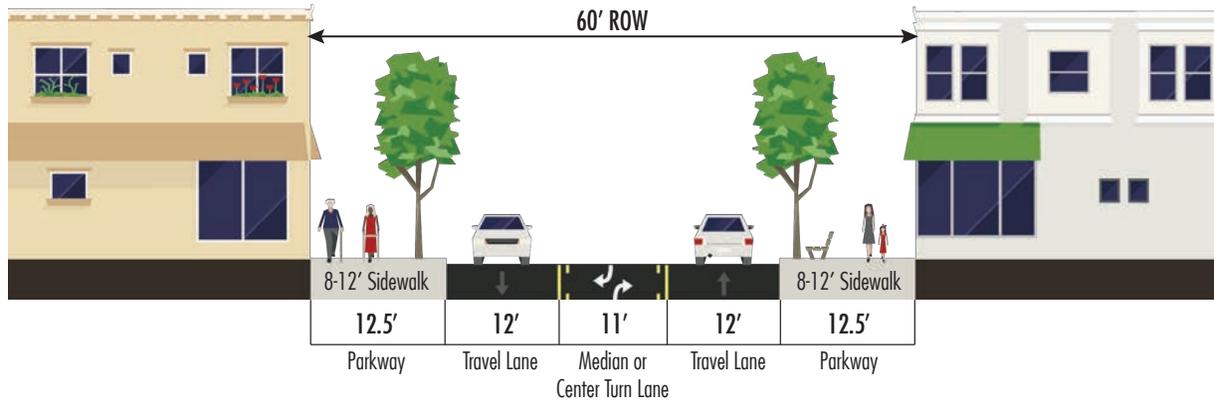


Figure 9: Collector - Downtown/Mixed-Use Option

### Bicycle and Pedestrian Cross Section Alternatives

Active transportation (bicycling and walking) has become an increasingly important transportation option because non-motorized trips contribute to healthy lifestyles and can be a convenient alternative to driving for short distances. The choice to bike or walk, however, is often influenced by the presence of sidewalks, trails, and bikeways, in addition to how well these facilities are connected to each other. Gaps in the bicycle and pedestrian network can create longer or unsafe routes and encourage travelers to use cars for short trips. As Kerrville improves its street network over time, the City should also focus on providing safe, direct, and interconnected routes for active transportation.

The following are alternative cross sections that may be used as a guide for designing streets for increased bicycle and pedestrian activity. Since many cyclists are more comfortable when they are able to travel in an area where bicycles are separated from vehicular traffic, bicycle facilities may be designed for greater separation through the use of striped buffers, physical barriers, or bike paths at the sidewalk level.

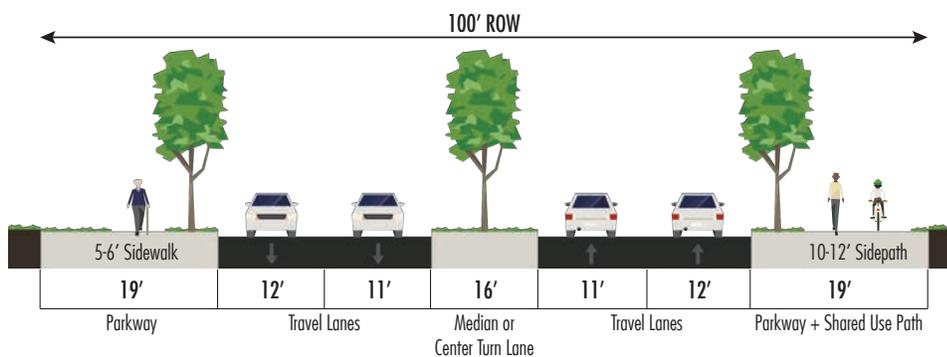


Figure 10: Principal Arterial - Bicycle/Pedestrian Option (Shared Use Path)

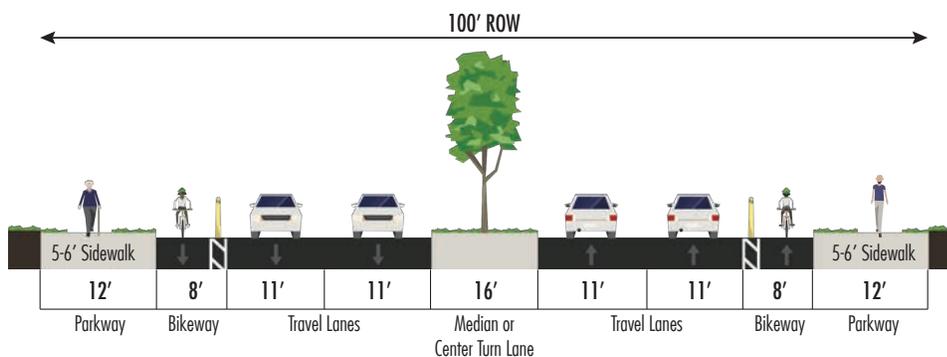


Figure 11: Principal Arterial - Bicycle/Pedestrian Option (On-Street Bikeway)

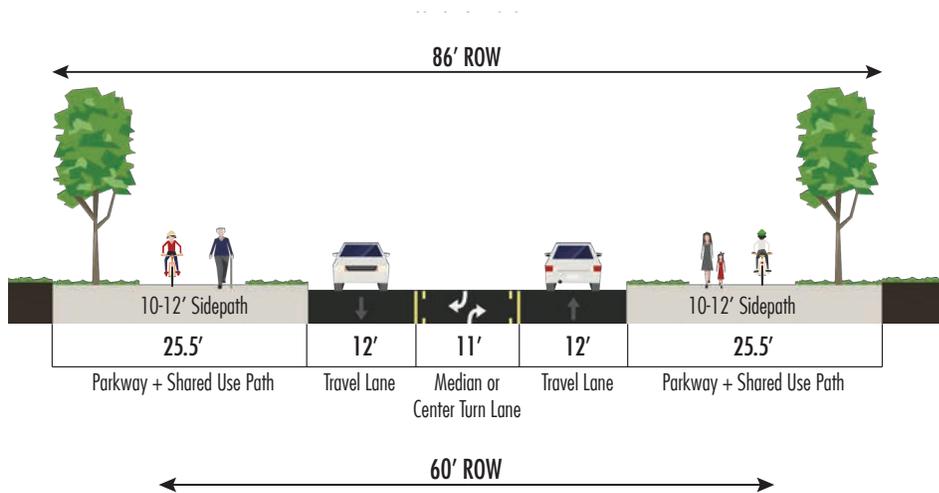


Figure 12: Secondary Arterial Bicycle/Pedestrian Option (Shared Use Path)

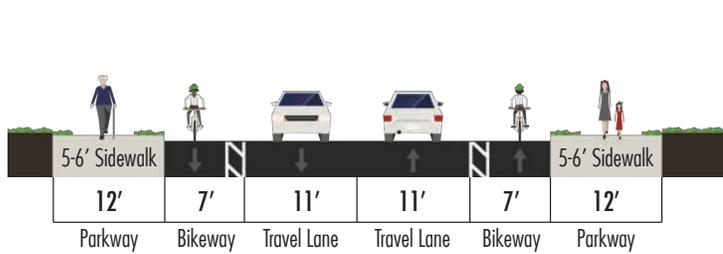


Figure 13: Collector Bicycle/Pedestrian Option (On-Street Bikeway)

### Optional Street Design Elements

- Bike lane (minimum 5', preferred 6')
- Buffered bike lane (minimum 5' lane with 2'-3' buffer)
- Pedestrian travel way buffer (may include on-street parking, planting strips, street trees, or other streetside elements)
- Wider sidewalk (5'-10')
- Shared-use sidepath (8' minimum, 10'-12' preferred)

### Sidewalks

The minimum recommended width for sidewalks is five feet, adequate to allow two people to walk side by side; however, the desirable width may be greater depending on whether adjacent land uses create additional pedestrian traffic, such as near Downtown, schools, parks and recreation areas, and other mixed-use districts. A buffer area should typically be provided along streets between the sidewalk and

travelway for the safety of both pedestrians and motorists. This buffer also provides an area for the placement of underground utilities and provides width for street trees, landscaping, pavers, or other aesthetic features. In some conditions, it may be preferable to locate sidewalks adjacent to the curb, such as along property with steep slope, in areas of constrained right-of-way, or for alternate landscape design. When a sidewalk is located back of curb, it is recommended that it be wider to provide an appropriate buffer from traffic.

**“We need walkability in the city; more access for bikes and walkers will improve downtown.”**

- Open Houses

**Figure 14: Recommended Minimum Sidewalk Widths**

	Existing Kerrville Design Standard	Sidewalk with Parkway Buffer	Sidewalk Adjacent to Curb
<b>Arterials</b>	5'	6'	8'
<b>Collectors/Local Streets</b>	5'	5'	6'

**Figure 15: Sidewalk Design Option Adjacent to Curb**

## Traffic Calming

Traffic safety in residential areas can be improved with the combination of good street connectivity (to provide route choices) and the effective use of traffic calming measures. Traffic calming is intended to mitigate cut-through traffic and speeding through a variety of physical and non-physical techniques aimed at slowing down vehicular traffic, with the added benefit of increasing pedestrian and bicycle safety. As speeding and traffic volume increases, walking and bicycling in residential areas can become an uncomfortable activity. Traffic calming techniques seek to reduce the impacts of excessive traffic volumes and speed, and address concerns about safety, noise, and quality of life by slowing down or “calming” motor vehicles in the travel environment.

Traffic calming measures typically fall into one of three categories: education, enforcement, and engineering. Many traffic calming strategies begin with engaging with the neighborhood that has identified a traffic issue and addressing potential problems through educational approaches to obeying speed limits or enforcement techniques to monitor speeds with portable or permanent radar detection or increased police enforcement. Physical engineering techniques are changes to the design or geometry of a roadway to alter the travel behavior of motorists, pedestrians, and bicyclists. These techniques could include vertical or horizontal deflection of the roadway, such as curb extensions (a narrowing of the roadway at an intersection or mid-block crossing by extending the curb line into the parking lane) or by adding a median island (to reduce the width of the pavement). Other options include volume management measures such as diverters (a treatment that requires all vehicle traffic to turn at an intersection) or partial street closures (to restrict one direction of vehicle traffic) to reduce or discourage through traffic. These types of engineering solutions are often intended to be “self-enforcing,” and should be undertaken with the needs of emergency vehicles and the preferences of the local neighborhood in mind.



Curb extensions (top) and median island installations (bottom) are examples of traffic calming techniques

# Guiding Principles and Sample Action Items

Although the automobile is still the primary transportation mode in Kerrville and the region, the community's interest in creating a more balanced and multimodal system is growing. Promoting mobility choices—including pedestrian and bicycle facilities, and possibly transit services—will be a priority in the years ahead, but the community made it clear from the beginning of the Kerrville 2050 process that maintaining the existing infrastructure, including streets, sidewalks and other transportation improvements, is its highest priority.

## M1

**GUIDING PRINCIPLE: Provide a safe, reliable, sustainable and affordable transportation system.**

Kerrville's streets provide a structural network that is essential to the community's daily life and commerce. While good mobility and connectivity are central objectives of a transportation plan, when making future transportation decisions, the City should also strive to develop a multimodal network that satisfies its goals for health, safety, quality of life, economic vitality, and community character.

- **Explore a variety of options, including bonds, to fund the construction of needed transportation improvements.** Capital improvements such as transportation projects are, by definition, costly, long-term investments. Annual budgets are rarely sufficient to fund projects such as these, so cities must explore other options—revenues from grants, partnerships with other governmental agencies, special districts, and the sale of bonds—to address these needs.
- **Consider requiring traffic impact analyses for certain thresholds of residential and nonresidential development and zoning applications meeting certain criteria.** New development typically brings with it new traffic. The best time to consider the impacts of this new traffic on existing and planned streets, neighborhoods, and commercial areas is in the planning phase of a project. A traffic impact analysis looks not only at projected traffic volumes, but also at how vehicles will be distributed on the thoroughfare network, and at what improvements, if any, will be required as part of new development to accommodate the additional traffic.

## M2 GUIDING PRINCIPLE: Promote a transportation infrastructure that encourages safety and a healthy lifestyle.

Traffic safety is a high priority for residents and businesses in any community. Techniques for improving safety may differ between residential areas—where traffic calming techniques can be effective in reducing speeding and cut-through traffic—and commercial districts—where access management can reduce accidents and congestion. Traffic calming is the use of design elements, including physical improvements, to mitigate cut-through traffic and speeding. Access management involves establishing a policy regarding the number, location, and spacing of driveway openings and median breaks to minimize vehicular conflicts and driver confusion. Improving traffic safety has the added benefit of increasing the desire for walking and biking, not only for recreation, but potentially for a person’s daily commute or trips to shopping or other activities. The use of sidewalks, trails, and bicycles is a transportation choice that also benefits personal health, reduces traffic congestion and the resulting air pollution, and enhances quality of life by creating opportunities for physical activity and social interaction.

- **Make Downtown roads more pedestrian-friendly.** As part of a strategy to make Downtown a more vibrant place, creating a safe and attractive pedestrian environment will be important. Safety improvements could include pedestrian signals, lighting, and enhanced crosswalks. Amenities such as street trees, planters, outdoor dining areas, benches, and bike racks will also contribute to a more inviting atmosphere and encourage people to gather and spend more time in Downtown.

## M3 GUIDING PRINCIPLE: Place an emphasis on preserving and incorporating the natural environment and aesthetic features into transportation infrastructure planning and design for a more enjoyable user experience.

Where appropriate, pedestrian amenities, streetscaping, public art, and gateway features can be integrated into street design as tools to create attractive public spaces, preserve community identity, and stimulate economic activity. Historic, archaeological, and other local cultural resources should be respected and incorporated into infrastructure design elements to reinforce the Kerrville brand.

- **Respect and protect existing natural habitat to the extent possible with the construction of new transportation infrastructure.** The location, design, and construction of transportation infrastructure should be prioritized with respect to preserving the natural environment, such as the hilltops, scenic views, and the Guadalupe River in and around Kerrville.

## M4 GUIDING PRINCIPLE: Place a high priority on the maintenance of existing streets.

Kerrville stakeholders made it clear early in the study process that “planning for, designing, constructing, and maintaining Kerrville’s infrastructure” was of the highest priority (see Chapter 3, Kerrville 2050 Vision, for a discussion of the Community Priorities). Their choice of the Strategic Catalyst Area approach to growth reinforced that notion by sending a signal that making the most of the community’s existing capital investments was preferable to building new infrastructure to serve areas currently outside the city limits.

- [Meet with TxDOT annually to develop and reaffirm roadway related priorities involving maintenance projects.](#) Because so many of the most important roadways in Kerrville are actually state-owned facilities, it is important that the City coordinate closely and regularly with TxDOT to partner on the most important maintenance priorities and construction issues.

## M5 GUIDING PRINCIPLE: Consider policies and technology that mitigate traffic congestion and improve traffic flow.

Access management is one of the most cost-effective ways of reducing traffic congestion and improving vehicular flow because it is done as part of the development review and construction process. Even after development has already occurred, projects such as the construction of free-moving right-turn lanes and dedicated left-turn lanes at intersections can provide a great deal of impact for a relatively small amount of public sector investment.

- [Conduct periodic detailed transportation studies to identify potential investments to improve overall traffic operations and vehicular flow.](#) The City should monitor and evaluate problem traffic locations and conditions so that solutions can be developed to address these situations. Intersections that routinely experience traffic back-ups and locations with numerous or severe accidents should be studied. Solutions to these problems may be relatively simple or they may be complex, but either way, maintaining the safety and efficiency of the existing network is essential, and expanding the roadway is not always the answer. Strategic improvements to existing corridors will be required within the current right-of-way and number of travel lanes, or with small right-of-way or easement acquisitions, in order to maintain the functionality of the transportation system.
- [Develop and implement a new right-of-way ordinance and an access management policy for driveways, curb cuts, median openings, turn lanes, etc.](#) Access management planning and policies can help Kerrville improve both mobility and safety along its major corridors, such as SH 16 and 27. Access management best practices can improve traffic throughput and reduce vehicle turning movement conflicts by controlling the location, spacing, design, and operation of driveways, median openings, and intersections, as well as median treatments and the spacing of traffic signals.

**M6**

**GUIDING PRINCIPLE:** Develop a more comprehensive, multimodal transportation plan that addresses both daily transportation needs and recreational interests (pedestrian, trails and bicycle, etc.) with an emphasis on filling gaps and creating interconnectivity for both local and tourist traffic.

- Develop a multimodal component in the Master Transportation Plan that identifies the improvements necessary to accommodate alternative modes of travel (biking, walking, public transportation) and is designed to connect gateways, neighborhoods, corridors, the River and other destinations. The City of Kerrville is encouraged to increase access for pedestrian, bicyclists, and trail users across the community. The Kerrville River Trail has become a significant amenity for hiking and biking along the Guadalupe River as it connects with community parks, businesses, and neighborhoods. Holdsworth Drive is an example of a recent roadway project that included on-street bicycle facilities, but there are many areas of the City that are not well connected with safe and efficient active transportation routes or accommodations for non-motorized travel. The City of Kerrville should continue to focus resources on developing its sidewalk, trail, and bikeway system to connect additional residential areas to park and recreation facilities, schools, and local businesses. The development of a citywide Bicycle and Pedestrian Master Plan could assist the City in identifying an “all ages and abilities” hike and bike network and prioritizing projects that will have the greatest impact on healthy living and increasing transportation options. Another element of a multimodal system is the availability of transit services. Kerrville is currently served by Alamo Regional Transit (ART; see also the discussion under M7 below), which provides bus service to 12 rural counties, including Kerr County, as well as to Bexar County and San Antonio. The service is relatively low-cost, but does not offer as much flexibility as some in Kerrville would like. In addition to the ART bus system, trams and shuttles could be considered and public or private ridesharing services outside of ART could be part of the portfolio of options.
- Review new subdivision proposals for connectivity and relationship to the Troughfare Plan and new trail/pedestrian/bicycle plans.** Other infrastructure improvements and City policies can help enhance neighborhood connectivity and safe travel for all modes. In some parts of the city and outlying areas of the ETJ, the street network has reduced route choices or access points, either due to neighborhood design, private streets, or topography constraints. To improve overall system operation and route options, the City should consider a connectivity policy that ensures new development meets current standards for access and street design, such as requiring connectivity between subdivisions, reducing the number of cul-de-sacs or dead ends, and encouraging the construction of sidewalks. Through corridor specific studies or public projects, the City may also identify strategic connectivity improvements which can be achieved within developed portions of the city or as new development occurs.

**M7**

**GUIDING PRINCIPLE:** Accommodate and promote regional commuters and commuting options (for example, provision and use of park and ride lots).

- Periodically review the feasibility of operating a shuttle or small bus fixed route/fixed schedule system within the Kerrville city limits. Kerrville currently does not have any traditional fixed-route transit service. The Alamo Area Council of Governments provides on-call bus service to all residents in its service region through the ART program, which allows residents in Kerr County to schedule rides to desired destinations. The City should explore options to provide improved on-demand rideshare service or regular fixed-route service connecting neighborhoods to major destinations in support of desired commuting options, reduced dependency on personal vehicles, and the tourism industry. If the City and its potential partners determine that fixed-route service is feasible, routes should be designed to be as simple and direct as possible and to serve a variety of trip purposes.

**“Need public transportation.”**

- Community Retreat

**M8**

**GUIDING PRINCIPLE:** Enhance efforts to educate the public regarding the variety of existing transportation options and plans for the future.

- Create a public service campaign to communicate with residents, businesses, and visitors about all forms of transportation in Kerrville. It is likely that some of the transportation services already available in Kerrville are unfamiliar to people who might use them, including residents, businesses, employers/workers, and tourists. A coordinated marketing campaign, including announcements in print and social media, on the radio, on the City website, and in brochure racks around town, could help bring awareness to potential users and exposure to service providers. ART and private service providers could also participate in community events to help get the word out. This promotional campaign should incorporate Kerrville and Downtown branding to reinforce Kerrville placemaking efforts.

# 9 | Water, Wastewater & Drainage



# Water, Wastewater & Drainage

## Introduction

A robust and well-functioning network of water, wastewater, and drainage infrastructure is essential to public health, safety, and welfare. These systems play a key role in maintaining community quality of life, and must be well-managed to meet the needs of the community in both the short-term and long-term. The maintenance and expansion of this essential infrastructure must be carefully planned to ensure cost effective and efficient services and to enable these systems to continue providing quality service to Kerrville as the community grows and develops.

## Water Supply and Water Quality

The water supply and distribution system infrastructure is critical to support the quality of life in an urban environment, including the location, placement, and overall condition of this infrastructure. These elements are equally essential with respect to considerations such as accessibility for operations and maintenance and the ability to extend systems to accommodate population growth.

Long-range planning is critical to managing costs and efficiency for both the current population and for future generations. The City of Kerrville Utilities Department is responsible for water production, water storage and delivery, and water quality testing. The City's water distribution system consists of over 206 miles of water pipelines. It draws its water from three sources; Guadalupe River water, native groundwater, and water from the City's Aquifer Storage and Recovery (ASR) system. The City utilizes seven pump stations to supply these water sources to thirteen pressure planes throughout the distribution system. The current water supply sources have served the community well to date, but alternative sources are needed to provide a long-term, reliable water supply for future generations.



The Water Production Plant is an essential part of Kerrville's Water infrastructure system.

# Water System

The Utilities Department has been proactive in planning for growth by developing an overall Water Master Plan. This Master Plan has been used to anticipate short-term and long-term improvements necessary for the water system infrastructure.

**“Where will the water come from with population growth?”**

- Open Houses

The current Water Master Plan was completed in 2012 and identifies numerous system improvements needed to accommodate projected population growth through the year 2032. This plan reflects an existing supply of over 9 MGD and indicates that this will be sufficient for population growth during this time period. The focus of this plan is on the maintenance of several key facility items, such as tank painting/rehabilitation, and on water quality considerations, such as Trehalomethane (TTHM; a water contaminant) removal.

It is worth noting that the 2008 Comprehensive Plan favored investment in greenfield areas over infill, and the current Water Master Plan modeled forecasted water flows and capital improvements accordingly. With the updated focus of the Kerrville 2050 plan, long-range water system improvements should be revisited in some areas. For example, the 2008 plan focuses heavily on residential developments on the perimeter of the city, primarily on the northern perimeter. Kerrville 2050 forecasts considerable development in Strategic Catalyst Area 11. In this particular area, a review of the water transmission infrastructure should be undertaken to validate pipe capacity and to plan for the infrastructure necessary to accommodate the expected growth.



The Kerrville Waste Water Treatment Plant.



# Wastewater Management

The sanitary sewer collection system infrastructure is also a key component of clean, healthy life in an urban environment. The location, placement, and overall condition of sewer collection infrastructure is essential to serve the population, and to accessibility for operations and maintenance and the extension of systems to accommodate future population growth.

Long-range planning helps manage costs and improve efficiency for both existing and future residents. The City of Kerrville Utilities Department is responsible for sanitary sewer collection, wastewater treatment, and water quality testing for the City of Kerrville and the City of Ingram (by wholesale contract).

Kerrville's sanitary sewer collection system consists of 209 miles of sewer mains and interceptor lines and fourteen major wastewater lift stations. These lift stations move wastewater under varying topographical conditions throughout the city to the wastewater treatment plant on Loop 534 on the east side of Kerrville.

## Sewer System

This City has developed a Wastewater Master Plan as a planning tool for short-term and long-term improvements. The current plan, completed in 2012, identifies improvements to the system that will be required to accommodate population growth projected through the year 2032 based on the 2008 City of Kerrville Comprehensive Plan, such as expansions to several key wastewater lift stations, upsizing of several sewer interceptor pipelines, and wastewater treatment plant improvements. The City of Kerrville has also updated the Capital Improvements Plan to reflect the implementation of these projects.

As with the City's Water Master Plan, the most recent Wastewater Master Plan was developed based on the 2008 Comprehensive Plan, which anticipated growth on the fringes of the city and modeled forecasted sewer flows and capital improvements accordingly.

With the shift in focus of the Kerrville 2050 plan to investment and reinvestment in strategic infill areas, the city should reassess plans for long-range wastewater system improvements in some areas. For example, increased flows may be experienced in Strategic Catalyst Areas 1 through 4 over what was forecasted by the 2008 plan due to projected development densities. With an increased focus on infill, the size/capacity of upstream interceptors should also be reviewed.

Another example is the development projected for Strategic Catalyst Area 11, where some unique challenges will occur given that the area is downgradient from current infrastructure. In this area, it may be prudent to plan for future pumping capacity, an additional wastewater treatment plant, or a relocation of the current treatment plant. Given the adjustments in the focus of the Kerrville 2050 plan, and the time that has elapsed since the 2012 Wastewater Master Plan was completed, a review of proposed future system improvements should be undertaken.

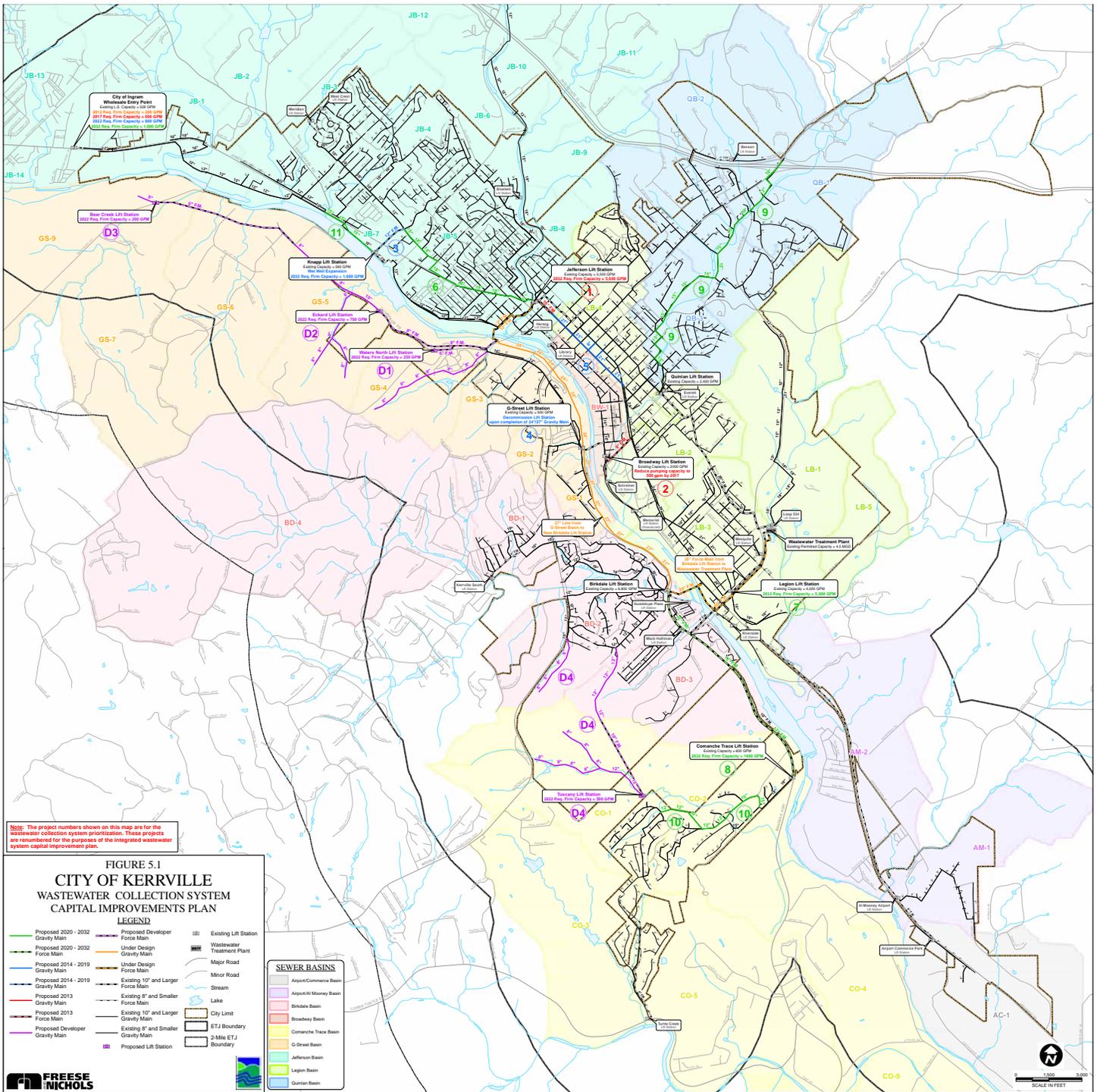


Figure 2: Wastewater System Map and Capital Improvement Plan

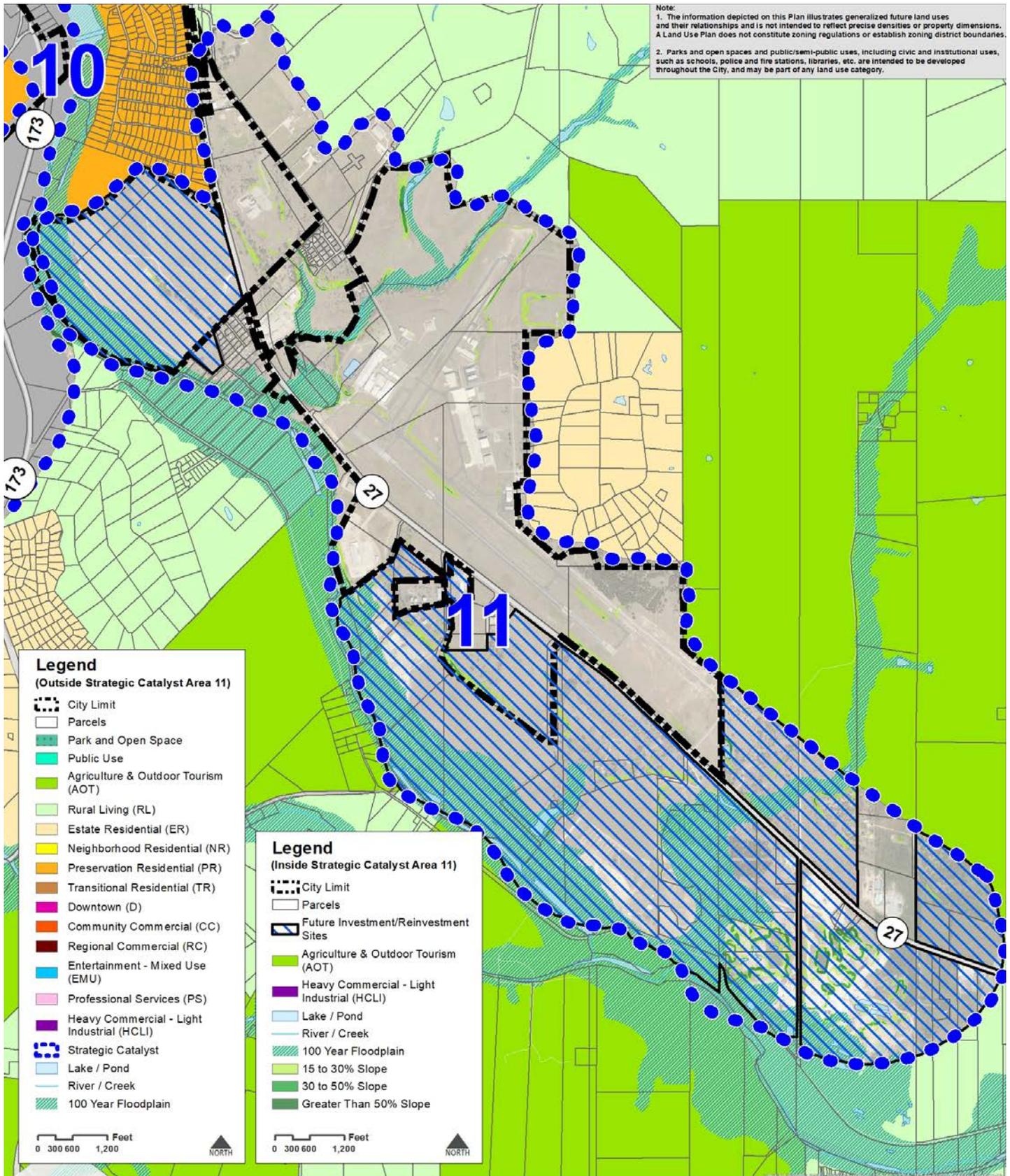


Figure 3: Kerrville Strategic Catalyst Area 11

# Storm Water Management

The ability to convey storm water efficiently, safely, and in a manner that protects property assets is important to a community that is experiencing growth. Growth creates conditions that can have significant impacts on the volume of storm water in local streets and waterways, and the quality of the storm water entering streams and rivers.

## Storm Water System

The streams, creeks, and river areas in and around Kerrville are largely privately owned, without maintenance requirements. This limits the ability of the City to manage development adjacent to these areas and makes it difficult to manage storm water volume and quality. The City of Kerrville provides services including maintenance of park and open space areas, debris clean-up after flood events,

collaborative annual clean-up in partnership with UGRA, dredging of Nimitz Lake, erosion control measures as needed, and brush control/clean-up. These activities, while beneficial, cannot mitigate the impacts to storm water from new development and uses occurring on private property.

The Kerrville 2050 plan anticipates specific growth in key areas, each of which will impact area storm water. The City should develop a storm water plan that can provide guidance regarding development criteria and provide the City a means to enforce these criteria for the benefit of the overall community. Ideally, this plan would update current development standards and outline an overall master concept for storm water management and storm water quality. This plan could incorporate costs and an overall capital improvements program for numerous drainage projects already known to be needed by city staff, as well as plan for future projects that are expected due to new growth patterns outlined in Kerrville 2050.

**“Definition, description, education of public re: importance of riparian habitat; not just the river, but entire riparian habitat”**

- Open Houses

# Guiding Principles and Sample Action Items

The City of Kerrville has demonstrated a commitment to providing long-term reliable water supply, high-quality wastewater treatment, and proactive management of storm water by virtue of plans that have been in place for years. The development of Guiding Principles for the continuation of this long-range planning effort will provide peace of mind for the residents of Kerrville for years to come. The following Guiding Principles and Action Items illustrate that commitment.

## W1

**GUIDING PRINCIPLE: Develop and maintain long-range water plans that prioritize infrastructure needs and identify funding sources and take a regional approach to planning**

A list of infrastructure needs is not a plan. Once the needs have been identified, they must also be prioritized so that an appropriate funding and construction strategy can be developed.

- **Update the current Water Master Plan.** With the new focus of this comprehensive plan, the need for long-range water system improvements should be reviewed and possibly updated in some areas. For example, the 2008 plan focuses heavily on residential developments on the perimeter of the city, and primarily on the northern perimeter. The Kerrville 2050 Plan forecasts considerable development in Strategic Catalyst Area 11. A review of the water transmission infrastructure in this area would validate pipe capacity so that accommodations for growth could be properly planned for.
- **Identify the costs related to all potential sources of potable water.** The costs associated with potential sources of water are already identified in the City's current planning, so the new review could focus on costs associated with any system improvements that may be recommended in association with the revised Master Plan.
- **Address areas with low fire flow in the City's CIP.** As a city grows, the demands that growth places on a water system can change significantly. These demands must include adequate water supply and pressure for all beneficial uses. A system analysis should be performed, modeling current and future demands to assure adequate service, including reliable fire flow.

**W2**

**GUIDING PRINCIPLE:** In the development of the long-range plan, anticipate growth, consider all sources, and plan for future droughts

Water is one of the most precious resources in Texas. To make the best use of this limited resource in the years ahead, careful and comprehensive planning must occur today, including planning for increases in population and water consumption and for natural occurrences that can create unexpected demands on normal water supplies.

- [Evaluate the possible installation of more aquifer storage and recovery \(ASR\) wells and try to capture river water that is being lost downstream.](#) ASR has been proven to be an effective strategy to diversify water resource options for many communities across the country. The City of Kerrville has invested in a viable ASR system, and evaluating the potential for expanding this system would be advisable.
- [Include guidance from TWDB and TCEQ in the development of water source options.](#) These agencies are available to partner with Texas municipalities regarding options for long-term supply. These options not only include how municipalities might develop water sources, but also how they might fund them.

**W3**

**GUIDING PRINCIPLE:** Address water quality challenges with proven solutions

Applying best practices in water quality management will allow the City to benefit from the experience of other communities and provide the best service for the residents and businesses of Kerrville.

- [Examine all potential solutions to improving water quality that could be applicable to Kerrville.](#) Several potential solutions are already inherent in the Water Master Plan; however, a robust study to review additional options should provide valuable insight.
- [Examine pre-treatment options to reduce the presence of organisms at the water plant.](#) Pre-treatment is a growing need many water utilities must cope with. Additional study of the costs and benefits of various options would be beneficial.
- [Examine the possibility of adopting maximum impervious cover limits and enhanced drainage design standards around/adjacent to the river to ensure water quality.](#) Adopting impervious cover requirements is a valid means of managing storm water quality adjacent to the Guadalupe River and in its various tributaries. A comprehensive storm water quality plan should be developed, outlining appropriate cover requirements. It would also be useful to identify acceptable mitigation measures, such as the use of vegetated swales, pervious pavement, water quality basins, and other options.

## W4 GUIDING PRINCIPLE: Preserve natural riparian areas

Applying best practices in the management of riparian areas will allow the City to benefit from the experience of other communities so as to provide the best service for the residents and businesses of Kerrville.

- **Map current riparian areas and determine potential future impacts associated with the potential loss of these areas and establish minimum and optimum sizes for riparian zones.** Mapping riparian areas should be planned to occur in a three to five year timeframe. Once established, these areas should be included in a comprehensive storm water quality plan.
- **Pursue zoning ordinance amendments to support riparian area protection.** Enacting zoning ordinance amendments would help the City enforce storm water measures identified in the storm water quality plan and prevent problems that would need to be addressed otherwise.
- **Restore damaged riparian areas in riverside parks.** Restoring the riverside and other public spaces where riparian areas have been adversely impacted can lead to short-term results in improved water quality.

## W5 GUIDING PRINCIPLE: Update and maintain the City's long-range plan for wastewater management, addressing and prioritizing infrastructure needs and identifying funding sources

A complete plan for wastewater management must address not only system needs, but also priorities so that funding can be sought and secured in a strategic and timely manner.

- **Replace Legion Lift Station for reliability and greater capacity to accommodate growth.** As with the above, Legion Lift Station should be replaced to accommodate the type and density of development projected under this Kerrville 2050 comprehensive plan.
- **Replace Knapp Lift Station for additional sewer system capacity and reliability.** The City of Kerrville hosts several lift stations, including Knapp Lift Station, that are key to moving wastewater flows across the varying terrain of the City. This particular station should be designed to accommodate the projected growth foreseen by the Kerrville 2050 plan.

**W6****GUIDING PRINCIPLE: Consider alternative solutions to standard wastewater service methods to address specific conditions and for cost effectiveness**

The topography of the Texas Hill Country presents special challenges for service delivery. These challenges may require unique solutions.

- **Consider hybrid septic/sewer options, pressurized in hilly areas.** Hybrid systems are sometimes used in rural settings that are difficult to serve by municipal wastewater systems.
- **Develop potential regulations and criteria for the use of alternative sewer service in challenging locations.** In order to ensure that water quality is maintained, the City should establish guidelines regarding which hybrid systems would be acceptable, conditions under which they would be acceptable, and accountability measures for maintenance of these systems.

**W7****GUIDING PRINCIPLE: Develop and maintain a long-range plan for storm water/drainage management, addressing and prioritizing infrastructure needs and identifying funding sources**

Planning for the management of Kerrville's storm water and drainage infrastructure must be done in a thorough and strategic manner to address needs, priorities, and funding.

- **Take a holistic approach to storm water and drainage management based on the level of growth anticipated in the Kerrville 2050 plan.** A comprehensive storm water master plan should be developed to assist the City with management of aspects of future development pertaining to flood control and storm water quality.
- **Explore a variety of options, including bond funding or city-wide drainage fees, to address drainage infrastructure concerns.** A comprehensive storm water master plan should be developed to assist the City with identification of needed capital improvements, the costs for these improvements, and prioritization of those improvements over time. The City could consider the sale of bonds or the implementation of a storm water impact fee to assist in the funding of these improvements.

**W8****GUIDING PRINCIPLE: Focus more on on-site green/bio storm water infrastructure to support water quality and quantity goals**

The use of new, more sustainable methods for managing storm water runoff should be encouraged.

- **Develop drainage design standards (including “green” design options), on-site retention requirements, and water quality standards.** A comprehensive storm water quality plan should be developed, outlining impervious cover requirements and the types of acceptable measures, such as use of vegetated swales, pervious pavements, water quality basins, and others to support stormwater management goals.

**W9****GUIDING PRINCIPLE: Enhance efforts aimed at water conservation, better storm water management on private property and measures such as rain harvesting and other innovative approaches to help manage water usage**

An overall program aimed at reducing water usage and better managing stormwater runoff should include a variety of measures that could be applied appropriately in different situations.

- **Provide financial or other incentives for rainwater harvesting.** Rainwater harvesting is being used in many communities as a component of an overall water conservation portfolio. It is a way that both individuals and organizations can play a role in water conservation. Financial or other incentives might encourage some that otherwise would not have taken part to join in on this effort.
- **Maximize the use of surface water in the City and surrounding areas to help maintain groundwater levels.** The management of surface water sources for non-drinking water uses, such as irrigation, is a viable means of water management and helps preserve ground water for potable use.
- **Implement a strong water conservation plan to include additional conservation measures and programs.** Water that is conserved rather than consumed is the least expensive “source” in the portfolio of any municipal water system. Many communities in South Texas have robust conservation programs that yield substantial results. Development of a conservation plan would be an important investment in the future of the community.

## W10 GUIDING PRINCIPLE: Expand ongoing education efforts regarding water issues

The public can be an important ally in the City's efforts to change water and sewer usage patterns. Nurturing citizen participation in conservation efforts can yield positive results, both in the short-term and over time.

- **Establish a citizen advisory committee for water supply and conservation policy.** Establishing a water conservation policy committee could be a key element of gaining consensus on a water conservation program. Without community consensus, such a program has a much-reduced likelihood of success.
- **Educate the public on current water and sewer usage.** A properly devised education program can yield significant results, as many people in the public do not have a keen understanding of where our water comes from, how it is treated, how it is distributed, and how it is disposed of. An element of the program should be directed to children in the community, including an emphasis on the importance of conservation for future generations.

## W11 GUIDING PRINCIPLE: Encourage water conservation through the use of xeriscape and other low-irrigation, low-maintenance landscape techniques

Landscape irrigation accounts for a large volume of water usage in most communities, particularly during the hottest months of the year when demand is already high. Encouraging and rewarding the development of drought-tolerant landscapes and the use of other water-saving techniques should result in less demand on the water supply and lower costs to consumers. Attractive demonstration projects, installed and publicized by the City, could increase awareness of the options available to both homeowners and commercial landscapers.

- **Lead by example through City use of xeriscape demonstration areas, pilot projects, etc.** This would be a reasonable gesture on the part of the City. The development of pilot landscape projects, along with their benefits, should be thoughtfully publicized.
- **Establish a recognition program for commercial and individual "water wise" customers.** Recognition and incentives are valuable tools in developing public awareness of worthwhile objectives. Even relatively small rewards can go a long way towards winning public support for conservation efforts.

# 10 | Public Facilities & Services



# Public Facilities & Services

## Introduction

Dependable, high-quality public services and facilities are critical assets for the success of any community. They are an important component of the infrastructure and a source of community pride. A commitment to high-quality, cost-effective services should be based on three basic strategies: maintaining existing facilities and services, constructing or providing new ones, and prioritizing investments in public facilities and services to yield the best benefit to the community.

Maintaining existing facilities will be essential to sustaining the day-to-day operations of businesses, households, and institutions in Kerrville, both now and in the future. Proper maintenance of existing facilities and services will allow them to be used to optimum capacity as newer, and likely denser, development occurs. Examples include enhancing and improving bridge structures, upgrading existing parks and playgrounds, and keeping public buildings in good repair. In general, it is less expensive to tend to maintenance issues before a break-down occurs, so the City should be proactive in monitoring and addressing any problems.



Kerrville's new sports complex will help meet the community's need for new youth sports facilities

At some point in time, there will be a need for new construction or a demand for new services, especially as existing facilities age and the city grows. New projects should be planned and constructed based on expected population figures and Kerrville 2050 land uses. Constructing new facilities and providing new services are costly undertakings and must be carefully planned to make the most of limited public funds. Because of the dollar value of projects of this type, the sale of bonds will almost surely be required to secure adequate financial resources. Seeking out opportunities for collaboration and partnerships with other agencies may be the most cost-effective approach. If this sale is subject to voter approval, the project schedule should take into account the fact that elections in Texas can only be held twice a year—in May and November.

Finally, one of the most important functions of a comprehensive plan is to provide important guidance for the planning of public facilities and services. The Kerrville 2050 plan identifies eleven Strategic Catalyst Areas where development is most likely to occur in the coming years. Improvements in public facilities and services would best be directed at those areas, utilizing the Kerrville 2050 land use assumptions, in order for the community to get the most from its investments.

## Public Facilities and Services Overview

The City of Kerrville currently provides a variety of services to the community—police/fire/emergency management (EMS) services, street maintenance, public utilities, waste disposal, library services, municipal courts, a municipal airport, and a variety of park, recreational, and open space facilities throughout the community (see *Figures 1 and 2*). There are also a number of public facilities in the community that are managed by other entities, such as Kerrville ISD, Schreiner University, and several state and federal agencies. These agencies and organizations control land, equipment, funding, and other resources. They also possess specialized knowledge that could be helpful to the future of Kerrville. Developing good relationships with these agencies may lead to opportunities for partnership and collaboration for the mutual benefit of all parties.



The Butt-Holdsworth Library is one of Kerrville's many high-quality public facilities

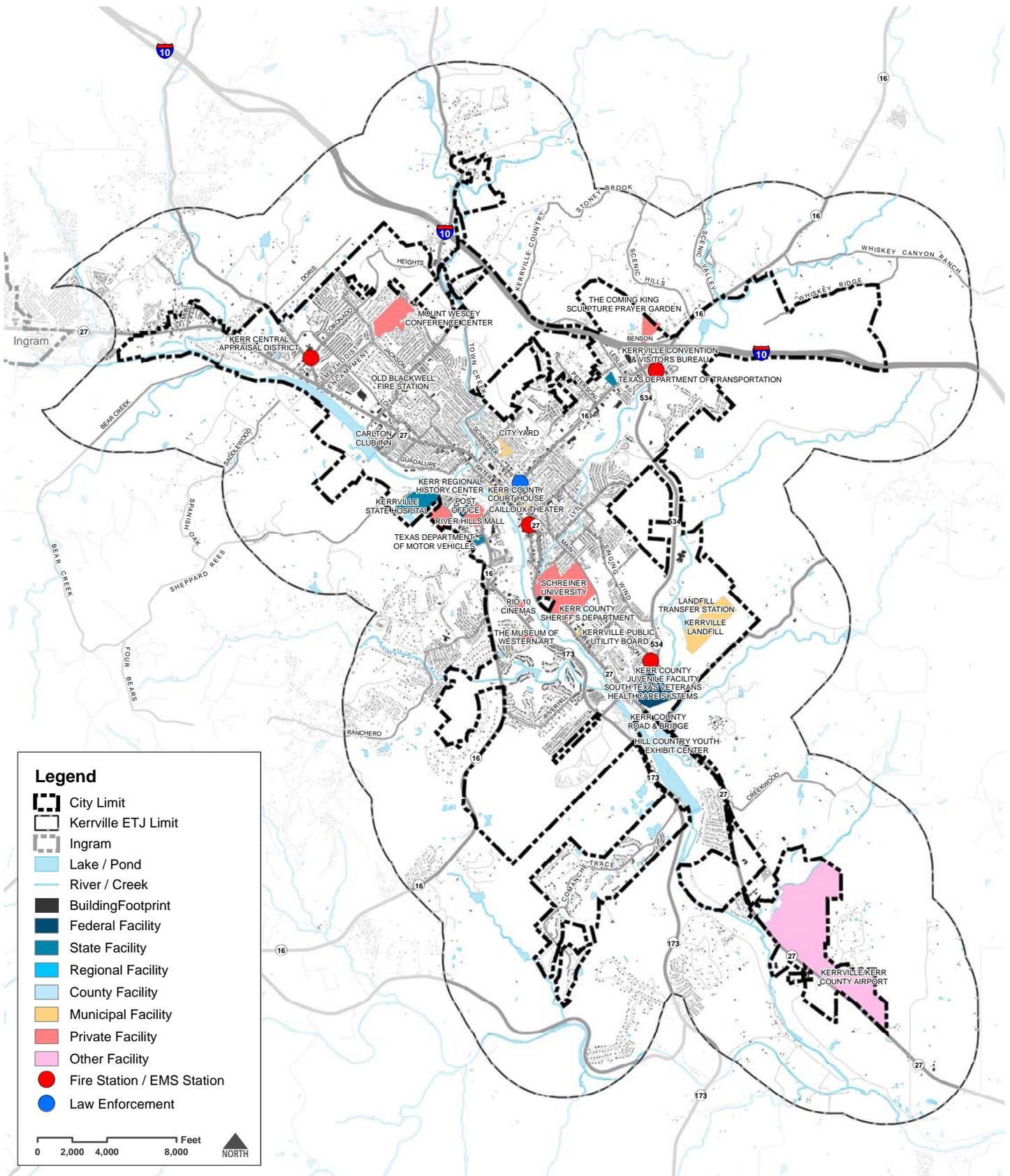


Figure 1: Existing Public Facilities Map - Public facilities located across the city provide a variety of services to the community.

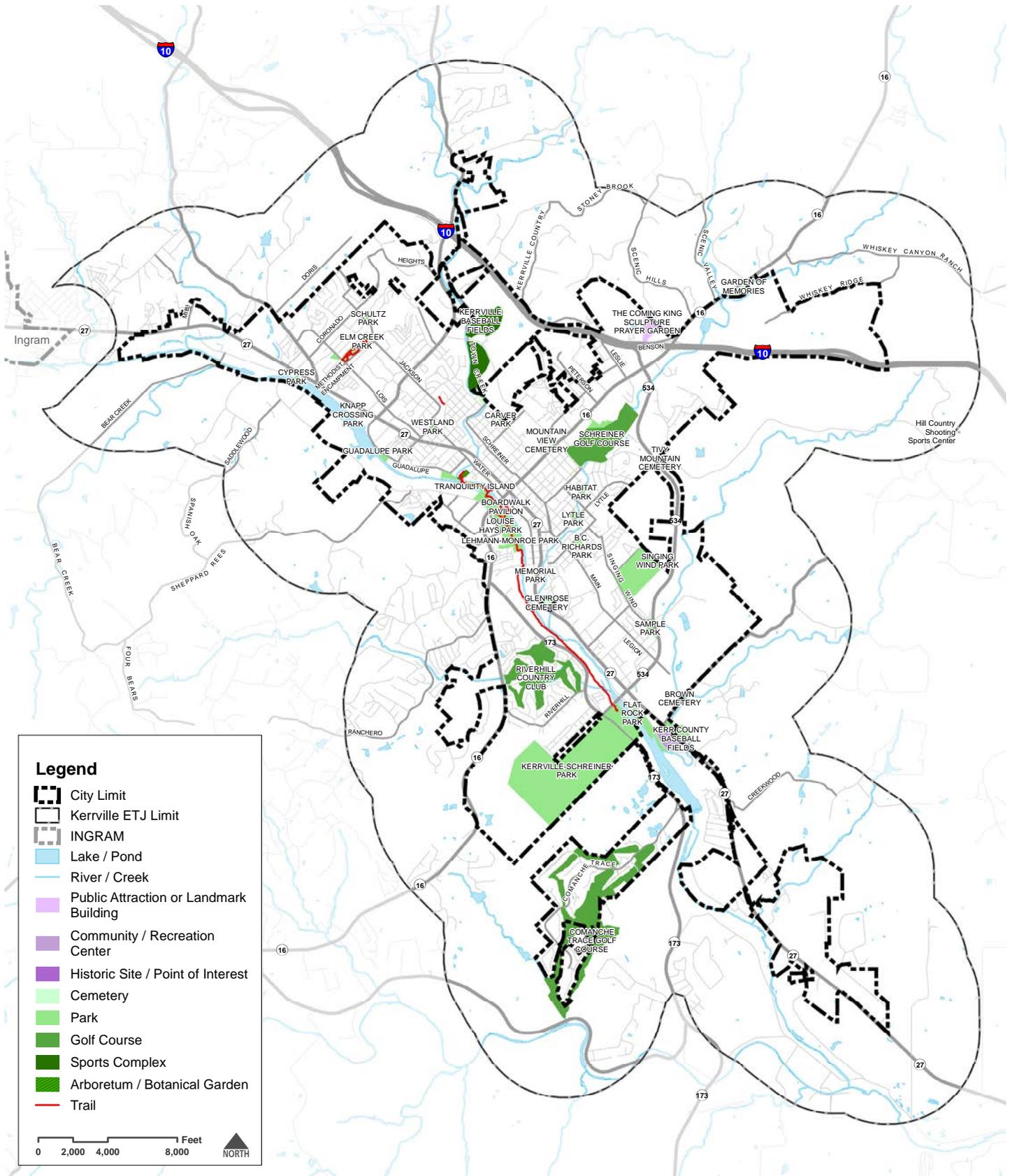


Figure 2: Parks, Recreation, and Open Space Map - Parks, trails, and open spaces are located across the city, particularly in residential areas

# Public Services

## Cost-Effective Services

As a responsible steward of limited taxpayer dollars, the City of Kerrville must continue to prioritize the delivery of basic services in an efficient and cost-effective way. Enhancing the consistency and timeliness of service delivery and boosting transparency and responsiveness to citizens should be high priorities. Staff must remain committed to seeking the most efficient methods of tracking, delivering, and monitoring services, and they must be prepared to conduct periodic evaluations and updates to the City’s Facilities and Space Needs Plan in order to stay on track for future service delivery.

Changing technology will continue to create new opportunities to improve services and reduce waste and errors. The City should explore an Information Technology (IT) strategy to establish best practices across departments and leverage technology to connect with the community.

Staff will be instrumental in implementing this plan and monitoring its progress over time. Achieving the vision will require a willingness to invest in training current employees, undergo thoughtful practices in the hiring of new workers, and engage in proactive succession planning.



Kerrville’s scenic parks provide excellent opportunities for enhancing community hot spots with Wi-Fi- accessibility

“Great place to grow up  
— Safe & clean”

- Open Houses

## Partnerships and Collaboration

Providing the best and most cost-effective service to the community may involve partnerships and collaboration with other government entities and partner agencies. The City should establish and maintain good communication with other Kerr

County entities and could look at the possibility of creating a forum to foster communication with non-profits and other organizations to identify opportunities where coordination may be advantageous. Partnerships will allow the City to leverage its resources to provide a greater range of services than might be otherwise be possible. This is especially vital when providing services where economies of scale (such as transit services) or institutional knowledge (experience developed by specialized non-profits) are critical to success.

## Prioritizing Public Safety

One of the highest priorities of any community is public safety: police, fire protection, and EMS. Kerrville has historically provided excellent public safety services to its citizens, but the community must continue to devote adequate resources and be prepared to make the strategic investments necessary to maintain this level of services in the future. The City should also develop metrics by which to measure the provision of these services relative to other communities of a similar size.

Population growth and distribution will pose challenges for the Police, Fire, and EMS departments between now and 2050. The population is expected to grow modestly; however, expanding the city limits into the ETJ will extend these departments' service area boundaries, potentially increasing response times and straining limited resources. To ensure that future public safety needs are met, Kerrville should commission a study to evaluate the performance of existing assets, determine what new facilities may be required to continue providing quality public safety services, and look at potential locations for those facilities based on expected development patterns.



Public Safety services are a high community priority

## Public Facilities



Kerrville's city hall is built to compliment Downtown's historic architecture style and is a source of pride for the community

### Context Sensitive Design

Historically, municipal buildings have been designed to reflect a community's image and identity. Over time, as budgets have gotten tighter and the appetite for public spending has continued to shrink, the importance of good design and quality materials in public facilities has been overlooked. High-quality public architecture has given way to uninspired and often utilitarian design, where the desire to construct building as cheaply as possible has taken precedence over good design. Inspiring community pride and making responsible use of public dollars are not mutually exclusive goals. Public facilities can be built attractively and within reasonable budget constraints.

Part of Kerrville’s charm is its small-town feel and regionally specific architecture. To ensure that new public facilities add to this appeal, as the City Hall building does, the City should consider developing guidelines or standards for public buildings that specify materials and design elements to ensure that new facilities are compatible with the look, size, and scale of surrounding buildings.

Ideally, public buildings should be constructed to complement the architecture in the surrounding area, reinforcing Kerrville’s character and charm. Facilities should be sited to enhance existing neighborhoods or to spur growth where development or redevelopment is desired. The City should evaluate its inventory of existing buildings and look for opportunities to enhance facilities that are architecturally incompatible with their surroundings.

## “Sidewalks — Yes”

- Open Houses

### Catalysts for Growth

Public facilities are important components of the surrounding neighborhood, and their location and design can have a direct impact on the development activities around them. Communities can use new public facilities to leverage growth or redevelopment. New parks or trails can help attract housing, and widening roads and upgrading utilities can incentivize commercial development. Kerrville has identified 11 Strategic Catalyst Areas, where redevelopment and growth should be focused under the Kerrville 2050 Plan. To facilitate growth and redevelopment in these areas, the City should leverage investments in public facilities and infrastructure to spur new private investment and develop site specific plans to encourage new and unique developments around the public facilities that will support them. The City should also consider using park facilities and open space enhancements to leverage new residential development and consider siting or orienting public facilities to encourage greater use of existing green assets.



Facilities such as this playground at Louise Hays Park provide recreation opportunities for Kerrville families and visitors



Trail extensions can be leveraged to encourage new housing development and enhance community connectivity

## Solid Waste Management

One of the most pressing facility/service management issues for the City of Kerrville is the state of the current landfill. Waste management and disposal policies operate over long time horizons. The City must be proactive about taking steps to minimize solid waste generation and ensuring that waste is managed responsibly once it has been produced.

The current landfill, which is located on Loop 534 south of Cypress Creek Road, is approaching full capacity. It is estimated that it will accommodate the needs of the community for less than a decade at its present size. The permitting process is extensive, and the City should continue to seek approvals to expand the landfill so that there will be adequate capacity for waste disposal in the future, if the City decides not to contract out this aspect of the service to another site. Longer-term, the City should also consider the future of the existing landfill site, developing plans for repurposing of the property once the landfill is closed.

## Conclusion

Kerrville must continue to provide high-quality public services and facilities to remain successful in the 21st Century. Exceptional facilities and services will be essential to maintaining Kerrville's livability, resiliency, and competitiveness in the years ahead. The best way to avoid problems in the future is to begin planning now. As the city grows and technology continues to evolve, new facilities and changes to services may be required to preserve the quality of life that Kerrville residents and businesses have come to expect.



New public facilities, such as fire and police stations, may be necessary to continue providing quality services as Kerrville's population grows

# Guiding Principles and Sample Action Items

The following list of Guiding Principles and associated Action Items was developed by the Comprehensive Plan Steering committee and the Comprehensive Plan Subcommittee tasked with this topic. Their role was to identify strategies to ensure that Kerrville can continue to provide high quality public services and to focus public facility investments to best support the community's future growth. The community particularly wanted new public facility investments to be of a high aesthetic quality, and for the placement of new facilities to be thoughtfully considered to ensure that they enhance public safety and promote growth in neighborhoods that have been identified in the comprehensive plan for new investments.

## F1

**GUIDING PRINCIPLE: Commit to maintaining high-quality, cost-effective public services and facilities consistent with anticipated growth and ensure cost-effective use and maintenance of these assets**

The City of Kerrville often receives praise and high marks from citizens on its public services, including police and fire, parks management, and library services. The continuation of high-quality, cost-effective services will be a key challenge for the City as it looks towards 2050 and beyond. Cities can sometimes feel more impersonal as they grow larger, but Kerrville has made a commitment to its citizens to ensure that its small-town charm will continue to play an important role in the future delivery of public goods and services.

- **Continue training of City employees in LEAN/Six Sigma practices to improve processes, reduce waste, and eliminate error in provision of services city wide.** The quality of services provided is just as important to the City of Kerrville—if not more so—than the quantity it offers. Training employees in the use of LEAN production processes, which focus on concepts such as smart automation and the “evenness” of workloads across an organization, will offer a set of useful tools for the City use in the delivery of thoughtful, high-quality service. Six Sigma, like LEAN, is a process improvement methodology. Six Sigma practices are strongly grounded in statistical analysis with the aim of making all products nearly defect-free. The principles, tools, and philosophies that underpin both LEAN and Six Sigma should be uniquely tailored to the needs, challenges, and opportunities facing the City of Kerrville, as local government and policy requirements are not always directly analogous to the private industries in which these schools of thought were developed.
- **Continue to evaluate Development Services processes and enhance the consistency and timeliness of services.** As a key mediator between change and the status quo, the Department of Development Services will play a critical role in shaping the future of Kerrville. Its practices should be routinely evaluated by city staff, developers, the economic development community, residents, outside experts, and other vested stakeholders to ensure high standards for communication, quality, and fairness. Building permits should be issued in a timely and consistent manner and any applicable regulations or ordinances should be applied fairly and uniformly across the board. Consultations should be available to those interested in enhancing, redeveloping, or creating new structures or developments in the city proper and its ETJ. Evaluations may take the form of regularly-administered surveys and focus groups, although the specific type of review matters less than the fact that these reviews take place on a consistent basis.
- **Launch a formal, paid internship for the use of interns to assist with staffing needs and succession planning.** Internships, particularly paid and structured programs, offer unique opportunities for community partnerships with local institutions, especially area high schools and colleges. In addition to their capacity for relationship-building, internship programs line up successors for vacant and soon-to-be vacant roles in administration, production, analysis, and management. The City could also leverage the talents of its young people by offering them positions once their educational and experience criteria have been achieved, encouraging them to build their careers and families in Kerrville.

## F2 GUIDING PRINCIPLE: Place the highest priority on public safety (i.e., police, fire, EMS)

The City of Kerrville's public safety services are key to its existence, because providing an environment in which all citizens can expect to thrive free from threats of violence and disaster is basic. The highest priority should be placed on public safety, and any risk to the safe and secure environment of Kerrville ought to be met with a quick and decisive action.

- **Establish benchmarks to quantify services and set local goals for the provision of public safety for communities of comparable size.** Cities of comparable size, geography, crime rates, and demographics include Fredericksburg, Boerne, and New Braunfels. These peer cities may provide an excellent baseline from which the City of Kerrville could develop its goals for the deterrence and addressing of violent and property crime. There are also national standards that provide good points of comparison.
- **Consider bond funding for a new public safety building or complex.** Municipal bonds are an excellent tool for funding capital improvements, particularly those involving costly items such as buildings and large equipment. Bond funding could allow the City of Kerrville to construct the public safety infrastructure it most likely could not afford through annual budgeting. The location for a new public facility should be carefully considered because of the transformational effect it could have on the surrounding area.
- **Encourage more public safety programs for schools and home school sites.** Public safety is a concept relevant to all aspects of civic and personal life. Public education programs administered by teachers, parents, and local professionals help bring awareness of critical issues to the minds of young people in the community. Children should be educated in the proper procedures for dealing with potential threats to public safety, encouraging one another to stand up and "say something if they see something." In addition to the intangible value of communication during times of crisis, children, teens, and young adults should know how to respond quickly and rationally when presented with an emergency. Educational programs should be developed and closely supervised by City staff using industry standards for quality and consistency.

**F3****GUIDING PRINCIPLE: Address long-term technology needs through public-private partnerships to support public safety, information services, and the library**

Technology is a fact of 21st Century life, and Kerrville residents and businesses both demand and require it. There are a variety of ways in which technological solutions can be applied to improve municipal operations and the overall quality of life. By partnering with communication service providers, tech developers, and others in the industry, Kerrville can continue to evolve its use of technology to solve problems and strengthen connections between people.

- **Develop an interdepartmental task force for IT facilities.** Information technology plays an ever-increasing and ever-evolving role in the administration of a municipality's day-to-day operations. The successful implementation and integration of information technology into governmental processes should be a priority for management. Working with a multi-disciplinary team of local administrators, the City can identify and address the need for improvements to IT facilities and infrastructure between now and 2050.
- **Evaluate the potential to partner with KPUB and others on fiber optic data infrastructure.** The City of Kerrville and the Public Utilities Board could partner with each other to carve out a future for high-speed networks in Kerr County specifically, and the eastern Hill Country more generally. Such a partnership may also provide cost-effective options for automated metering. Investing in fiber optic infrastructure is costly for local governments, but the dividends on this type of investment can be significant. As more processes, services, tools, data, and even opportunities migrate to the Internet, the City's connection to the World Wide Web will play an increasingly vital role in Kerrville's economic, civic, and social life.
- **Promote wifi accessible things for visitors to do and see.** Wi-Fi accessibility continues to expand throughout the world. Kerrville must compete with other municipalities by offering visitors the ability to access the Internet in a fast, free, and mobile manner. Areas of public interest, such as City Hall, the Downtown core, City parks and open spaces, and other gathering spots provide excellent opportunities for equipping Wi-Fi throughout the city.

## F4 GUIDING PRINCIPLE: Support responsible long-range waste management policies and practices

The years ahead will pose unique challenges to the sustainability and resiliency of communities across the globe. Kerrville citizens understand this. The City will continue to engage in and improve its waste management practices while respecting the environmental context that surrounds the city and this issue.

- **Successfully permit expansion of the City's landfill so that space is available, if needed.** Census estimates show that median household income grew in Kerrville between 2013 and 2016, the most recent year for which statistics are available. As the population increases in the coming years and more people are purchasing and consuming more goods and services, there will be more solid waste, and the demand for landfill space is likely to rise as well. This combination of factors provides the impetus for considering the option of an expansion of landfill space in order to accommodate a growing population and their consumption habits.
- **Provide plans for reuse of landfill post-closure.** Given that this is a 30-year plan, the City should think ahead to the day when the existing landfill will reach its capacity and will have to be closed. Provided the normal environmental issues can be resolved, the site could be repurposed, possibly for outdoor recreation uses, and could become another community asset.
- **Get school children more involved with recycling.** Children are impressionable, and their habits will form the foundation of the society of tomorrow. By instilling strong values of sustainability and resiliency in the minds of Kerrville's young people, the City is preparing its next generation for the challenges of a different era. Recycling programs, particularly those that are integrated with schools and extracurricular activities, can highlight the importance of reuse and adaptation for children in a context that is easy for them to access and understand.

## F5

**GUIDING PRINCIPLE: Consider opportunities for interlocal agreements and collaborations with other government entities and partner agencies for the provision of services.**

This plan lays out an ambitious set of goals for the City of Kerrville, many of which it cannot accomplish on its own. The City and its officials should proactively address this by seeking to form alliances and agreements with partner organizations at early stages in the process of implementing this plan.

- **Establish and maintain consistent communication and partnerships with Kerr County governmental entities to enhance service delivery and expand services as needed.** The relationship between the City of Kerrville and Kerr County is, and will continue to be, the most important partnership for the delivery of public services. Strong communication is the backbone of this relationship, and regular meetings, discussions, and check-ups may be necessary to solidify its efficacy. Partnerships may take the form of capital improvement projects, sharing in the provision of services, or co-sponsored events and awareness campaigns.
- **Establish a forum for nonprofit organizations and agencies to communicate and collaborate with the City to develop and expand community-oriented services as growth may demand.** Nonprofits play an integral role in the City's network of public policy entities and adjacent organizations. These community leaders and service providers could be invited into a forum that facilitates communication between their organizations and governmental entities, public administrators, and City and County officials. This forum may be a series of focus groups, community meetings, town halls, or simply a regular discussion group that seeks to improve communication and coordination among all community partners.
- **Develop a transportation program in partnership with other agencies to serve elderly persons who no longer drive so that they are able to continue living a full life.** Transportation allows residents to travel to places of employment or education, seek meaningful interaction through activities or entertainment, and connect with other human beings. Without an effective transportation system that delivers value to residents of all ages and abilities, a community suffers. As it exists today, Kerrville's transportation system consists of a network focused mostly on drivers, and to a lesser extent cyclists and pedestrians. Future growth, demand for new forms of transportation, and the aging of the population, will pose challenges as residents who moved to Kerrville to retire want to continue to be active and involved in their senior years.

**F6**

**GUIDING PRINCIPLE:** Focus close attention on building architecture and scale to preserve Kerrville's small town charm.

The architecture of a community's public buildings should reflect the character and pride of the community. Much of Kerrville's character and charm comes from the small-town feel created by the intimate scale of the buildings and use of local materials and design themes. To ensure that Kerrville maintains the character that makes it so appealing to residents and visitors alike, the City should take steps to ensure that new buildings conform or are compatible stylistically to the existing building stock. This may mean developing guidelines that encourage the use of historic materials like Texas limestone, or suggest design approaches that emphasize pedestrian scale, walkability, and historic themes.

- **Limit the height and elevation of new buildings so as not to detract from the beauty and feel of a small town.** New development should support the character of the existing community. Kerrville's identity is built upon a small-town feel, and guidelines or ordinances should be adopted so that new structures are of a scale that complements existing development. Limiting building height can be an important way to preserve views and the human scale of the community as new development occurs.

**F7**

**GUIDING PRINCIPLE:** Be thoughtful when considering land uses and provide facilities and services that promote and enhance local parks, green spaces, and the River Trail.

The landscape of the Texas Hill Country is an important part of Kerrville's identity. Parks and green spaces create opportunities for residents and visitors to engage with this landscape, connecting them back to nature and to each other. The land uses adjacent to these assets can have a large impact on how well utilized these spaces are—a park surrounded by residential neighborhoods is much likelier to receive heavy use than a similar park surrounded by manufacturing or heavy commercial uses. The addition of facilities that make public green spaces more accessible and usable to the public, such as restrooms, parking areas, event spaces, and accessible routes, should also be considered when possible to make them appealing to a broader range of people.

- **Add and/or improve parks to encourage the development of housing nearby.** A park can be the centerpiece of a neighborhood, allowing people to reconnect with nature and engage in physical activity and serving as places where residents can meet and form social connections. Because people like living close to parks, nearby housing is generally considered more desirable. The City should consider making improvements to existing parks, to make them more appealing to the adjacent residential development, and constructing new parks to serve as focal points for future neighborhoods.

## F8

**GUIDING PRINCIPLE:** Place a stronger focus on public health through enhanced code enforcement, including providing for the demolition, clean-up, and improvement of derelict properties to meet minimum standards.

Substandard buildings and derelict properties can threaten public health in a variety of ways, threatening the population both directly and indirectly. Direct threats come from increasing risks of fire, pollution, rodent attraction, and criminal activity. Indirect threats include the spread of blight and a reduction in neighboring property values. Kerrville should enforce its property maintenance codes to prevent these conditions and should take various steps, up to and including demolition, to eliminate the negative effects of derelict properties if owners do not respond to opportunities to address the problem.

- **Encourage the public to get involved in clean-up efforts in their areas.** The people most invested in any neighborhood are the business owners within them and the residents who live there. These individuals should be encouraged to participate in neighborhood clean-up efforts, as this will strengthen neighborhood cohesion and increase community pride.

## F9

**GUIDING PRINCIPLE:** Recognize public services and facilities as potential catalysts for growth and redevelopment that can promote economic development and cultural enrichment.

Public facilities and services, such as utilities, fire and police services, EMS, recreational facilities, parks, and schools, are essential for the functioning of any community, and development cannot happen without them. These public assets can also become catalysts for economic growth and development. Residents and businesses want to be close to the services and facilities that enhance the quality of life. Kerrville can use these facilities to guide growth and development to desired locations by leveraging these public investments to attract investment from the private sector.

- **Develop site-specific catalyst plans for public facilities to spur growth, redevelopment, and cultural enrichment.** Public facilities can serve as a focal point for new development. Many new developments are built around some type of recreational or civic facility, such as a neighborhood park, a school, or some type of civic space. Kerrville should consider what land uses can be best supported by various types of facilities, and site those facilities to support surrounding growth and redevelopment in areas where the City would like to see private investment.
- **Target public investment for facilities and infrastructure toward areas where mixed-use and redevelopment is desired.** The Kerrville 2050 comprehensive plan is organized around 11 Strategic Catalyst Areas which are intended to serve as prime locations for future growth and development. Because development cannot happen without infrastructure and supporting public services, Kerrville should be strategic about where these investments are made, using them to focus growth in areas where they can optimize the use of the infrastructure and get the most return on the expenditure of public funds. Public investment can be used as a strong incentive to attract private investment to places where the City wants to see growth and where the services and facilities can support the greatest number of people and jobs.

# 11 | Parks, Open Space & The River Corridor



# ➤ Parks, Open Space & the River Corridor

## Introduction

The natural Hill Country environment in Kerrville is among the community's most cherished assets. The rolling hills that frame the city have attracted people to the banks of the Guadalupe River since the mid-1800s. The Guadalupe stretches from the Gulf of Mexico to the central Hill Country. It is considered by most Kerrville residents to be the heart of the community and many of the City's recreational assets revolve around the river. This chapter discusses Kerrville's parks and recreation system—the river, trails, parks, open spaces, and scenic areas—and concludes with a series of Guiding Principles and a sampling of Action Items from the Kerrville 2050 Implementation Strategy. The Principles reflect community aspirations and guide public policy in a clear and positive direction. The Action Items are designed as specific tasks to help achieve the vision.



The Kerrville River Trail is a very popular feature of the City's landscape and social tapestry

## Existing Conditions and Plan Implications

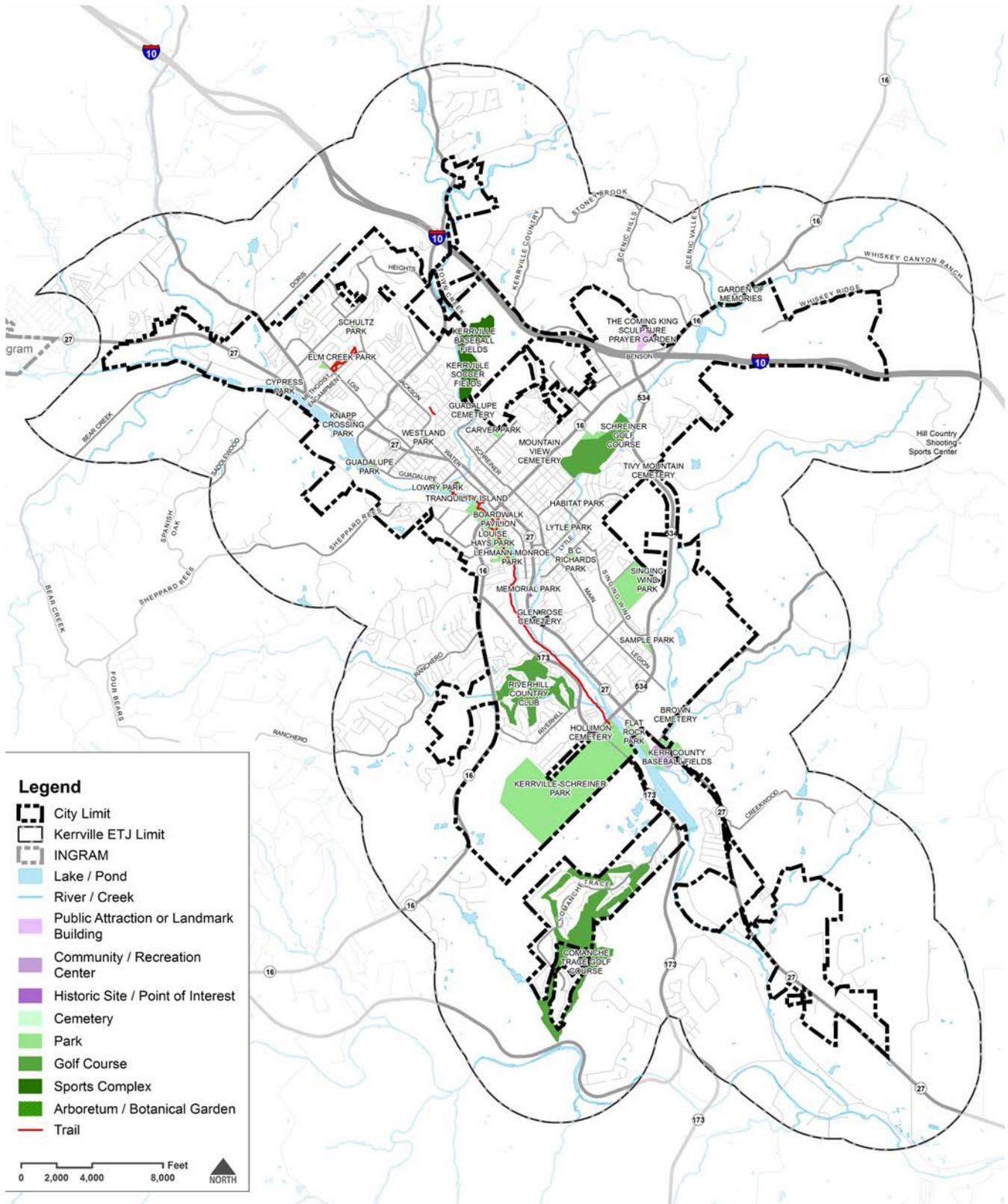
A strong system of parks provides benefits to individuals and the community as a whole. Parks promote a healthy community image and a sense of place, support economic development and quality of life, and boost physical and mental well-being. Today, the parks system in Kerrville includes a variety of amenities for people with different interests, including walking, biking, fishing, swimming, league play, tennis, classes, tournaments, special events, and more.

Most of the parks and open spaces in Kerrville are concentrated around the urban core and to the southeast, following the banks of the Guadalupe River toward the airport.



A cyclist enjoys favorable weather on the City's trail system

Figure 1: The City's parks and recreation system



# Guadalupe River and Trail System

The Kerrville trail system generally follows the flow of the river in a northwest-to-southeasterly fashion. The following is a list of trails that fall within the Kerrville city limits:

- River Trail:** The largest in Kerrville, the River Trail is approximately 5 miles of linear parkland—three-quarters of the entire system. Currently, it begins just west of the Riverside Nature Center and traces the Guadalupe River all the way to Kerrville-Schreiner Park in the southeast. An additional extension to the Dietert Center is now under construction.
- Kerrville-Schreiner Park Trail:** The loop around Kerrville-Schreiner Park is 3.1 miles of breathtaking views and natural serenity populated with pedestrians, joggers, and families simply enjoying the beauty of the Hill Country. While it is separated from the River Trail, it shows promise for a future connection.
- Singing Wind Park Trail:** This sizable trail forms a 1.4-mile loop around one of the city’s most popular parks. The trail connects a few of the city’s baseball and softball fields, the municipal pool, and the wooded interior of the park.
- Boardwalk Pavilion Trail:** The Boardwalk Pavilion Trail is essentially a branch of the River Trail that detours from the main line into the city’s Downtown core, although its connection does not yet meet ADA accessibility standards. It is made up of 0.3 miles of mixed surfaces around the Boardwalk Pavilion near Water Street.
- Elm Creek Park Trail:** This 0.82-mile trail, bordered by neighborhoods along Lois Street, Crestwood Drive, and Methodist Encampment Road, runs through Elm Creek Park in northwestern Kerrville. It is bisected by Elmwood Drive.
- Galbraith/Culberson Trail:** Between Galbraith and Culberson avenues lies a 0.1-mile concrete trail next to Trinity Baptist Church, north of Jackson Road. This wooded path offers pedestrians a shortcut through the neighborhood and a little open scenery right in the middle of the city.

## “Protect the Guadalupe”

- Open Houses



City-owned green spaces, such as Singing Wind Park, provide excellent hiking and biking trails



Kerrville residents enjoy the River Trail on a sunny day

## “Extend the River Trail...allow/provide for additional activities in the river/River Trail area...Develop more open space improvements adjacent to the river/trail”

- Community Retreat

The preservation, enhancement, and expansion of the Kerrville trail system will be instrumental to riverfront development in the future. The existing network will serve as the backbone for the future system, encouraging entertainment, mixed-use (including residential), and community commercial projects along the riverbank. Connecting the Elm Creek Park and Galbraith/Culberson trails with the larger network through a series of bike lanes or other paths could serve the city well as it seeks to prioritize the health and well-being of its citizenry. Extending and expanding the River Trail is a priority for Kerrville citizens as evidenced by the Stakeholder Interviews and input from the Kerrville 2050 community events.

## Parks

Four square miles, roughly six percent, of Kerrville and its ETJ are parks, open spaces, or special scenic areas. Kerrville-Schreiner Park (517 acres), Singing Wind Park (10 acres), and Louise Hays Park (64 acres) are the three largest facilities. Smaller parks are located near concentrations of housing in the northern and western quadrants of the city. The list below details all publicly-owned parks within Kerrville and its ETJ:

- **B.C. Richards Park:** This five-acre park is located a short distance south of Lytle Park just off of North Travis Street. It is largely featureless, which makes it ideal for athletic purposes such as softball or baseball.
- **Boardwalk Pavilion:** Located near the heart of historic Downtown Kerrville, the Boardwalk Pavilion connects the city’s core with the River Trail—the crown jewel of its trail system. It offers a scenic view of the Guadalupe River from the middle of Downtown and provides terraced stairways down to the River Trail.
- **Carver Park:** A family-friendly venue, Carver Park’s water feature—its “Sprayground”—is a popular destination for children. Multigenerational amenities, such as a basketball court, a large barbecue area, small pavilions, and an athletic field, make this site a particularly attractive place to gather and play.
- **Cypress Park:** This one-acre park lies roughly 2.5 miles northwest of the Downtown core on the northern bank of the Guadalupe River and features a rest area and a boat ramp that provides



The Dallas Daughtry Boardwalk Pavilion offers striking views of Louise Hays Park, the Guadalupe River, and Lehmann-Monroe Park

access to the river.

- **E.E. Sample Park:** Sample Park is a five-acre park with access to athletic, playground, and recreational amenities, including a barbecue pit. It is due east of Schreiner University, next to Loop 534.
- **Elm Creek Park:** Elm Creek Park is a 13-acre park on the city's northwest side. It has a one-mile trail that makes it ideal for biking, hiking, and jogging.
- **Flat Rock Park:** This county-owned park sits between Kerrville-Schreiner Park and the Texas Lions Camp. Its 23.5 acres are popular with kayakers, joggers, cyclists, and hikers.
- **Guadalupe Park:** Guadalupe Park in west Kerrville is a little more than four acres of volleyball and basketball courts, shaded tables, and a playground.
- **Habitat Park:** This 3.5-acre open space is located just north of Lytle Park on the city's east side.
- **Kerrville-Schreiner Park:** Kerrville-Schreiner Park is Kerrville's largest and busiest park. Located on 517 acres on the city's south side, a portion of it is separated from the main park site by Bandera Highway. Activities at this site include swimming, hiking, picnicking, basketball, fishing, boating, volleyball, birdwatching, barbecuing, and camping.
- **Knapp Crossing Park:** Knapp Crossing Park is a one-acre space on Knapp Road with a pier and boat ramp. It is ideal for fishing.
- **Lowry Park:** This six-acre park is just west of Tranquility Island on the riverbank. Its primary feature is a trailhead and the River Trail that runs by the Riverside Nature Center.
- **Lytle Park:** Four acres of playground equipment, trails, and a softball field are nestled in the middle of a single-family neighborhood in eastern Kerrville.
- **Lois Park:** This park lies just west of the larger Elm Creek Park. It is a walkable, 11-acre open space with limited features.
- **Louise Hays Park:** Situated in the southern portion of the central city, Louise Hays Park is a popular destination with an interactive fountain, multiple pavilions, a playground, and other features as well as access to



Many parks in Kerrville face the Guadalupe River and tie into its trail system



Lupe the Guadalupe Bass was installed as a feature of Louise Hays Park in 2017

the City's River Trail. It is the third-largest park in the municipal system, encompassing 63.5 acres straddling the Guadalupe River. Because of its size and location near the river, it is a suitable site and a pleasant venue for large community events, such as the Fourth of July celebration.



Lehmann-Monroe Park currently features the only dog park in Kerrville

- **Lehmann-Monroe Park:** Lehmann-Monroe Park borders Louise Hays Park and is directly connected to it. It is unique in that it includes the City's only dog park within its 27 acres.
- **Memorial Park:** This one-acre site, near the convergence of Memorial Boulevard, Water Street and Travis Street, stands as a memorial to those who fought during World War I.
- **Tranquility Island:** Tranquility Island is seven acres inside the Guadalupe River, technically a part of Louise Hays Park. The River Trail meanders through the island, providing great opportunities and locations for hiking and fishing. It was dedicated in May of 1988 and has since become an integral part of the municipal park system.
- **Schultz Park:** This 2.5-acre site contains a basketball court, playground, gazebo with tables, and an area for barbecuing. It sits next door to the Mount Wesley Conference Center.
- **Singing Wind Park:** The second-largest park in Kerrville, Singing Wind Park provides 100 acres of spacious, green land and wide open views for visitors to enjoy. It is suitable for athletic activities, camping, swimming, birdwatching, and biking with amenities that include softball fields, a skatepark, playground, trails, and the Olympic Pool.
- **Westland Park:** Westland Park is roughly 2.5 acres on the corner of Woodlawn Avenue and Water Street, just northwest of the central business district. It features a pavilion, basketball court, and playground.

Due to the relatively high percentage of land within Kerrville that is already designated as parkland, the preservation and maintenance of these areas will be an important issue in the future, and adequate resources will need to be planned for and allocated. In addition, park expansions and the development of new parks and open space may be appropriate in areas where residents and businesses are not currently near a park. Expansion could take the form of converting open space into playgrounds, community gathering spaces, or athletics fields. Changes such as these should take place with the input and endorsement of neighborhoods and other stakeholders. Context-sensitive parks—those that are designed with the surrounding conditions in mind—will also be needed to support new development in the Catalyst Areas, particularly where housing is expected to be included among the uses in the new Place Types. Because of their surroundings, parks in these areas may take different forms than the traditional neighborhood, community, or regional park.

# Open Spaces, Scenic Areas, and Recreation Facilities

The Comanche Trace Golf Course (572 acres), The Texas Lions Camp (507 acres), and the Riverhill Country Club (148 acres) are the three largest, non-parkland open spaces in Kerrville and its ETJ. When combined together, the city's three largest parks and three largest open spaces account for three-quarters of all the parks and open spaces in Kerrville and the surrounding area. The following list details notable open spaces and scenic areas in Kerrville and its ETJ, excluding cemeteries and historical sites:

- Camps:** The Greater Kerrville area is home to many thriving camps for children, teens, and adults. The Texas Lions Camp, a facility that caters to children with physical and medical challenges, offers residential camping opportunities free of charge to children with physical disabilities, Type 1 diabetes, and cancer in order to help them experience fuller lives in spite of their individual circumstances. Another local camping space, Hill Country Camp, is situated on the edge of the city's two-mile ETJ and hosts events year-round.
- Comanche Trace Golf Course:** Part of the larger Comanche Trace development in south Kerrville, this golf course is the largest in the city.
- Coming King Sculpture Prayer Gardens:** This 23-acre open space is a landscaped prayer garden atop the hills of north Kerrville. Its defining feature, the 70-foot-tall "Empty Cross", was erected on July 27, 2010.
- H-E-B Municipal Tennis Center:** This 10-acre sports center and park features fourteen tennis courts, a practice wall, a shop, and well-lit open space for the enjoyment of the public.
- Kerr County Baseball Fields:** This sports complex, 17 acres on Spur 100 on the city's southeast side, sits next to Flat Rock Park (owned by Kerr County) and Louis-Schreiner Park.
- Kerrville Sports Complex:** The new 104-acre Kerrville Sports Complex, dedicated in the spring of 2018, is a series of baseball, softball, and soccer fields in the northern part of the city. The facility sits on both sides of Holdsworth Drive south of I-10. It provides venues mostly for youth sports, but can also accommodate adult team play and practice.
- Peterson Plaza:** Peterson Plaza is a hardscape plaza area immediately south of City Hall, probably most notable for its clock tower. The plaza is privately owned but has been the site of special events such as the Kerrville Chalk Festival, a free, family-friendly activity featuring chalk artists, food, live music, and a kid's zone. Its central location provides many opportunities for



The HEB Municipal Tennis Center is a community gathering space for athletics

activation.

- **Riverhill Country Club:** This private golf course and clubhouse sits on the city’s south side, just north of Kerrville-Schreiner Park off Bandera Highway. It features 148 acres of rolling hills, tennis facilities, and luxurious amenities for dining, weddings, banquets, parties, and similar events.
- **Riverside Nature Center:** The Riverside Nature Center, located at the convergence of the Guadalupe River and Town Creek, is an arboretum open to the public free of charge six days a week. It features a two-acre garden, more than 100 species of native trees and shrubs and 200 species of wildflowers, ferns, and grasses, a butterfly garden, and many other amenities and exhibits.
- **Scott Schreiner Golf Course:** Scott Schreiner Golf Course is a 138-acre municipal course just northeast of the Central Business District. It is the oldest and only publicly-owned golf course in Kerrville, tracing its roots back to 1921.



The Riverside Nature Center educates the public on the region’s many local varieties of flowers

## Conclusion

Kerrville’s parkland, open spaces, and scenic areas occur on a combination of public and private land. City and Kerr County officials are responsible for planning, designing, maintaining, and programming their respective parks and open spaces and have opportunities to partner on projects of mutual interest as well. They can also engage in thoughtful discussion with private property owners and developers about their role in strengthening the park system in Kerrville, and the advantages—including economic and quality of life benefits—of conserving environmental resources, providing a variety of outstanding recreational activities, and making improvements to structures and spaces when appropriate.

Community support will be crucial for the future of Kerrville’s open spaces and scenic views. Residents still cherish the natural environment that first attracted settlers to the area, and they understand that the preservation of these areas and the development and maintenance of other key recreational assets—golf courses, athletic facilities, camps, parks, trails and the Guadalupe River corridor—will be as important to future residents as they are to the citizens of Kerrville today.

# Guiding Principles and Sample Action Items

The Kerrville community cherishes its parks, open spaces, scenic areas, and the river that connects them all. The Texas Hill Country is the context in which the city thrives, which makes it of the utmost importance as the greater area looks to welcome new residents in the next 30 years. The creation of a set of Guiding Principles for the preservation and enhancement of the city’s natural resources was not an easy task, but community members and representatives knew that it would serve an important role in conserving Kerrville’s beauty for generations to come. As such, these Guiding Principles and Action Items reflect a bottom-up, democratic approach to planning that prioritizes the environment and recognizes its role in a well-rounded comprehensive plan.

**P1**

**GUIDING PRINCIPLE:** Enhance the aesthetics and mitigate the ecological impacts of development on the River corridor while preserving scenic views and the natural beauty of the area.

The Guadalupe River has been called the heart of the community. The City of Kerrville must be sensitive to conditions involving the river and the surrounding area. Views from the river should be considered, negative impacts from human activity should be monitored, and the Guadalupe should be treated as the city’s most precious asset.

- Consider zoning regulations that require new and remodeled businesses to enhance the appearance of any portion of a building and all outside activities that face onto the river. The appropriate use of—and respect for—the Guadalupe River will be a huge priority for the City moving forward. Improving the appearance of adjacent businesses from the river and the River Trail is a concern expressed repeatedly by community members throughout the Kerrville 2050 process. The City should consider establishing special guidelines and/or standards for businesses adjoining the river, including carefully selecting the list of uses permitted in these areas, implementing special building design standards or guidelines, and encouraging businesses with river frontage to make a concerted effort to connect to and interact with the river. They should also restrict the location of “back-of-house” functions like outdoor storage between buildings and the river in favor of installing features such as patios and outdoor dining areas. The City could even incentivize projects such as these in order to achieve the desired result.

- **Create a tree planting plan for streets, drainageways, medians, bike/pedestrian routes, and other public places, including the river corridor.** Many streets and highways in Kerrville were constructed at a time when roadways were all about function and capacity; little attention was paid to the travel experience of a driver or a pedestrian. The use of street trees and other vegetation appropriate for surrounding conditions can improve the appearance and livability of an area by providing shade, improving general aesthetics, offering a break from long stretches of concrete, and combatting the urban heat island effect.
- **Collaborate with UGRA and others to reduce surface water pollutants and debris in the Guadalupe River.** Litter and other debris, including broken limbs and other natural materials, can obstruct the beauty of the Guadalupe River and its surroundings. The City should collaborate with UGRA and other partners to address this issue and reduce the impact of clutter in and along the river. They should also work with other agencies and organizations who share in the goal of keeping the river as pollutant-free as possible to preserve water quality and to minimize the impacts of human activity on the natural environment.

## P2

### GUIDING PRINCIPLE: Identify, educate and promote the use of natural and native flora and fauna on private property and in public spaces

Plants and animals native to the Hill Country are an integral part of the natural fabric, history and culture of the community. The City of Kerrville and its partners should seek to educate people on the importance of greenery on their property, particularly the species that are native to the area, and on the need to preserve habitat to sustain Hill Country wildlife.

- **As part of a landscape ordinance, incorporate a palette of preferred plant materials suitable to the local climate and effective at improving the streetscape and producing shade over areas with sidewalks and/or benches.** Private citizens and businesses could benefit from guidance from the public sector as to the preferred vegetation for Kerrville and the Hill Country more generally. By producing a palette of sustainable plant materials, guidelines can be established, and the foundation can be laid for improved streetscaping and the landscaping of commercial properties in Kerrville.
- **Use only native plant species in the landscaping on all City properties to set an example.** The City of Kerrville can lead by example by landscaping its buildings and public spaces with native plant species found in the surrounding area. From there, the private sector will be encouraged to follow suit.
- **Create a public education campaign or display of native flora and fauna.** A campaign of this type need not be formal; it may simply consist of showcasing native plants and animals to residents of both the city and the greater Kerrville area. It could utilize online, print, or any other type of media, so long as it focuses on the trees, shrubbery, flowers, and animals of the Texas Hill Country. Placards could be installed to identify plants where they are included in landscapes on public property or along trails or walking paths.

**P3**

**GUIDING PRINCIPLE: Update the Parks Master Plan, other applicable codes and ordinances, and capital planning and funding priorities to support Kerrville 2050.**

In order for this effort to be effective, existing codes, ordinances, policy priorities, and supporting plans must be modified to be consistent with Kerrville 2050. The Parks Master Plan is best supported by updating its content to reflect the desires of the community that have been articulated through the public input process.

- **Evaluate the park dedication ordinance requiring future residential subdivisions to set aside adequate green space.** Kerrville residents have voiced their concern about the encroachment of development into parkland, open spaces, and nature more generally. The park dedication ordinance requires developers to consider the value of green space to the community in general, and to their developments in particular, as they prepare plans for new residential neighborhoods.
- **Develop a river corridor overlay district to regulate land use, building location and orientation, building appearance, landscaping, parking, service areas, and other site elements to preserve or enhance the character of the river corridor.** Overlay districts are zoning regulations used in many cities with linear parks, streams, lakes, and rivers to preserve, maintain, and enhance the natural beauty of an area by encouraging compatible development. Public sector guidance is often the best way for a city to emphasize to business and property owners the importance of connecting to the river and engaging with the larger network of parks and trails. The overlay can also regulate uses, building design and other aspects of development if desired so that the end product supports the community's goals for the Guadalupe River corridor
- **Consider the use of innovative approaches to funding park acquisitions and improvements, including grants from federal and state agencies and local organizations, bond sales, and implementing conservation easements to preserve open space and natural areas.** As the Kerrville parks and recreation system is expanded and improved, new and innovative funding approaches will be required to support operations and, even more so, land acquisitions and capital improvements. Federal, state, and other government entities can partner with the City to help fill the funding gaps so that the goals in this plan and the Parks Master Plan can be achieved.

**P4**

**GUIDING PRINCIPLE:** Focus on enhancing/investing in existing parks, their purpose or repurpose, and improving accessibility before acquiring land for new parks.

For its size, Kerrville can boast a significant amount of green space. To ensure sufficient capacity with regards to City resources, the initial focus should be allocating appropriate resources (including staff) to maintaining existing parks and improving existing parkland before seeking out new spaces to add to the system.

- **Plan for more recreational amenities along the river. The Guadalupe River is one of the city's defining assets.** The creation of a top-of-mind destination will take time, but the Downtown core possesses the public traffic and interest necessary to make its segment of the river a thriving corridor. Recreational amenities along this stretch, and even around the farthest reaches of the River Trail, will foster a belief in this linear park as a point of pride for the community. Among the activities suggested for the river corridor are tubing, kayaking, paddle boating, zip lining, festivals, musical performances, and food trucks.
- **Improve the aesthetics of the Sidney Baker bridge over the river.** The Sidney Baker-river intersection offers a prime opportunity for public investment in an iconic and unique structure. The bridge could be a major draw to the city's parks system for visitors and local workers and residents and a recognizable urban design feature. There are a variety of ways the structure could be treated, and the community has expressed a clear interest in projecting a better image than the bridge currently offers.
- **Increase programming at Louise Hays/Lehmann-Monroe parks (e.g., concerts, crafts or food).** As the City's central parks, Louise Hays and Lehmann-Monroe parks are the premier examples of Kerrville's aspirations for itself as a green city with a small-town charm. These parks can be programmed to host musicians, performers, festivals, and activities that reinforce the community's image as a center for arts and culture and an interesting and welcoming place to visit or live.

**P5**

**GUIDING PRINCIPLE: Focus on connecting businesses, neighborhoods, major destinations, and other amenities with parks, open spaces, and the River corridor.**

The key to a successful parks system is its connection to the community. Seamlessly integrating bike trails with bike lanes, greenery with existing infrastructure, and sidewalks with walking paths can encourage people to detour from their daily commute and engage with parks, trails, and scenic spaces.

- **Add bike- and pedestrian-safe routes for better access to the River Trail.** Ideally, these routes would offer a degree of protection to cyclists and pedestrians, insulating them from vehicular traffic and promoting a pleasurable recreational experience. In addition to encouraging participation in the River Trail system, these improvements would also lay the foundation for a truly multimodal transportation network in Kerrville as more people opt to bike or walk to work, school, and other daily activities.
- **Create a pedestrian/bike connection from Schreiner University to the River Trail.** Schreiner University and the River Trail will continue to be two of the City's key features. Connecting these vital amenities to one another will bridge the gap between a somewhat transient student population at Schreiner University and the amenities that are envisioned, particularly in the Downtown area. Such a connection would ideally populate the River Trail with college students eager to bike and walk to restaurants, stores, entertainment, and other destinations.
- **Improve the signage on all trails.** Wayfinding is an important aspect of many urban developments, particularly walkways, paths, and trails. Signage along the Kerrville trail system should not only inform users about their location within the broader network, but also provide historical and cultural context to places. This signage should be considered a part of branding and placemaking as much as it is a part of streetscaping, design, and infrastructure.

**P6****GUIDING PRINCIPLE: Promote and market all City parks and recreation amenities, including the Guadalupe River.**

It is not enough to simply have an outstanding trail, parks, and recreation system in Kerrville. Marketing efforts in the broader region should highlight these amenities so as to entice visitors and attract public attention.

These efforts should also include outreach that targets local residents and workers.

- **Incorporate the river into all advertising promotions.** The City and its residents have made it clear that the Guadalupe River is to be reinforced as a key asset in marketing Kerrville as a “river city.” By incorporating the river into all advertising and marketing efforts, Kerrville positions itself as a city that embraces the environment and cherishes and highlights its small-town appeal.
- **Develop a well-planned, specific media campaign to promote the river to locals and tourists.** This campaign ought to be informed by the different perspectives of visitors, local residents, and workers. The river should be highlighted as a reinvented segment of the Guadalupe River, ripe for recreational activities, family outings, athletics and active living, pedestrian traffic, and sightseeing.
- **Provide information to the public on water quality testing of the river.** The Guadalupe River is already tested and continuously monitored for quality assurance and public health. Making the results of this testing available to the public would be a low-cost, high-reward Action Item that would instill confidence in the city’s stewardship of the river.

**P7**

**GUIDING PRINCIPLE: Provide recreational opportunities for people of all ages and abilities, both residents and tourists.**

The future of Kerrville is one where age-in-place amenities—particularly the city’s recreational infrastructure—welcome people of every generation and encourage them to live active, happy, and healthy lives in the Texas Hill Country.

- **Work with local health and fitness businesses to utilize parks and outdoor venues for fitness classes (e.g., yoga, Zumba).** Community partnerships are crucial to the implementation of most comprehensive plans. The City has limited resources, abilities, and jurisdiction, and its partners can help fill the gaps in services and amenities. Local businesses that specialize in recreation, fitness, or active athletics can support the City’s parks and outdoor venues by utilizing them for their own specialized instruction and activities.
- **Consider a study for the feasibility of a city recreation center.** Kerrville’s population and influential position within the broader region provide the impetus for the creation of a recreation center for the entire city. A feasibility study could help determine the appropriateness of such a center and the optimum location.
- **Enhance the existing Lehmann-Monroe dog park and a second, fenced dog park.** These kinds of parks have grown in popularity over the past decade as cities have become more dog-friendly and cultural attitudes towards pet ownership and open space have changed. People of all ages and backgrounds are now asking for parks that can accommodate their dogs, where they can engage in social interaction in an atmosphere that is pleasant for pets and their owners. Kerrville should expand its participation in this trend.

# 12 | Downtown Revitalization



# ➤ Downtown Revitalization

## Introduction

Downtown is the birthplace of Kerrville and the center of commerce, culture, and government for the community, as well as Kerr County and the Texas Hill Country in general. Today, the Downtown area is anchored by retail, office, institutional, and government uses, but it still preserves much of the historic character that reflects its beginnings.

## History

Kerrville's origins lie within Downtown, which was settled in the mid-19th century by a handful of mercantile families led by Joshua D. Brown, a veteran of the Texas Revolution. From the beginning, the town that would become Kerrville distinguished itself as a hub of commerce for the Hill Country, specializing in the production of shingles and the shipment of goods to a broader, rural region. Kerr County was formed in 1856 and Kerrville had its start that same year. Both are named for James Kerr, an influential soldier, politician, surveyor, and physician in the early days of the Republic of Texas.

The Civil War slowed the growth of Kerrville and its commercial center, but activity resumed during Reconstruction, and demand for goods, services, and labor in nearby San Antonio helped to buoy the settlement through the Great Depression and beyond.

Many of the structures in the historic Downtown area were built in the late 1800s and early 1900s. The Schreiner Building (1869), the old County Courthouse (1880s), the Weston Building (1890), which has housed Francisco's Restaurant for decades, and the Davis Building (1909) are among them.



The new Kerrville City Hall was completed in 2012, returning the seat of municipal government to the Downtown business district

During the early 20th century, Downtown Kerrville spawned many successful regional businesses, the largest and most notable being H-E-B Grocery. By mid-century, the town had become a regional destination for tourists looking to escape the big Texas cities in favor of the Hill Country's famously pleasant environment. The urban core continued to develop as the city did, and issues associated with poverty and blight, which no city can escape, began to emerge as the community grew.



The Kerrville Arts and Cultural Center transformed a post office into a renowned artistic venue

Many Downtown mainstays moved outward as the city expanded, and some closed shop in the face of severe competition. Fawcett Furniture Company shut down in the mid-1970s and City Hall moved out of Downtown in 1984. The Art Deco Arcadia Theater was shuttered in 1988, around the same time that downtown movie houses were doing the same all over the country. In 2007, Schreiner's Department Store ceased operations after 138 years in business, dealing a major blow to the city center.

Like many other cities, however, Kerrville has experienced renewed interest in its downtown core in the 2010s. The old Schreiner Building is now a fashionable retail destination called Schreiner Goods, and the former Home Store currently hosts River's Edge Gallery, one of a growing number of artistic shops Downtown. City Hall returned to the Downtown area in 2012 to much fanfare and celebration. This move sent a signal to the community of the public sector's commitment to a strong city center.



The Heckler (left) and Masonic (right) buildings were constructed in 1948 and 1890, respectively



The Sunrise Antique Mall now occupies the original home of the Fawcett Furniture Company

# Investing in Downtown

## Branding and Character

Downtown Kerrville is the historic heart of the city and county, storing generations' worth of culture, tradition, and heritage within a few blocks. The goal of cultivating a proper brand and character for Downtown deserves careful attention, thought, and planning.

The Downtown Kerrville brand should be inspired by the general themes highlighted by citizens during the community outreach events held as part of this planning process.

**“Downtown needs to take advantage of the river; currently there is no access, there are no views; businesses should be incentivized to engage the river”**

- Stakeholder Interviews

These themes include the following concepts and ideas, which were expressed at the Community Retreat in November 2017 (see the “word art” graphic in Chapter 3, Kerrville 2050 Vision):

- Activities
- Age
- Area
- Arts
- City
- Community
- Culture
- Destination
- Diverse
- Economic
- Education
- Growth
- Hills
- Life
- Main
- More
- Natural
- One
- Opportunity
- Quality
- Resources
- River
- Safe
- Small town
- Sustainable
- Tourism
- Vibrant
- Welcoming
- Work
- Youth



Members of the steering committee discuss exhibits of proposed place types



Community members gather at an open house to learn and provide input during the comprehensive planning process

These thoughts and a strong emphasis on preserving the city’s authenticity should inform the branding of Downtown Kerrville. This authenticity includes the community’s love of the hills, the Guadalupe River, and its small-town charm. Potential Downtown investors will be looking for these characteristics, and a brand that incorporates them will attract renewed interest to the area. If there are different character zones in Downtown, it may be appropriate to distinguish between them in the marketing approach; however, it will be most important to create an integrated branding scheme to reinforce Downtown as a cohesive district.



Wayfinding is an integral part of downtown branding

## Downtown Venues and Gathering Places

Kerrville is fortunate to have a number of excellent Downtown meeting and performance venues, especially for a city its size. These facilities provide places for community events, private gatherings, performing arts, business functions, and other activities. They also help establish Downtown as a distinctive place. The following is a list of several of the larger, more prominent public venues in Downtown Kerrville.

- Butt-Holdsworth Library
- Dallas Daughtry Boardwalk Pavilion
- Kathleen C. Cailloux City Center for the Performing Arts
- Kerr County Courthouse Square
- Kerrville Arts and Cultural Center
- Louise Hays Park
- Peterson Plaza
- River Trail
- Schreiner Mansion



The Kathleen C. Cailloux Theater opened in 2003 with the goal of becoming the center of cultural and civic life in Kerrville



The A.C. Schreiner Mansion is located in Downtown Kerrville on Earl Garrett Street

## Investment and Reinvestment



Many cities are experiencing a “pedestrian revolution” in changing traffic patterns

It is sometimes said that a community’s downtown is a barometer of its economic health and a reflection of its values and overall quality of life. Chamber of Commerce executives, economic development specialists, and industrial recruiters find that business prospects are very interested in the economic condition of a community’s downtown. Employers have found that a vibrant city center increases their ability to attract and retain high-quality employees, minimizing turnover and associated personnel costs. This is true whether or not the employer’s business is located downtown. City officials have also found that

bond rating companies often include the economic prosperity of the downtown as one criterion they consider when determining a city’s bond rating.

Throughout the country, public and private entities have participated in the revitalization of their

**“To enhance the downtown area, there should be more events, more river-oriented activities, and night-time activities”**

- Stakeholder Interviews

downtown cores. In a report prepared for the American Public Power Association, several utility companies surveyed explained the basis for their participation in downtown enhancement efforts, citing the following:

- A thriving downtown is a good recruitment tool for industry
- Downtown's enhancement stimulates the economy and adds jobs
- Economically, everyone benefits from a healthy downtown
- A viable downtown infrastructure is essential to economic development in the whole area
- A better downtown increases tourism in the area
- Downtown is a good investment



Retail establishments like Schreiner Goods are leading the way in downtown revitalization

Cities throughout the country that have undertaken downtown revitalization efforts have found that the benefits of a thriving downtown to the community are multi-faceted and multiplicative. Specifically, quality of life is enhanced, the number and diversity of job opportunities are increased, and dollars spent by the public sector are more than matched by investment from the private sector. In fact, according to the National Trust for Historic Preservation, every dollar a community spends on downtown revitalization brings in \$30 in new investment.

## Market Opportunitites

Historically, Downtown Kerrville has been a good investment. The physical framework (e.g., building stock, transportation infrastructure), civic and cultural amenities, and the connection to the history and traditions of the community have established Downtown Kerrville as a community gathering place. With the return of City Hall to the Downtown area, a major indication of local government's commitment to the area, the focus should now begin shifting to private sector investment. Additional retail, employment, and entertainment offerings will be required to build a critical mass of economic activity. Downtown housing and the development of lodging will provide support for shopping and dining. City leadership and supportive zoning will be critical if the goal is to improve the Downtown economic environment.

The Economic Development and Housing chapters of this report also identify specific opportunities for Downtown Kerrville. These opportunities represent not only market-driven trends, but also products and place types that have the potential to strengthen and encourage connections between existing neighborhoods and the Downtown area.

### Attributes of a Healthy Downtown

- Compact urban form
- Pedestrian amenities
- Secure environment
- Attractive housing
- Lodging
- Civic and cultural uses
- Entertainment
- Historical connection
- Diverse activity mix and tax base
- High retail sales
- Strong local leadership
- Supportive zoning
- Effective downtown organization

# Reinvestment Challenges and “Truths”

In most urban environments, particularly infill areas, reinvestment encounters unique challenges that do not typically apply to greenfield development. These challenges make it more difficult to achieve financial feasibility and can delay or discourage market-supported projects.

Challenges relevant to Downtown Kerrville include:

- Difficulty in assembling land
- Comparatively high land costs
- Shared infrastructure (such as parking)
- Perceived greater risk serving narrow markets (Downtowns tend to serve a narrower range of users—businesses and residents—due to their higher density and more urban environment)
- Lot depths and configurations
- Limited examples of creatively-financed projects



The Arcadia Theatre is a prime infill opportunity in the heart of downtown

Once these challenges are addressed, reinvestment tends to happen rapidly. Downtowns that overcome these difficulties discover certain “truths” associated with reinvestment, including:

- Downtown has an inherent competitive disadvantage (due to the higher-cost components of locating downtown and the smaller market for users)
- Success depends on equalization of economic risk and reward
- The role of the public sector is to “ready the environment for investment”
- Private investment follows public commitment
- More private investment will follow initial private investment
- Partners, both public and private, have to share costs and responsibilities

## Downtown Kerrville Product Opportunities

Land Uses	Short-Term 1-10 years	Long-Term 10+ years
<b>Retail</b>		
Specialty	X	
Restaurants	X	
Entertainment	X	
Neighborhood-Serv.	X	
<b>Office</b>		
Class A		X
Corporate Campus		X
Class B	X	
Incubator Space	X	
Local Service	X	
<b>Hotel</b>		
Full-Service	X	
Boutique	X	
Limited Service	X	
<b>Housing</b>		
Rental Apartments	X	
Row/townhouse	X	
Condominiums	X	
Live/Work Lofts	X	

Given the highly competitive nature of new development and the challenges of developing in downtown and infill environments as described above, success will depend on defining a “place” or “address” in the minds of the region’s residents and visitors to the area. Developing key, catalyzing projects as retail, residential,

employment, and tourist/visitor destinations will increase Downtown Kerrville’s ability to capture not only a greater share of regional demand, but also to reach beyond those boundaries. Some catalyzing projects could include rehabilitating the old Arcadia Theatre, redesigning or reconceptualizing the Sidney Baker bridge over the Guadalupe River, activating the A.C. Schreiner Mansion, and “reimagining” the Downtown parking garage. Because of strong commitment from the public sector, feasibility is strong and opportunities for change abound.

**“More activities outside of shopping. . .Heritage Center for history, casual restaurants and beverage/bistro-type places, Arcadia theater for movies, film festival, live music venue”**

- Open Houses and Community Retreat (responses from various individuals)

## Land Use

Through a series of scenario development exercises, community members identified the Downtown and Transitional Residential place types as the most desirable land use categories for the city center. Downtown is the historic center of government and commerce for the community and the surrounding area and should continue to be the premiere location for activities of this type; however, there is a real interest from the community, expressed at the community events, for Downtown to include some residential units at higher densities, especially apartments or condominiums over offices or shops. Buildings could be two or more stories in height and still be at a scale that would be compatible with the existing development, and with more population in the Downtown area and potentially entertainment venues and a hotel that could support tourism and conference activities, restaurants, shops and other commercial activities would become much more economically viable.

The Downtown place type would be compatible with existing development in the historic area near the Guadalupe. Lot sizes would tend to be small because of the existing small-block grid of streets and alleys, and setbacks would be minimal, particularly in the area around the historic Downtown square, but buildings could be relatively tall, regularly exceeding two stories, as long as adequate parking is provided. With the proper building design and scale, and new pedestrian-oriented streetscape amenities, Downtown could become a showcase for active living within a comprehensive network of walkable streets, well-preserved, historic structures, and open space designed especially for an environment of this type.

The other potential place type, Transitional Residential, is characterized as multimodal, with small lots and “missing middle” housing such as townhomes, duplexes, condominiums, apartments, and patio homes. This



An example of a “Downtown” place type

place type also supports civic and institutional uses, parks, open space, and minor retail as secondary uses.

## Relation to the Zoning Ordinance

The Kerrville zoning ordinance includes three different sub-areas within the vicinity of Downtown, each with its own set of zoning regulations: The Downtown Core, the Central Business District, and the Central City. It is important to note that in this chapter, the use of these or similar terms is not intended to refer to any zoning category or to any one of these sub-areas. Neither the Kerrville 2050 Comprehensive Plan nor the Future Land Use Plan component on its own has the effect of rezoning any piece of property or changing the boundaries of any zoning district. To change the zoning on a piece of property requires notification of surrounding property owners, public hearings, and adoption of an ordinance before such a request can be approved.



“Mixed use development downtown or nearby (walking distance)”

- Community Retreat

# Guiding Principles and Sample Action Items

Downtown Kerrville is a gem of the Hill Country that, until recently, had fallen out of favor as newer development on the city’s fringes attracted the lion’s share of commercial and residential growth. Community members have long been wary of this trend, and Downtown’s revitalization was frequently mentioned as a top priority during the Kerrville 2050 planning process. The following Guiding Principles and Action Items were developed by the community in response to this concern as a means of laying out a roadmap for smarter growth in the city’s historic Downtown core and the surrounding areas.

**D1**

**GUIDING PRINCIPLE:** Create a “living room” for the community and a “front door” for visitors— a full-service destination that attracts anchor uses and increased residential and mixed-use development

Downtown should be a welcoming place that conveys a sense of arrival and activity. Community members should feel like they are an integral part of Downtown and visitors should feel comfortable there. To cultivate these feelings, public investments should focus on streetscape improvements, pedestrian amenities, and attracting businesses that will be of interest to both local residents and visitors.

- **Develop a Downtown urban design and streetscape plan.** This plan should accommodate wider sidewalks, outdoor gathering spaces, street trees, landscaping, lighting, signage, street furniture, and other pedestrian-friendly amenities. The corner of Earl Garrett and Water Street in the heart of Downtown presents a particularly good opportunity for signature landscaping. The urban design and streetscape plan should encourage outdoor and patio dining, allowing the use of public right-of-way where feasible subject to maintaining the required easements and sidewalk widths.
- **Support new anchors Downtown.** Venues such as the A.C. Schreiner Mansion and the Arcadia Theater provide excellent spaces for anchor tenants in the Downtown core. These tenants could attract significant pedestrian traffic and interest from the public, encouraging people to visit and stay Downtown longer. Community members have a strong attachment to Downtown's historical building stock, and new community anchors should utilize and enhance structures that housed previous community anchors when possible as a means of preserving the character and charm of the area.
- **Install information kiosks with wayfinding and historical information.** Wayfinding amenities should be part of a larger placemaking program for Downtown that could either compliment or be combined with the streetscaping plan. Kiosks and other wayfinding fixtures should highlight local shops, restaurants, and unique, active experiences for visitors to enjoy.

**D2**

**GUIDING PRINCIPLE: Foster a Downtown that tells the community's history/story/lore by preserving and enhancing historic features and a sense of place, celebrating and connecting Downtown to the Guadalupe River and developing a brand and a unified identity for Downtown.**

The historical nature of Downtown Kerrville provides the impetus for continued investment in the rehabilitation and preservation of cherished, storied assets. The Guadalupe River, in particular, presents a big opportunity for the City as it looks to develop a coherent, concise identity for the Downtown area.

- **Examine the potential for the preservation of the historic mill site.** As the city's oldest man-made structure, the old Christian Dietert Mill offers plenty of opportunity for preservation and reinvention. Its renovation should include some form of retail, such as a gift shop, art exhibit hall, food and beverage establishment, or some other compatible concept.
- **Encourage businesses to focus on the river by building back patios with access to the River Trail and the potential boardwalk.** As Kerrville's River Trail system continues to develop, it will garner more attention, and demand for services and retail connected to it will grow. Mixed-use, entertainment, commercial, and residential developments are especially encouraged to connect to the River Trail and its offshoots.
- **Improve the aesthetics of the Sidney Baker bridge over the river.** The Sidney Baker-Guadalupe River bridge can do more than simply carry vehicular traffic over the river from point-to-point. It has the potential to be a truly iconic structure, attracting locals and visitors for photo opportunities, special events, or simply an appreciation of its natural surroundings. The bridge could also be improved to enhance pedestrian access across the river.

### D3 GUIDING PRINCIPLE: Maintain and support small businesses with a local identity.

Small, one-of-a-kind businesses are the backbone of a community and its downtown. The many local establishments that dot the Kerrville landscape, particularly those within and around Downtown, contribute to the character and appeal of the area. The community has a strong preference for local business in the Downtown area as opposed to chain operations selling similar goods and services. Businesses of this type often struggle to stay afloat. Support from the community will be crucial to their survival. They will likely not be able to sustain themselves on tourists alone.

- **Create a public-private advocacy group or partnership of the City and Downtown property owners/tenants.** Cities of all sizes—small towns like Llano and Pleasanton, mid-size cities such as New Braunfels and Victoria, and metropolitan areas such as Austin and San Antonio—have established downtown partnerships, associations, or programs. These groups often form the basis for downtown revitalization, convening people, aligning interests, and shaping public policy to promote the center city to residents and visitors alike. Kerrville could benefit from a public-private advocacy group or partnership as it builds support for the Downtown core, attracts new development, and encourages preservation efforts. The recently restarted Historic Downtown Business Association may be able to serve this purpose.
- **Pursue new Downtown businesses, such as a music hall, array of boutiques shops, pubs or dance hall.** Stable Downtown businesses will help underpin revitalization efforts. Ongoing innovation and reinvention will keep Downtown fresh and interesting. At the same time, the City and its economic development partners must resist the temptation to supplant businesses that are long-time pillars of the community. New businesses, such as a music hall, small retail establishments, or entertainment venues would enhance the existing character of the area and help other businesses become more sustainable as an added benefit.
- **Consider developing an incubator to encourage business start-ups in Downtown.** Downtown Kerrville should be a hub of innovation, attracting a new generation of entrepreneurs to its work spaces to cultivate a new wave of interest and attention to the area. Start-ups indirectly generate activity around them, buzzing with creative individuals who attract coffee shops, walkable retail, and other like-minded professionals. The availability of Downtown housing will also help draw creative entrepreneurs and new business concepts to the area.

**D4**

**GUIDING PRINCIPLE:** Encourage and program downtown public events and create more gathering places that promote and enhance Downtown as an arts, culture and music center.

Downtown is a center for the arts in Kerrville and in the larger Hill Country region. It should be branded this way, encouraging people to gather in its spaces and share their interests and talents.

- **Partner with Downtown stakeholders and others to program more events (e.g., art, music, recreation, farmers market, special interests) to attract greater public and visitor traffic.** A Downtown association or partnership that could help coordinate events of this type would be particularly helpful in bringing new activities to the area. Programming and placemaking are needed to attract attention, events, and talent to the central city.
- **Examine changing traffic patterns to identify opportunities for the use of right-of-way for pedestrian-friendly amenities.** The nature of traffic has changed over the past decade. People are interested in walking and cycling more than they once were, and the community has expressed a desire to become a more multimodal city. A thorough examination of these changing attitudes may yield insights that could lead to the conversion of certain public rights-of-way and easements to space suitable for pedestrian-friendly amenities, such as wider sidewalks, street trees, outdoor dining, and wayfinding elements.
- **Consider closing Downtown to vehicular traffic, especially on weekends.** Similar to the previous Action Item, this concept has the potential to truly transform the Downtown core into a safe and walkable destination for residents, workers, and visitors. Careful attention to including Downtown Association and business input should be exercised in assessing feasibility. The weekends, in particular, present a distinct opportunity for closing Downtown streets to vehicular traffic since this is when both out-of-town visitors and local residents are more likely to stop in and linger in Downtown.

**D5**

**GUIDING PRINCIPLE:** Promote a walkable, useable, uniform and pedestrian-oriented public space linking Downtown to the surrounding neighborhoods through streetscape elements, access, connections and crossings.

Downtown must not feel like an island; it is the heart of the city, connected to the surrounding area via a network of arterials and smaller roads. The community feels, however, that pedestrian connections are lacking. These connections should be built, especially in the Downtown business district. There should be a safe, distinct, and pleasant route linking nearby neighborhoods and visitors to shopping areas, the parking garage, and Downtown destinations.

- **Improve safety at the pedestrian crossing at Main Street/Sidney Baker.** The intersection of Main Street and Sidney Baker is a high-profile location in Kerrville. It continues to carry a large amount of pedestrian traffic, particularly near the government buildings and plaza. Improved safety at this crossing will make Kerrville a more comfortable and inviting place for residents engaging in their daily activities and for people visiting from out-of-town. Staff, possibly with the help of consultants, should take a detailed look at the situation and determine what types of physical and operational improvements could improve conditions at this important corner.
- **Consider constructing a pedestrian bridge to connect both sides of the river and to encourage development on the south side.** The town of Kerrville was established on the northern banks of the Guadalupe River, which has functioned for years as a natural barrier to development on the south side. The Sidney Baker bridge was erected in 1935, opening the doors to investment in an area that would become Kerrville's medical district. The existing pedestrian infrastructure, however, does not allow people traveling on foot to safely coexist with higher-speed, higher-volume vehicular traffic. A bridge over the river, dedicated to the flow of pedestrian, cycling, and jogging traffic, could alleviate the conditions that may be discouraging people from getting out of their vehicles to enjoy the scenery and ambience of Downtown Kerrville. As more people have opportunities to spend time on the south side of the Guadalupe, developers will take notice, and new activity will likely be attracted.
- **Look into the possibility of providing alternative transportation services, such as a tram, for transport back and forth across the river and/or a trolley system to serve the Downtown area.** The level of activity, the desires of the community, and the Community Priority seeking to improve the tourism infrastructure in Kerrville all suggest that the time has come to examine options for specialized mass transportation services and circulators, such as the development of a tram or trolley system in the long term. These options could prove popular with visitors as well as locals, who may opt to use them on their daily commute or for business or recreational purposes. A partnership might be developed involving the City, Downtown businesses, the Alamo Area Council of Governments, and others to provide this service.

**D6**

**GUIDING PRINCIPLE: Promote preservation and reinvestment in single-family and historic components in the areas around and near Downtown.**

Single-family homes are the predominant land use type in Kerrville, and the historic structures located around the city center lend context and character to the retail corridors in the core. These uses are not competitive or exclusive, but rather complementary of one another. Existing single-family structures could be preserved and enhanced for continued residential uses, particularly given the lack of housing options in Kerrville, or they might provide excellent opportunities for preservationist redevelopment, housing art galleries, restaurants, boutiques, and other service-oriented, tourist-attracting commercial uses.

- Offer incentives, tax rebates, and abatements for specific desired improvements, such as sidewalks or improvements to dilapidated structures. The sole Action Item under this Guiding Principle is to develop a set of policies that incentivize Downtown investment, particularly with regard to deteriorated buildings and blocks. Financial incentives are strong motivators for the rehabilitation, enhancement, preservation, and adaptive reuse of structures and infrastructure. These policies will encourage property owners, tenants, and residents alike to maintain and improve residential structures, historic assets, and other improvements in and near Downtown.

**D7**

**GUIDING PRINCIPLE: Encourage reinvestment in Downtown businesses by identifying and addressing regulatory hurdles and providing incentives to attract development consistent with the community's vision.**

The goal of the public sector is not to inhibit or stymie growth and innovation, but to support development and guide it in a way that is most sensible to the long-term goals of the community. Identifying and amending problematic regulations, when necessary, will help position the City for success as it looks to attract new investment. Unique projects should be considered on a case-by-case basis, and incentives should be considered for qualifying developments.

- **Create a tax increment reinvestment zone (TIRZ) for the Downtown to support revitalization.** Tax Increment Reinvestment Zones are popular policy tools that reinvest captured revenue streams into specific geographical areas within a community (the Tax Increment Finance or TIF district). These revenues typically come from rising property taxes, often in areas of town where appreciation is historically high or where new investment is occurring. Downtown Kerrville would be well-suited for this strategy, and the new TIF revenues could be used to fund public improvements within the district to prepare the area for new businesses and housing.
- **Hire City staff to support Downtown revitalization, along with economic development and housing initiatives.** In order to achieve the community's goals for Downtown, and the city more generally, Kerrville will need professional staff dedicated specifically to this purpose. This staff person would ideally support multiple government functions, including economic development and housing policy. Placemaking, planning, research, marketing, and digital media could all be a part of the job, and a particular focus on Downtown would be an important aspect of the position.
- **Encourage businesses that close at 5 p.m. to stay open longer in an effort to attract after-hours traffic.** A targeted marketing campaign aimed at Downtown businesses could help turn Kerrville from a predominantly 9-to-5 city to one that includes an active nightlife. Not every business needs to stay open for extended hours, but Downtown could use more after-hours activities. Retail and restaurant establishments, in particular, could cater to employees leaving work in the late afternoon and early evening. It is also important to note that after-hours businesses tend to support each other. For example, people planning to attend a concert or play will patronize restaurants and bars before and/or after the performance, and shoppers will stay Downtown for dinner or a drink if they have the option to do so. Businesses with extended hours are also important as an amenity for tourists or conference attendees and for people considering a move to Downtown living.

**D8**

**GUIDING PRINCIPLE:** Encourage reinvestment in Downtown in the form of vertical mixed-use development, including residential uses.

Downtown should be relatively dense, accessible, and completely walkable. If guided properly, vertical development can guard against sprawl, environmental degradation, and unsustainable outward expansion. Instead, it can promote a mix of uses and cultivate that “small town Main Street” feel the community wants to maintain.

- **Encourage more vertical development and development that brings residential living to Downtown.** Much of Downtown is still flat, with many one-story structures dotting the central landscape and buildings over two stories being the exception rather than the rule. Kerrville could and should encourage vertical development as a cost-effective alternative to urban sprawl. It will preserve the surrounding environment, discourage the encroachment of incompatible development into neighborhoods with historic character, and offer real, affordable housing options.
- **Offer incentives for Downtown housing and business development.** Economic development incentives are an integral part of any city’s program to attract high-quality jobs and opportunities. Within reason, all residents should have the opportunity to live the lifestyle they want for themselves and their families in Kerrville. New Downtown development should offer options to people who might otherwise leave the city for other opportunities. Incentives may be required to attract development of this type, which the community wants to see Downtown, since there are currently few if any examples in Kerrville to point to.
- **Assist in the assembly of land for new Downtown investments.** The public sector can aid the private sector in the broader endeavor of Downtown revitalization by helping to assemble a portfolio of properties suitable for investment or reinvestment. These properties should be selected because of their potential as sites for workforce housing, multifamily complexes, mixed-use buildings with apartments or condominiums above first-floor office and retail, and similar developments.

# 13 | Implementation



# Implementation

## Introduction

A comprehensive plan describes a community’s long-term vision for the future. It provides important guidance for a number of city actions and decisions.

- It addresses a variety of basic issues and requirements that will affect the community’s ability to plan for and achieve that vision—land use, economic development, neighborhoods and commercial corridors, transportation, utilities, public facilities, and others.
- It informs capital improvements planning, because the character of development—both land use type and development density—is an important factor in determining how to invest city resources in costly infrastructure improvements such as transportation, parks, and utilities, to serve existing residents and businesses and to accommodate future growth.
- It is used to coordinate and guide the establishment of development regulations, including zoning and subdivision ordinances, and as a basis for the review of zoning and development applications.

The Kerrville 2050 vision will not be achieved simply because this plan has been created. There must also be a strategy for implementation. This strategy must be multi-faceted and should include a list of tasks, accountability for completing those tasks, and a recognition of the amount of time and resources that will be needed to get the job done. It must include short-, mid-, and long-term actions that support the overall goals. It must also recognize the importance of partnerships in achieving the desired outcomes.

The Kerrville 2050 plan was created using a highly collaborative process involving (in order of occurrence in the effort) elected and appointed officials and staff, the Comprehensive Plan Steering Committee, participants from the community, including a cross-section of stakeholders with a variety of perspectives and a range of specialized knowledge on areas of importance to the plan, and the Comprehensive Plan Subcommittees. Hundreds of

“Change needs to be steady, measured”  
- Stakeholder Interviews



The comprehensive planning process incorporated ideas and opinions from citizens with a variety of perspectives

people gave of their time and talent to create this plan. The implementation strategy is largely the work of the Subcommittees and Steering Committee, but it was inspired by direction from the community that was gathered during Stakeholder Interviews and community events.

The Subcommittees had three assignments during their term: develop a set of criteria to be used to evaluate the plan, draft a set of Guiding Principles, and draft a list of Action Items based on those Principles. The Steering Committee reviewed and made some modifications to the Guiding Principles and Action Items, and the consultant team developed the Implementation Matrix and worked with City staff to fill in gaps and finalize the strategy.

No plan, regardless of how thorough, can anticipate every possible situation that may occur in the future. For this reason, it is important that every community revisit its comprehensive plan periodically to determine whether there is a need to make revisions to reflect changing conditions, evolving community values, or an unexpected opportunity that should be provided for.

On a shorter-term basis, cities should evaluate the implementation plan and the regulations and work programs that support it on a regular basis so that funding and staff resources are allocated in a way that is consistent with the community's vision. A yearly review could take place in preparation for the annual budgeting process or at a retreat with City Council. Whatever the schedule, progress should be monitored in a continuous and formal way to ensure that there is movement in the right direction, that momentum is maintained, and that adjustments are made to the plan, if necessary. Staff should be very involved in this evaluation process since they will be crucial to the success of the implementation phase and knowledgeable about any challenges or successes.



At a pair of Open Houses in February 2018, the community commented on three alternative growth scenarios

The decision to approach the Future Land Use Plan by building on existing assets was made based on feedback from the community at the Open Houses in February. Three different growth scenarios were presented at that event:

- Outward Growth, which assumed much of Kerrville's growth between today and 2050 would take place within the extra-territorial jurisdiction (ETJ; the area within one mile of the corporate limits of a city with a population of 5,000 to 24,999 and within two miles of a city of at least 25,000), and would require the extension of roads, utilities, and other public facilities and services beyond the existing city limits

**“Things aren't happening because people are used to working in 'silos' rather than collaborating outside their area of interest/expertise”**

- Stakeholder Interviews

- Compact Growth, which focused on undeveloped, underdeveloped, and infill areas inside the city limits and along the river corridor and SH 16
- Strategic Catalyst Growth, which assumed future growth would be concentrated in areas surrounding community assets such as the Sports Complex, Downtown, the hospitals, Schreiner University, the airport, the riverfront, and IH-10

The Outward Growth option was by far the least preferred scenario among the three. The alternative approved by the Steering Committee was a hybrid scenario merging aspects of the Strategic Catalyst option with a few characteristics of the Compact Growth alternative and focusing on 11 specific community assets and opportunities (see also Chapter 4, Land Use). The selection of this approach suggests that the community would prefer to maintain or modify infrastructure and public facilities already existing or planned, filling in the gaps where there are missing pieces and making better use of them rather than undertaking big expenditures on new infrastructure in anticipation of growth outside the current city limits. Participants at the Community Retreat and the February Open Houses also expressed an interest in seeing a greater variety of housing types, including denser homes on smaller lots and attached housing in or near the catalyst sites, especially Downtown. The Strategic Catalyst Area approach provides for an assortment of housing types in a variety of locations.

## Community Image

Kerrville residents are proud of their community. They want to maintain the small-town charm and welcoming image that is projected to visitors and residents. The natural environment is a large part of why many chose Kerrville as their home. The blue skies, hills, flora and fauna, and the Guadalupe River, which most feel is the heart of the community, are points of pride.

Many are concerned, however, that Kerrville is best known as a retirement community. The higher-than-average percentage of seniors in the population backs up that notion; however, the population in the 25-34 age bracket is growing at a good pace, which is a positive sign for the future. Residents do not want to discourage or downplay the role the senior population plays in the community. Seniors bring good incomes, professional experience and expertise, and a willingness to support local businesses with their dollars. They are also eager to give of their time and have an interest in participating in community life in a meaningful way. There is a desire, however, to avoid limiting the way Kerrville is perceived by people outside the community.

Tourism is an important industry in Kerrville, but most feel the assets required to attract tourists—hotels and conference space, restaurants and retail, entertainment, and other activities—are outdated or lacking, and that those responsible for these assets do not seem motivated to make improvements. There is also a feeling that many features of the community that could attract more tourists and their dollars—particularly the natural features—are not being utilized to their best advantage.



Kerrville residents consider the Guadalupe the heart of the community

Throughout the process, a number of people noted that Kerrville currently lacks identity along the major highways that serve the community. This means that there is little to attract the attention of people traveling along I-10, for example. Also, when someone does decide to visit, businesses often present themselves to a street that is dominated by large parking lots, with little landscaping, and building design that is generally unappealing. Standards for landscaping and building design Downtown and along key commercial corridors could go a long way towards improving community appearance, and urban design enhancements at key locations could create character and reinforce community identity. These enhancements might include entry features at city gateways and neighborhood entrances, streetscape improvements and building standards or guidelines Downtown, landscaping in roadway medians, and pedestrian and biking features along the river corridor. There is also a desire to incorporate the river into Kerrville's urban design elements and marketing materials because it is so beloved by residents.



The use of native plants and Hill Country materials in gateway and entry features will help reinforce Kerrville's image and identity

## Relation of the Implementation Strategy to the Community Priorities, Vision Statement, and Guiding Principles

The Kerrville 2050 implementation plan is built around the community's values and its vision for the future, and the Community Priorities, Vision Statement, and Guiding Principles provide not only the structure but also the inspiration for this strategy. The influence of each of these elements on the Implementation Plan is summarized below (See Chapter 3, Kerrville 2050 Vision, for more information on the Community Priorities and Vision Statement).

- The **Community Priorities** were established based on Stakeholder Interviews, the work of the Steering Committee, attendees at the State of the City Address, participants at the Community Retreat, and people who took part in an online survey. This list informed the planning process by identifying issues of importance to the community beginning in the earliest days of the project.



Kerrville is often identified strongly with the great outdoors and scenic, Hill Country views

- The **Vision Statement** was also a collaborative effort that involved input from multiple sources, including a keypad polling exercise at the Community Retreat and refinements to the draft statement from the Steering Committee. It established a general direction for the overall plan and provided guidance for the development of the implementation strategy.
- The **Guiding Principles** create the organizational framework for the strategy. They were drafted to respond to a list of broad, planning-related topics. Both the Subcommittees and the Steering Committee spent time sorting through and refining these principles. In the Implementation Matrix, the Guiding Principles under each plan topic have been further grouped by themes. For example, the Mobility/Transportation principles have been divided into three sub-categories which represent implementation plan themes: Connectivity and Transportation Options, Maximizing the Existing Street Network, and Safety and Quality of Life.

The final step in formulating the Implementation Plan was to develop Action Items. These steps support the Guiding Principles and their organizing themes and are further defined by characteristics such as Timing, Responsible Parties, Relative Public Sector Cost, and the Strategic Growth Area and Community Priority each one applies to. A fuller description of these characteristics is provided later in the chapter.

## Regulatory Challenges

It is not unusual for a city to find that its own regulations actually get in the way of progress. The wrong regulations can create barriers to accomplishing important goals. A city must recognize this situation in order to remedy it. Once it does, taking the initiative to modify zoning regulations to support the plan sends a strong message to the delivery system, entities such as property owners, developers, builders, brokers, regulating agencies, and lenders that affect the delivery of a real estate product to the market: the City is serious about the plan. It is willing to take important steps to make it happen and is interested in partnering with others that want to be a part of it.

Regulatory change takes time. It requires buy-in from city administration, elected and appointed officials, and the community, and often must be undertaken according to a specific legal process. Amending the text of a zoning ordinance, for example, requires notification and public hearings before the Planning and Zoning Commission and City Council, just like an application to rezone a piece of property. In the end, however, time spent revising unproductive (or even counterproductive) regulations and standards can be the difference between a plan that succeeds and one that does not.



Burdensome regulations can dissuade would-be investors from redeveloping derelict properties

# Zoning Ordinance, Master Thoroughfare Plan, and Other Development Regulations and Requests

After the adoption of a comprehensive plan, the city will likely find that its zoning ordinance includes provisions that are either in conflict with the goals of the new plan or that do not provide for new development concepts that are included in the plan, such as small lot single-family development, mixed-use buildings, or districts with special landscaping, parking or design requirements. The city should expect to undertake a rewrite of the ordinance, which is one of the Action Items under the implementation plan. While the impetus for this effort would be the adoption of the Kerrville 2050 plan, the City could use this as an opportunity to address other shortcomings in the ordinance to make these regulations more concise, complete, current, and user-friendly.



One way to preserve the small-town feel of a downtown area is through the use of special zoning standards

Some of the objectives could be to make certain that all of the permitted uses and property characteristics regulated by the ordinance are defined, to make sure the ordinance is well-organized, and, in general, to reduce the amount of text in favor of more tables and illustrations for better clarity and efficiency of use. The new ordinance should, of course, be published online as the current one is, and be formatted so that it is searchable and can be downloaded one section or chapter at a time.

The city will have options as to how to implement some of the new elements of the Kerrville 2050 plan. Some features of the plan should be requirements adopted by ordinance. These would include thoroughfare design standards, where adoption by ordinance gives the city the authority it needs to secure the right-of-way necessary to build its transportation infrastructure in conformance with the Thoroughfare Plan. Other features, particularly with regard to placemaking techniques, may warrant some flexibility.

A city may develop a set of building material or design criteria, for example, that can be adopted by resolution as guidelines or by ordinance as requirements or standards. There are advantages and disadvantages to each approach. Guidelines send a message to the development community about what the city wants to see or achieve. This can be helpful in many cases. Developers like flexibility, and it can be particularly helpful in situations where existing buildings or site improvements are being retrofitted and may not be able to meet new standards. The need for such flexibility is typically harder to justify when new development is proposed on vacant property. Guidelines do not have the full force and effect of ordinances, so a city has to determine how committed it will be to enforcing them. In many cities, the applicant must comply unless it can be demonstrated that there is a physical-not financial-reason that it is not possible to do so, or if a better design can be achieved by not fully complying.

Ordinances, on the other hand, are laws, and there is little room for flexibility unless the city builds in a procedure for variances or staff waivers for certain situations, which is often an option. It is important to remember that the Board of Adjustments should only grant variances based on land-related hardship- not financial or self-imposed hardship-and that they are only authorized under state law to grant variances to the text of the zoning ordinance, not to the conditions of a Planned Development ordinance for example. The City should consult with the City attorney as it considers these options and their impacts on potential changes to

ordinances and policies required for plan implementation.

Another challenge that officials will encounter with the adoption of Kerrville 2050 will be how to handle zoning change applications that are inconsistent with the new plan. It is important to remember that the plan addresses the general character of future growth and development in the community. It is meant to guide development, not be an impediment to the approval of worthy projects or new concepts that did not exist or were not anticipated at the time of the plan's adoption. The concept of place types used in the plan is intentionally flexible to allow uses or combinations of uses that would work well together to occur in appropriate locations.

The staff report on a zoning application should always include an assessment of whether the proposal is consistent with the Kerrville 2050 plan. This is only one of several criteria on the checklist for zoning review, but it is an important one. For proposals in conflict with the plan, the applicant should be required to justify the request by explaining to the Planning and Zoning Commission, the City Council, and the public why it should be approved even though it is inconsistent with the community's stated vision. Some of the possible reasons include the discovery of new information that was not available or was not known when the plan was prepared, the introduction of new concepts or development types that did not previously exist, a change in conditions since the adoption of the plan, or an error in some element of the plan. If an application inconsistent with the plan is submitted, the request should be for a change in zoning and an amendment to the comprehensive plan by amending the Future Land Use Plan. If the applicant has demonstrated sufficient reason to approve the request, ideally the amending ordinance would approve both the rezoning and the amendment to the comprehensive plan and Future Land Use Plan.



The City should be aware of the effects of a proposed development on the surrounding area before granting an amendment to the Future Land Use Plan, particularly in sensitive areas such as the Kerrville Municipal Airport



Water Street – the city's main pedestrian thoroughfare – is classified as a "Collector" in the Master Thoroughfare Plan

There are several ways in which updates to the Future Land Use Plan can be managed. City staff should develop a practice whereby they either revise the Future Land Use Plan map as changes occur, if they have the capability to do so electronically, or create some sort of tracking system where notations are made in a paper or electronic record and the changes are collected so that the map is revised on a periodic basis to address all changes since the last map update. The process that staff currently uses to keep the zoning map up-to-date could potentially work for the Future Land Use Plan as well.

In the case of development requests, staff and the applicants should work together to respect the goals and themes contained in the plan, including those related

to design, aesthetic character, open space, and public services. Some of these goals will be embodied in city ordinances, which are requirements that must be met unless there are provisions in the code for variances or staff waivers. Others may not be codified, but are still reflected in the Guiding Principles and Action Items in the plan. Staff should not hesitate to collaborate with applicants to achieve the best development possible with each new project. The applicant should be prepared to implement the provisions of the plan as they apply to the development unless there is a physical reason or some other justification for not doing so.

It should be noted that cities typically adopt the Thoroughfare Plan as a stand-alone ordinance. Although the new (i.e., proposed) roadways indicated on the Thoroughfare Plan are meant to represent desired connections rather than specific roadway locations and alignments, much of what is contained in this plan is very detailed, with dimensions and other very specific standards. To allow updates to the Thoroughfare Plan to be considered without subjecting the entire comprehensive plan to review, a separate ordinance can be adopted.

By taking the initiative to update the zoning ordinance, the subdivision ordinance, the park dedication ordinance, and any other development-related standards, the City shows the citizens as well as the development community that it is committed to the Kerrville 2050 plan and willing to do its part to remove existing barriers so that the vision can be fulfilled.



Bike lanes are an integral part of the Thoroughfare Plan

## Funding

There are a variety of options available to cities looking to fund major projects. They can be used individually or combined for greater effect. Examples of potential funding options are listed alphabetically below. The sources of this funding may be public entities (city, county, state or the federal government), private entities (banks or other lenders), individuals or groups of individuals (developers or investors), or philanthropic organizations.

- **Bonds** - financial instruments sold by a municipal government to fund capital improvements and other major expenditures; general obligation (G.O.) bonds are backed by the city's ability to repay the debt from tax sources (property taxes and sales taxes, for example); revenue bonds are backed by revenue streams from projects such as transportation systems (toll collections) or water and sewer improvements (water and sewer fee collections); a city's ability to get the best interest rate on its debt is based on the credit rating it receives from the bond rating agencies based on factors such as transparency, stable leadership and responsible stewardship of the public's funds
- **Fees** - payment for a service provided by a city; examples include permit, application, and inspection fees, or water/sewer tap fees
- **Foundations/Donations/Philanthropy** - contributions of money, land, or other property for the benefit of the public with no expectation of repayment

- **General Fund** - a city's primary operating fund, which contains revenues not assigned for special or specific purposes; used to fund most day-to-day operations
- **Grants** - funds given from one party to another without expectation of repayment, sometimes subject to conditions agreed to by the parties, such as the recipient providing some funding of its own or accomplishing some specific task in order to receive additional funds from the granting agency; these grants somehow advance the goals of the parties; possible sources include federal agencies (Department of Commerce, Department of Housing and Urban Development, Department of Labor, Small Business Administration, Department of Veterans Affairs ), the State of Texas (Texas Enterprise Fund, Texas Department of Transportation, Texas Parks and Wildlife Department) or other agencies (Kerr County, Kerr Economic Development Corporation, Texas A&M Extension Services Texas AgriLife, Kerr County Soil and Water Conservation District, Texas Commission on Environmental Quality, Texas Water Development Board, Texas State Affordable Housing Corporation, Alamo Area Council of Government, Headwaters Groundwater Conservation District, Upper Guadalupe River Authority, Alamo Area Agency on Aging, Kerrville Chamber of Commerce, Habitat for Humanity) and others which can partner with local government to address specific community needs
- **Improvement Districts** - a financing method that allows a city to assess property owners within a defined geographical area for the purpose of providing certain public improvements within that area (a Public Improvement District or PID), or an assessment levied by a group of property owners in a defined commercial area on themselves (Business Improvement District or BID); in the case of a BID, funds are collected by the city and passed on to a district management organization for the purpose of providing certain improvements or service enhancements within the district
- **Kerrville Economic Improvement Corporation (EIC)** - source of funding for industrial development or to assist with economic development programs or objectives approved by the EIC board; funding is derived from sales tax collections amounting to .5% of the 8.25% sales tax rate; a Type B economic development corporation under Texas law
- **Tax Increment Financing (TIF)** - a method of financing public improvements within a designated geographic area that captures the increase in tax collections within the area (the Tax Increment Reinvestment Zone or TIRZ) beyond the initial year and invests it in public improvements within the TIRZ as an incentive for encouraging new development/redevelopment, infrastructure construction, or similar private sector investments



In addition to funding public services, grants can be used to help construct transformational infrastructure projects

## Incentives

In the current economic environment, cities often offer incentives to encourage developers or property owners to undertake specific economic development projects. These incentives typically help fill a financial gap for a developer in return for benefits to the city such as the attraction or retention of businesses and jobs, increases in tax base from new investment in property, or the construction of certain types of housing to meet the needs of current and future residents. The ability to offer these incentives is important as multiple cities across the state and across the nation continue to compete for the same new businesses, jobs, and homes.



Economic development incentives encourage projects that align with policy objectives set forth by the City, such as providing “Main Street” retail.

It is important to keep in mind that incentives should not be used if a project is not viable without them. Instead, they should be used to fund elements of a project that make it better.

There are a number of incentive tools that can be used by cities in Texas, including the following options:

- **Chapter 380 Grants** - a provision in Chapter 380 of the Texas Local Government Code that allows cities to develop programs that provide grants, loans, personnel to administer the program, or services in order “to promote state or local economic development and to stimulate business and commercial activity” within the city limits or the ETJ
- **Fee Waivers** - a reduction or exemption from standard city fees as an incentive for economic development
- **Infrastructure** - the provision/construction of basic systems, structures, and facilities required for the operation of an organization or an enterprise; in the case of a city, these include roadways, bridges, water/wastewater/drainage systems, schools, parks, etc.—typically costly capital items funded by the sale of bonds
- **Land Banking** - purchasing, receiving, and/or donating land for economic development purposes
- **Regulatory Changes** - revising or amending zoning, subdivision, or other development-related regulations to support the community’s objectives; these changes may include proactive, city-initiated revisions to standard ordinances so that they are more accommodating to the type of development the city seeks to attract or they may be changes in response to specific zoning applications; in either case, the goal is to project an attitude that supports redevelopment and new investment consistent with the vision
- **Tax Abatements** - a temporary reduction or exemption from taxes due in order to encourage private sector investment in real property; these abatements are granted for a specified period of time

## Partnerships

The role of partnerships in accomplishing the many goals of a comprehensive plan cannot be overstated. The City will have a key role in almost every step that is taken. It will often be the major player, or even the only responsible party, in an action, but other agencies such as Kerr County, TXDOT, Schreiner University, the Kerrville Independent School, AACOG, and utility authorities control non-municipal services or institutions in the community and will be important as decision-making partners and as resource providers. These resources may include funding, specialized knowledge, property, and/or access to infrastructure. Business organizations such as the Chamber of Commerce, the Kerr Economic Development Corporation, and representatives of local industries have a specific interest in maintaining a healthy business climate for the benefit of the entire city. Arts groups, non-profit service providers, volunteers, and faith-based organizations bring unique goals, resources, and contributions to the community. Finally, individual citizens—key property owners, philanthropists or other donors—or citizen groups—sports leagues, Scout troops, civic organizations—all bring their own interests and talents to the table. The City must be willing—in fact, eager—to partner with these agencies, organizations, and individuals to address mutual interests and fulfill community aspirations. The more understanding and support the partners have in the goals of the plan, the stronger the partnership will be and the more likely the vision will be achieved.



The City of Kerrville and its public-sector partners, particularly Kerr County, must take the lead in the implementation of this plan



## Timing and Public Sector Cost

Cities nearly always struggle with limited resources. The availability of funding, staffing, and time will all influence the City's ability to accomplish everything its citizens would like to see from the Kerrville 2050 vision. A project that ranks high on the priority list might have to be postponed until it can be designed and the needed resources can be secured, for example. Every local government must balance its list of priorities with the revenue and staffing resources available, because not every action can be taken at the same time and some actions have to be completed before others can start in

**“Schreiner University is growing and is an asset to the community..They need to be encouraged to be more involved”**

- from Stakeholder Interviews

# Implementation Matrix



Implementation is key to building a prosperous Kerrville for future generations

The matrix on the following pages is the action plan for implementation. It is organized around a set of plan topics- Downtown Revitalization, Community Character and Placemaking, Economic Development, etc. There are Guiding Principles and an associated set of Action Items for each topic. These Guiding Principles are divided into themes. The elements that make up the matrix are described below.

- **Guiding Principles** - Fundamental ideas that provide direction for the plan. The principles help the organization stay on track even as conditions change. They relate to community vision and values. The Guiding Principles for this plan were drafted by the Comprehensive Plan Subcommittees, refined by the Steering Committee, and modified by City staff and the consultant team to ensure that the most important planning-related issues facing the community were addressed in some way.
- **Action Items** - Specific tasks, developed based on the Guiding Principles, which should be completed to achieve the Plan goals. Each Action Item is further defined by the characteristics below.
- **Responsible Party** - Individual(s) or organization(s) responsible for the completion of an Action Item. In order to implement an Action Item, one entity may take the lead with support from other individuals, agencies, or organizations.
- **Timing** - General time frame for initiating an action, defined here in terms relative to the date of plan adoption (short-term, mid-term, long-term; see the legend in the Implementation Matrix for more detail).
- **Relative Public Sector Cost** - Indication of the City's level of financial responsibility for completing an item (ranging from \$ - low cost to \$\$\$\$ - approximate costs in excess of \$1 million; see the legend in the Implementation Matrix for more detail).
- **Strategic Growth Area** - One or more of the 11 areas identified on the Future Land Use Plan as having specific potential for growth in the future and addressed by the Action Item.
- **Community Priority Addressed** - One or more of the seven priorities identified by the community early in the process as important to a successful future for Kerrville (see Chapter for the list of Community Priorities) and addressed by the Action Item.

## Conclusion

A plan without an implementation strategy has limited chance of being achieved. The strategy should be written so that it can be clearly communicated to the public and the staff that will be charged with seeing it through. It should include not only broad guiding principles, but also action items, estimates of timing and financial resources and accountability. The strategy should be reviewed on a regular basis to determine whether it has been effective and to help prioritize actions and allocate future funding. If the strategy needs to be revised to achieve the goal, the City should be prepared to make the necessary changes.

# Kerrville 2050 Guiding Principles by Plan Topic

The following [Guiding Principles](#) were drafted by the Comprehensive Plan Subcommittees and Steering Committee to respond to a list of broad planning-related topics around which the Implementation Plan is organized. In the Implementation Matrix, the Guiding Principles under each plan topic have been grouped by themes, and each one is accompanied by a series of tasks or Action Items.

E	ECONOMIC DEVELOPMENT
	<b>Approach to Economic Development</b>
<b>E1</b>	Support a more holistic approach to economic development, housing and quality of life for people of all economic strata
<b>E2</b>	Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of City and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business
<b>E3</b>	Continue to focus on quality of life attributes and enhancements as a high priority, balancing growth with community and individual well-being and the need to preserve a healthy/beautiful environment unique to Kerrville
<b>E4</b>	Balance, broaden and diversify the City's tax base, shifting the tax burden away from residential property owners
	<b>Economic Development Infrastructure</b>
<b>E5</b>	Provide access to creative sources of capital for businesses
<b>E6</b>	Support access to the infrastructure necessary to accommodate the future growth of housing and business (water, wastewater, power, communications, roads)
	<b>Key Industries and Assets</b>
<b>E7</b>	Create an identity for Kerrville as the capital or hub of the Hill Country
<b>E8</b>	Emphasize greater support for growth of the tourism industry
<b>E9</b>	Foster/leverage higher education and entrepreneurship as community assets
<b>E10</b>	Continue to leverage Kerrville as a great place for retirement living
<b>E11</b>	Promote new retail development while considering its impacts on existing business
<b>E12</b>	Nurture continued growth and quality of the medical/health care industry in Kerrville

H	HOUSING
	<b>Housing and Neighborhoods</b>
<b>H1</b>	Provide a diverse range of housing options to meet the needs and desires of all age groups, income levels, and lifestyles
<b>H2</b>	Maintain the quality and value of existing neighborhoods
<b>H3</b>	Continue to leverage Kerrville as a retirement living destination

C	COMMUNITY & NEIGHBORHOOD CHARACTER / PLACEMAKING
	<b>A Community for All</b>
<b>C1</b>	Promote “aging in place” or full life-cycle amenities to address the needs and desires of children, teens, young families and single professional adults
<b>C2</b>	Seek to attract a range of housing options to provide choices for people with a variety of ages, incomes, lifestyles, etc.
<b>C3</b>	Promote the use of inclusive processes to capture the voices of the citizenry in decision making
	<b>Gathering Places and Events</b>
<b>C4</b>	Promote design that is in keeping with Kerrville, its natural beauty, history, culture and diversity using art, landscaping and other aesthetic features, including “random order” (sameness that doesn’t seem forced); encourage design that promotes interaction, a sense of community and gatherings
<b>C5</b>	Establish clear regulations for code enforcement and zoning, educate the public on the value and importance of property maintenance, and focus on proactive code enforcement and maintaining minimum property standards
	<b>Downtown Investment/Reinvestment</b>
<b>C6</b>	Celebrate and honor the character of each neighborhood and its culture; revitalize neighborhoods and create gathering places within them while avoiding the displacement of citizens and their cultures
<b>C7</b>	Promote walkability and complete streets, focusing on community health in the review of new development proposals and supporting pleasing, well-kept neighborhoods that maintain their value and help sustain economic development

<b>M</b>	<b>MOBILITY/TRANSPORTATION</b>
	<b>Safety and Quality of Life</b>
<b>M1</b>	Promote a safe, reliable, sustainable and affordable transportation system
<b>M2</b>	Promote a transportation infrastructure that encourages safety and a healthy lifestyle
<b>M3</b>	Place an emphasis on preserving and incorporating the natural environment and aesthetic features into transportation infrastructure planning and design for a more enjoyable user experience
	<b>Maximizing the Existing Street Network</b>
<b>M4</b>	Place a high priority on the maintenance of existing streets
<b>M5</b>	Consider policies and technology that mitigate traffic congestion and improve traffic flow
	<b>Connectivity and Transportation Options</b>
<b>M6</b>	Develop a more comprehensive, multi-modal transportation plan that addresses both daily transportation needs and recreational interests (pedestrian, trails and bicycle, etc.) with an emphasis on filling gaps and creating interconnectivity for both local and tourist traffic
<b>M7</b>	Accommodate and promote regional commuters and commuting options (for example, provision and use of park and ride lots)
<b>M8</b>	Enhance efforts to educate the public regarding the variety of existing transportation options and plans for the future

W	WATER, WASTEWATER & DRAINAGE
	<b>Water Supply and Quality</b>
W1	Develop and maintain long-range water plans that prioritize infrastructure needs and identify funding sources.
W2	In the development of the long-range water plan, anticipate growth, consider all sources and plan for future droughts
W3	Address water quality challenges with proven solutions
W4	Preserve natural riparian areas
	<b>Wastewater Management</b>
W5	Update and maintain the City's long-range plan for wastewater management, addressing and prioritizing infrastructure needs and identifying funding sources
W6	Consider alternative solutions to standard wastewater service methods to address specific conditions and for cost effectiveness
	<b>Stormwater/Drainage Management</b>
W7	Develop and maintain a long-range plan for stormwater/drainage management, addressing and prioritizing infrastructure needs and identifying funding sources
W8	Focus more on on-site green/bio stormwater infrastructure to support water quality and quantity goals
	<b>Education and Innovation</b>
W9	Enhance efforts aimed at water conservation, better stormwater management on private property and measures such as rain harvesting and other innovative approaches to help manage water usage
W10	Expand ongoing education efforts regarding water issues
W11	Encourage water conservation through the use of xeriscape and other low-irrigation, low-maintenance landscape techniques

F	PUBLIC FACILITIES & SERVICES
	<b>Efficient and Effective Service Delivery</b>
F1	Commit to maintaining high-quality, cost-effective public services and facilities consistent with anticipated growth and ensure cost-effective use and maintenance of these assets
F2	Place the highest priority on public safety (police, fire, EMS).
F3	Address long-term technology needs through public-private partnerships to support public safety, information services and the library
F4	Support responsible long-range waste management policies and practices
F5	Consider opportunities for interlocal agreements and collaborations with other government entities and partner agencies for the provision of services
	<b>Public Facilities and the Built and Natural Environment</b>
F6	Focus close attention on building architecture and scale to preserve Kerrville's small-town charm
F7	Be thoughtful when considering land uses and provide facilities and services that promote and enhance local parks, green spaces and the River Trail
F8	Place a stronger focus on public health through enhanced code enforcement, including providing for the demolition, clean-up and improvement of derelict properties to meet minimum standards
F9	Recognize public services and facilities as potential catalysts for growth and redevelopment that can promote economic development and cultural enrichment

P	PARKS, OPEN SPACE & THE RIVER CORRIDOR
	<b>Respect for the Natural Environment</b>
<b>P1</b>	Enhance the aesthetics and mitigate the ecological impacts of development on the River corridor while preserving scenic views and the natural beauty of the area
<b>P2</b>	Identify, educate and promote the use of natural and native flora and fauna on private property and in public spaces
<b>P3</b>	Preserve and protect the natural riparian buffer (natural vegetation surrounding river) and ensure that development prioritizes environmental responsibility and a respect for natural areas
	<b>Regulations and Funding</b>
<b>P4</b>	Update the Parks Master Plan, other applicable codes and ordinances and capital planning and funding priorities to support Kerrville 2050
<b>P5</b>	Focus on enhancing/investing in existing parks, their purpose or repurpose and improving accessibility before acquiring land for new parks
	<b>Connecting People and Places</b>
<b>P6</b>	Focus on connecting businesses, neighborhoods, major destinations and other amenities with parks, open spaces and the River corridor
<b>P7</b>	Promote and market all City parks and recreation amenities, including the Guadalupe River
<b>P8</b>	Provide recreational opportunities for people of all ages and abilities, both residents and tourists

D	DOWNTOWN REVITALIZATION
	<b>Kerrville Character</b>
<b>D1</b>	Create a “living room” for the community and a “front door” for visitors—a full-service destination that attracts anchor uses and increased residential and mixed-use development
<b>D2</b>	Foster a Downtown that tells the community’s history/story/lore by preserving and enhancing historic features and a sense of place, celebrating and connecting Downtown to the Guadalupe River and developing a brand and a unified identity for Downtown
<b>D3</b>	Maintain and support small businesses with a local identity
	<b>Gathering Places and Events</b>
<b>D4</b>	Encourage and program Downtown public events and create more gathering places that promote and enhance Downtown as an arts, culture and music center
<b>D5</b>	Promote a walkable, useable, uniform and pedestrian-oriented public space linking Downtown to the surrounding neighborhoods through streetscape elements, access, connections and crossings
	<b>Downtown Investment/Reinvestment</b>
<b>D6</b>	Promote preservation and reinvestment in single-family and historic components in the areas around and near Downtown
<b>D7</b>	Encourage reinvestment in Downtown businesses by identifying and addressing regulatory hurdles and providing incentives to attract development consistent with the community’s vision
<b>D8</b>	Encourage reinvestment in Downtown in the form of vertical mixed-use development, including residential uses

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# Implementation Matrices

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
	<b>Approach to Economic Development</b>					
E1	<b>Support a more holistic approach to economic development, housing and quality of life for people of all economic strata</b>					
E1.1	Develop a holistic economic development master plan that clearly outlines roles, goals and target industries	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S	\$\$	All	E
E1.2	Conduct economic impact studies for particular industries—medical/health care, tourism, retirees, etc.	City, Chamber with State Comptroller assistance	S	\$-\$\$	N/A	E, J, T
E1.3	Develop a meaningful way of assessing and analyzing the use of available resources and their impact on achieving identifiable goals and priorities	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S	\$\$	All	E
E1.4	Improve the processes for business recruitment, expansion and retention among stakeholders, EIC and KEDC	City, Kerr County, Chamber, CVB, KPUB, KISD and others	S and ongoing	\$-\$\$	All	E, J
E1.5	Greatly increase targeted visits with existing businesses (as well as at-risk businesses) to discuss retention and expansion	City, Kerr County, KEDC, Chamber	S and ongoing	\$-\$\$	All	E
E1.6	Increase the involvement of private businesses in the economic development process	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S and ongoing	\$	All	E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
E1.7	Implement a business incubation program for entrepreneurs and start-ups	City, Chamber, KEDC, possibly with consultant assistance	S-M	\$\$-\$\$\$\$	TBD	E, J
E1.8	Develop a workforce housing strategy that is based on actual wage rate and salary assumptions for workers in Kerrville	City with consultant assistance	S-M	\$\$\$	All	Q, E, H, J,
E2	<b>Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of City and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business</b>					
E2.1	Retain the existing KEDC general concept, which views the City/KEDC/ County/businesses as partners	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S	\$	All	E
E2.2	Ensure EIC funding to continue support for KEDC or its successor	City	S and ongoing	\$\$-\$\$\$\$	All	E
E2.3	Consider new KEDC structuring and priorities and execute related agreements	City, Kerr County, KEDC	S	\$\$-\$\$\$	All	E
E2.4	Hire City staff to support the City's role in economic development, Downtown revitalization and housing	City	S	\$\$	All	E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
E2.5	Re-examine the EIC and City incentive matrix in terms of criteria and possible level of assistance to develop a variety of tools appropriate for different situations (fee waivers, grants, loan programs, tax abatements, property acquisition, TIF/TIRZ, etc.)	City, Kerr County, KEDC	S	\$	All	E
E2.6	Look into how other communities have been successful at growing, attracting and retaining businesses, starting with a review of the structure and composition of their economic development teams and looking at the incentives used	City, Kerr County, KEDC, possibly with consultant assistance	S and ongoing	\$-\$-\$	All	E
E2.7	Obtain consensus among stakeholders regarding which industries and development types will be incentivized	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S	\$	All	E
E2.8	Market the 11 Strategic Catalyst Areas based on the future intent and character of the individual areas, including developing promotional materials to reinforce the Kerrville 2050 vision for each	City, KEDC, Chamber	S and ongoing	\$-\$-\$-\$	All	E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
E2.9	Encourage growth of existing Kerrville businesses and I-10 corridor development to increase revenue to the City and the County	City, Kerr County, KEDC, Chamber	S and ongoing	\$\$-\$\$\$\$	All	E
E2.10	Create incentive packages and make readily available to targeted industries and businesses looking to expand or relocate to the Kerrville area	KEDC	S and ongoing	\$\$	All	E, J
E2.11	Encourage the formation of a broker/developer/builder roundtable through the Chamber or other entity for the purpose of communicating and implementing the Kerrville 2050 vision and to allow the sharing of common concerns and goals	Chamber or other entity	S and ongoing	\$-\$\$	All	E
E2.12	Ensure that Development Services processes and existing codes and ordinances are not impediments to development/redevelopment	City, possibly with consultant assistance	S and ongoing	\$\$	All	E
E2.13	Form an advisory committee to survey recent commercial developers about concerns with city planning and inspection processes and consider ways to improve operations	City, Chamber, possibly with consultant assistance	S	\$-\$\$	All	E
E2.14	Consider outsourcing the development permitting process to small businesses	City	M	\$\$\$	All	E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
<b>E3</b>	<b>Continue to focus on quality of life attributes and enhancements as a high priority, balancing growth with community and individual well-being and the need to preserve a healthy/beautiful environment unique to Kerrville</b>					
E3.1	Re-examine the Downtown boardwalk concept as a means of leveraging River/ Downtown businesses and consider submitting a request for EIC funding	City	S-M	\$\$\$-\$ \$\$\$\$	1	E, R, D, T
E3.2	Put in place a mid- to long-range plan to extend the River Trail and add additional segments	City, Kerr County	M-L	\$\$\$-\$ \$\$\$\$	2, 3, 4	E, R, D, T
E3.3	Seek EIC funding to extend the River Trail further west to the Thompson Drive bridge	City	S-M	\$\$\$-\$ \$\$\$\$	4	E, R, D, T
E3.4	Incentivize the redevelopment of underutilized riverside properties	City, KEDC	S and ongoing	\$\$\$	1, 2, 3, 4, 10	E, R, D, T
<b>E4</b>	<b>Balance, broaden and diversify the City's tax base, shifting the tax burden away from residential property owners</b>					
E4.1	Target strategic growth opportunities that will bring an increase in fiscal revenues (sales and property taxes and water/ sewer fees, etc.)	City, KEDC	S	\$-\$-\$	All	Q, E, J
E4.2	Explore opportunities to capitalize on existing businesses, such as Mooney, the Airport, and James Avery	City, KEDC, Chamber, Airport, existing businesses	S	\$-\$\$\$\$	10, 11	E, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	<b>ECONOMIC DEVELOPMENT</b>					
E4.3	Promote additional hangar space at the Airport to increase property tax revenues from personal property taxes	City, Kerr County, Airport	S	\$\$\$	11	E, T
<b>Economic Development Infrastructure</b>						
E5	<b>Provide access to creative sources of capital for businesses</b>					
E5.1	Compile a resource document listing capital sources of funding and the project qualifications, to be made available at City Hall and the Chamber of Commerce	City, KEDC, Chamber	S and ongoing	\$	All	E
E5.2	Consider utility districts, tax increment reinvestment zones, enterprise zones, public improvement districts, etc. as funding options	City, Kerr County, KEDC	S and ongoing	\$\$-\$\$\$\$\$	All	E
E5.3	Identify local equity sources, not just grants and debt options	City, KEDC, Chamber	S and ongoing	\$	All	E
E5.4	Hold regular seminars on national and state programs for lenders and those looking for funds	KEDC, Chamber	S and ongoing	\$\$	All	E
E5.5	Identify specific banking institutions willing to work with the Small Business Administration for capital programs and educate businesses on these programs and banks	City, KEDC, Chamber	S and ongoing	\$	All	E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	<b>ECONOMIC DEVELOPMENT</b>					
E5.6	Establish a standing committee at the Chamber for development and awareness regarding sources of capital	Chamber	S	\$-\$-\$	All	E
E5.7	Formalize the business incubator program being explored as a joint City/Kerr County/KEDC collaboration through the Chamber	City, Kerr County, KEDC, Chamber	S-M	\$\$\$	1	E, J
E5.8	Broaden and make more flexible the incentives for improvements that will create a public benefit, to include building demolition and rehab	City, KEDC	S	\$-\$\$\$\$	All	E, H
<b>E6</b>	<b>Support access to the infrastructure necessary to accommodate the future growth of housing and business (water, wastewater, power, communications, roads)</b>					
E6.1	Develop budgets and capital improvement plans that address the infrastructure required to accommodate both existing and future needs	City, TXDOT, Kerr County	S and ongoing	\$\$-\$\$\$\$\$	All	I, E
E6.2	Work to broaden cooperation and lobbying activities with other entities (City, County, Upper Guadalupe River Authority, Headwaters Groundwater Conservation District, etc.) to protect, develop and preserve local water resources	City, Kerr County, Kerr County Soil and Water Conservation District, UGRA, Headwaters	S and ongoing	\$\$	All	I, E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
	<b>Key Industries and Assets</b>					
<b>E7</b>	<b>Create an identity for Kerrville as the capital or hub of the Hill Country</b>					
E7.1	Consider branding Kerrville as the “Capital of the Hill Country”	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S	\$\$-\$\$\$	All	E, T
E7.2	Follow Lubbock’s example for hub branding and move away from the prevailing image of Kerrville as simply a retirement community	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S	\$\$-\$\$\$	All	E, T
E7.3	Greatly increase the city’s exposure as the hub of the Hill Country and promote Kerrville as: a) center of arts and educational center; b) medical hub; c) center of sports and recreation center; d) retail hub	City, Kerr County, KEDC, Chamber, CVB, KPUB, KISD and others	S	\$\$-\$\$\$	All	E, T
<b>E8</b>	<b>Emphasize greater support for growth of the tourism industry</b>					
E8.1	Publish an easy-to-understand report regarding the impact of tourism for Kerrville citizens and the local economy	CVB	S	\$\$	All	E, T
E8.2	Target tourism that is specific to the current and growing industries being experienced by Kerrville—cycling, culture, camps, etc.	CVB	S and ongoing	\$\$	All	E, T
E8.3	Approach and encourage the owners of existing hotels to upgrade and expand and explore the potential for appropriate incentives	City, CVB, Chamber	S and ongoing	\$-\$\$\$	Various	E, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>E</b>	<b>ECONOMIC DEVELOPMENT</b>					
E8.4	Conduct a convention center/hotel feasibility study	City with assistance from Chamber, CVB	S	\$\$	TBD	E, T
E8.5	Consider the possibility of an additional 2% Hotel Occupancy Tax to support funding for a conference center	City, Kerr County, KEDC, Chamber, CVB and others	S	\$\$\$ annually	TBD	E, T
E8.6	Solicit potential developers for the construction of a convention center and hotel, to include appropriate incentives based on the findings of a feasibility study	City	S	\$\$\$-\$ \$\$\$\$	TBD	E, T
E8.7	Create a Sports Commission to promote and leverage Kerrville as the “Sports Destination of the Hill Country”	City, KEDC, Chamber, CVB, sports organizations and others	S-M	\$\$	All	Q, E, T
E8.8	Support implementation of recommendations from the Chamber committee to promote the craft agriculture industry in Kerr County	City, Chamber, Kerr County, Texas AgriLife	S and ongoing	\$\$-\$\$\$\$	TBD	E, T
E8.9	Implement a Sister City program with a city in Europe focusing on the craft agricultural industry	City, Kerr County, Chamber	S	\$\$	All	E, T
<b>E9</b>	<b>Emphasize greater support for growth of the tourism industry</b>					
E9.1	Promote Schreiner University and brand Kerrville as a college town	City, Schreiner University, KEDC, Chamber, CVB and others	S and ongoing	\$\$-\$\$\$\$	All	Q, E, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
E9.2	Develop a formal program of collaboration between City leadership, administrators at KISD and Schreiner University to advance growth and economic development opportunities	City, Schreiner University, KISD, KEDC, Chamber	S and ongoing	\$-\$\$	All	E
E9.3	Examine opportunities and support expansion of Schreiner University undergraduate and graduate school programs	City, Schreiner University, KISD, Chamber	S and ongoing	\$-\$\$	All	Q, E
E9.4	Identify higher education needs and work with Schreiner University and others, including local industry, to develop a list of unmet needs	City, Schreiner University, Alamo Colleges, KISD, Chamber, local businesses	S and ongoing	\$-\$\$	All	Q, E
E9.5	Enhance mentorship and internship programs for high school and Schreiner University students	City, Schreiner University, KISD and other schools, Chamber, local businesses	S and ongoing	\$\$	All	Q, E
E9.6	Support the development of programs focused on trade-related training and certification	City, Schreiner University, Alamo Colleges, KISD and other schools, KEDC, Chamber	S and ongoing	\$\$-\$\$\$\$	All	Q, E, J
E9.7	Encourage and support career development programs through KISD and other schools	City, KISD and other schools, KEDC, Chamber	S and ongoing	\$\$	All	Q, E, J
E9.8	Maintain a list of certification classes offered by area schools/institutions	City, Schreiner University, Alamo Colleges, KISD and other schools, Chamber	S and ongoing	\$	All	Q, E, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
<b>E10</b>	<b>Continue to leverage Kerrville as a great place for retirement living</b>					
E10.1	Market Kerrville as a destination location—an “escape” from big city living	City, Chamber, CVB	S and ongoing	\$\$	All	Q, E, T
E10.2	Seek certification as a GO TEXAN Certified Retirement Community	City, Chamber, GO TEXAN Certified Retirement Community Program-Texas Department of Agriculture	S and ongoing	\$-\$-\$	All	Q, E, T
<b>E11</b>	<b>Promote new retail development while considering its impacts on existing business</b>					
E11.1	Conduct a retail study to identify market/trade area leakage and gaps, submarkets within the city limits, target retailers and the impact of new retail on existing businesses	City with consultant assistance	S	\$\$	All	E
E11.2	Incentivize the expansion of the City’s retail base to slow leakage to other markets	City, Kerr County	S	\$\$-\$\$\$\$	All	Q, E, J
E11.3	Work proactively to attract new businesses or expand existing businesses to fill retail gaps	City, Kerr County, Chamber	S	\$\$	All	Q, E, J
E11.4	Examine the possibility of attracting campus-oriented retail and entertainment/recreation uses to the Schreiner University area	City, Chamber, possibly with consultant assistance	S	\$\$	9	Q, E, J
<b>E12</b>	<b>Nurture continued growth and quality of the medical/health care industry in Kerrville</b>					
E12.1	Promote the growth and expansion of the hospital and medical industry	City, Kerr County, KEDC, Chamber, hospitals	S and ongoing	\$\$-\$\$\$\$	All	Q, E, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
E	ECONOMIC DEVELOPMENT					
E12.2	Create greater awareness of the impact of the medical industry on the region, including supporting medical education at KISD and other schools and Schreiner University	City, KEDC, Chamber, Schreiner University, KISD, hospitals	S and ongoing	\$-\$-\$	All	Q, E, J
E12.3	Promote Kerrville and the local hospitals—Peterson Regional Medical Center, the VA Hospital and the State Hospital—as a major component of Kerrville’s economy and a target for continued economic development efforts	City, KEDC, Chamber, hospitals	S and ongoing	\$\$-\$\$\$\$	All	Q, E, J
E12.4	Work with the hospitals to address their expansion needs/requirements	City, Chamber, KEDC	S and ongoing	\$\$-\$\$\$\$	All	Q, E, J
E12.5	Encourage and support the offering of health care education and training programs at both KISD and other schools and Schreiner University	City, KEDC, Chamber, Schreiner University, KISD and other schools, hospitals	S and ongoing	\$\$-\$\$\$\$	All	Q, E, J
E12.6	Create a formal partnership between the City and PRMC to develop and promote a healthy living program	City, PRMC and others	S and ongoing	\$-\$-\$	All	Q, E
E12.7	Match educational opportunities and job training for the recovery community with local employment needs	City, hospitals, Schreiner University, Alamo Colleges and others	S and ongoing	\$\$-\$\$\$\$	All	Q, E, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
H	HOUSING					
	<b>Housing and Neighborhoods</b>					
H1	<b>Provide a diverse range of housing options to meet the needs and desires of all age groups, income levels, and lifestyles</b>					
H1.1	Develop a citywide strategic housing plan (market supply and demand, “delivery system” capacity, development economics, incentives and tools) with an emphasis on affordable/workforce housing	City with consultant assistance	S	\$\$	All	Q, E, H, J
H1.2	Research potential funding mechanisms for the development of workforce housing, defined as 80% to 120% of area median household income	City (NEZ,TIRZ, fees in lieu, special districts), TDHCA, TSAHC, HUD, possibly with consultant assistance	S and ongoing	\$\$\$-\$\$\$\$	Various	Q, E, H, J
H1.3	Explore financial incentives and/or infrastructure funding for developers of residential subdivisions supporting new single family homes under \$200,000	City (NEZ,TIRZ, fees in lieu, special districts), TDHCA, TSAHC, HUD with consultant assistance	S and ongoing	\$\$-\$\$\$\$	Various	Q, E, H, J
H1.4	Identify “catalyst” or target areas in existing neighborhoods and infill locations to accommodate preferred housing types (including workforce)	City, possibly with consultant assistance	M	\$\$	Various	Q, E, H, J
H1.5	Examine the use of City property for desired housing products	City	S and ongoing	\$\$\$	Various	Q, E, H, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
H	HOUSING					
H1.6	Consider making provisions, to allow appropriate alternative housing styles, such as “tiny homes,” eco homes or park model homes	City with consultant assistance	S	\$\$	Various	Q, E, H, J
H1.7	Implement a housing infill program, identifying vacant lots, developing an incentive/ abatement program for the development of infill housing where adequate utilities exist	City	S and ongoing	\$\$-\$\$\$	Various	Q, E, H, J
H1.8	In the redevelopment of existing neighborhoods, avoid the displacement of citizens and their cultures	City	S-M and ongoing	\$\$	Various	Q, H
H1.9	Evaluate the need for public amenities in existing neighborhoods and infill areas (e.g., libraries, community centers, parks, etc.)	City	S-M	\$\$\$-\$\$\$\$	4	E, R, D, T
H1.10	Examine the potential for acquiring tax lien properties for possible use in providing desired housing development	City, Kerr County, KISD	S and ongoing	\$\$	Various	Q, E, H, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>H</b>	<b>HOUSING</b>					
H1.11	Identify and collaborate with partner agencies to develop a plan/program to address homeless veteran housing concerns	City, Texas Veterans Commission, U.S. Department of Veterans Affairs, TSAHC, Kerr County Veterans Services Office, Habitat for Humanity and others	S and ongoing	\$-\$	N/A	Q, E, H, J
H1.12	Streamline development processes to encourage development of desired housing products	City	S and ongoing	\$	All	E, H, J
H1.13	Monitor current and short-term housing market conditions to identify potential surpluses and gaps in the local market	City, Board of Realtors, Chamber	S and ongoing	\$	All	E, H, J
H1.14	Host periodic housing “summits” with key delivery system partners to assess current housing needs and challenges	City, Board of Realtors, Chamber	S and ongoing	\$-\$	All	E, H, J
<b>H2</b>	<b>Maintain the quality and value of existing neighborhoods</b>					
H2.1	Enforce current minimum property standards for home/structure maintenance and increase proactive code enforcement	City	S and ongoing	\$	All	Q
H2.2	Use code enforcement as a tool for stabilizing and improving existing neighborhoods, not as a means to redevelopment	City	S and ongoing	\$	All	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
H	HOUSING					
H2.3	Partner with the Board of Realtors, neighborhood associations and other organizations to raise awareness regarding property maintenance standards	City, neighborhood associations, Chamber, Board of Realtors	S and ongoing	\$	All	Q
H2.4	Develop an information program to educate the community about property maintenance standards and responsibilities	City, neighborhood associations, Chamber and others	S	\$	All	Q
H2.5	Establish a “code yellow hotline” to report questionable code compliance issues	City	S	\$-\$-\$	All	Q
H2.6	Implement an effective demolition program for substandard structures, including the adoption of the required ordinances	City	S	\$-\$	All	Q
H2.7	Consider adopting a vacant building registration pilot program	City, property owners, possibly with Chamber	S	\$-\$-\$	All	Q
H2.8	Research potential funding mechanisms for existing home rehabilitation and renovation	City, TDHCA, TSAHC, HUD, possibly with consultant assistance	S and ongoing	\$-\$-\$-\$-\$	Various	Q, E, H, J
H2.9	Ensure that existing City codes, including zoning and subdivision ordinances and the zoning map, are consistent with and support Kerrville 2050	City with consultant assistance	S	\$-\$-\$-\$-\$	All	Q
H2.10	Renew the existing Comanche Trace development agreement	City with property owner	S	\$	N/A	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
H	HOUSING					
<b>H3</b>	<b>Continue to leverage Kerrville as a retirement living destination</b>					
H3.1	Market Kerrville as a destination location—an “escape” from big city living	City, Chamber, CVB	S and ongoing	\$\$	All	Q, E, T
H3.2	Seek certification as a GO TEXAN Certified Retirement Community	City, Chamber, GO TEXAN Certified Retirement Community Program-Texas Department of Agriculture	S and ongoing	\$-\$	All	Q, E, T
H3.3	Seek to attract senior living options for individuals requiring varying levels of assistance and care	City	S-M	\$\$	Various	Q, H

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
C	COMMUNITY & NEIGHBORHOOD CHARACTER / PLACEMAKING					
	<b>A Community for All</b>					
C1	<b>GUIDING PRINCIPLE: Promote “aging in place” or full life-cycle amenities to address the needs and desires of children, teens, young families and single professional adults</b>					
C1.1	Amend the park dedication ordinance to further promote improvements to existing and future parks	City, possibly with consultant assistance	S and ongoing	\$-\$\$	Various	Q
C1.2	Create and promote more youth recreational events, event centers and activities	City	S and ongoing	\$\$-\$\$\$\$	Various	Q
C1.3	Create and promote more youth-friendly events in city parks	City	S and ongoing	\$\$	Various	Q
C1.4	Focus on developing programs, such as classes and sports leagues, to appeal to young adults	City, arts groups, sports organizations and others	S and ongoing	\$\$	Various	Q
C1.5	Develop more free and low-cost events and activities for families	City, arts groups, sports organizations, CVB and others	S and ongoing	\$\$	Various	Q
C1.6	Provide service options for elderly persons who want to stay in their homes	City, non-profits and faith-based groups, volunteer agencies, AACOG and Alamo AAA	S and ongoing	\$\$	Various	Q
C1.7	Provide transportation options for the homebound	City, AACOG and Alamo AAA, non-profits, faith-based groups, volunteer organizations, existing and new private transportation service providers	S and ongoing	\$\$-\$\$\$\$	Various	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
C	COMMUNITY & NEIGHBORHOOD CHARACTER / PLACEMAKING					
C2	<b>GUIDING PRINCIPLE: Seek to attract a range of housing options to provide choices for people with a variety of ages, incomes, lifestyles, etc.</b>					
C2.1	Develop and implement a formal affordable/workforce housing plan	City with consultant assistance	S	\$\$	All	Q, E, H, J
C2.2	Explore options for providing grants and incentives for the development of workforce housing	City, TSAHC, HUD, possibly with consultant assistance	S and ongoing	\$\$\$\$-\$\$\$\$\$	Various	Q, E, H, J
C2.3	Examine the use of City property for workforce housing	City	S and ongoing	\$\$\$	Various	Q, E, H, J
C2.4	Designate/Create specific zones or areas in neighborhoods for preferred housing types with some semblance of consistency/uniformity	City with consultant assistance	M	\$\$	Various	Q, E, H, J
C2.5	Consider making provisions, including revising ordinances, to allow appropriate alternative housing styles, such as “tiny homes,” eco homes or park model homes	City with consultant assistance	S	\$\$	Various	Q, E, H, J
C2.6	Implement a housing infill program (HIP)	City	S and ongoing	\$\$-\$\$\$	Various	Q, E, H, J
C2.7	Work with Kerr County to gain control of tax title properties for possible use in the City’s housing infill program	City, Kerr County	S and ongoing	\$\$	Various	Q, E, H, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C2.8	Identify vacant lots and develop incentives/ abatements for infill development where adequate utilities exist	City	S and ongoing	\$\$	Various	Q, E, H, J
C2.9	Identify and collaborate with partner agencies to develop a plan/program to address homeless veteran housing concerns	City, Texas Veterans Commission, U. S. Department of Veterans Affairs, TSAHC, Kerr County Veterans Services Office, Habitat for Humanity and others	S and ongoing	\$-\$-\$	N/A	Q, E, H, J
C2.10	Streamline development processes to encourage development in general	City	S and ongoing	\$\$	All	E, H, J
<b>C3</b>	<b>Promote the use of inclusive processes to capture the voices of the citizenry in decision making.</b>					
C3.1	Use data collected through the Chamber of Commerce, CVB and others to identify experts/volunteers to assist with areas and issues the City would like to address	City, Chamber, CVB	S and ongoing	\$	Various	Q
C3.2	Develop a strategy for recruiting and training potential new board and commission members, such as meeting with civic clubs, professional organizations and non-profit groups to develop interest among quality candidates	City, Chamber and others	S and ongoing	\$	Various	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
C	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C3.3	Consider establishing a “Keep Texas Beautiful” affiliate, such as “Keep Kerrville Beautiful” as a means of connecting community members and uniting them behind a common purpose	City, Keep Texas Beautiful, non-profit and volunteer organizations, civic clubs, neighborhood associations	M and ongoing	\$\$	Various	Q
C3.4	Consider establishing a City-appointed commission, made up of a variety of individuals that fully represent the community, to promote historic preservation efforts inside the city limits	City	S-M	\$	Various	Q
	<b>Neighborhood Appearance and Upkeep</b>					
C4	<b>Promote design that is in keeping with Kerrville, its natural beauty, history, culture and diversity using art, landscaping and other aesthetic features, including “random order” (sameness that doesn’t seem forced); encourage design that promotes interaction, a sense of community and gatherings</b>					

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C4.1	Develop a palette of preferred plant materials, including street trees and other plants well-suited to the local climate and effective at producing shade and improving the streetscape	City, Texas AgriLife, possibly with consultant assistance	S	\$-\$\$	All	Q
C4.2	Create a tree planting plan for streets, drainage ways, medians, bike/pedestrian routes and other public places	City, possibly with consultant assistance	M	\$-\$\$	All	I, Q
C4.3	Consider a tree preservation ordinance	City, possibly with consultant assistance	S	\$-\$\$	All	Q
C4.4	Implement a landscape ordinance that provides credit for preserving existing desirable trees	City with consultant assistance	S	\$\$	All	Q
C4.5	Explore establishing an urban forestry program and enroll in the Tree City USA program	City, Arbor Day Foundation	M	\$\$	All	Q
C4.6	Develop and implement an urban design plan for gateways, public parking, wayfinding, streetscape improvements, etc. and customize for the Strategic Catalyst Areas as necessary to achieve the desired identity for each	City with consultant assistance	S	\$\$	All	I, Q, E
C4.7	Improve the aesthetics of the Sidney Baker bridge over the Guadalupe River	City, TXDOT	S	\$\$-\$\$\$	N/A	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C4.8	When and where reasonable, promote the preservation and/or renovation of historic homes/buildings by offering incentives and/or tax breaks	City, property owners	S and ongoing	\$\$	Various	Q
C4.9	Consider the installation of a roundabout at Clay and Schreiner with a design that incorporates the history of the city and/or sense of place	City	S	\$\$\$\$-\$\$\$\$\$	1	I, Q
C4.10	Evaluate the adoption of architectural guidelines to address building orientation and scale, design features, building materials, etc.	City with consultant assistance	S	\$\$	Various	Q
C4.11	Evaluate programs and funding strategies for public art installations	City, arts groups, possibly with consultant assistance	S-M	\$-\$\$	TBD	Q
C4.12	Consider slope and escarpment preservation measures	City, possibly with consultant assistance	S	\$-\$\$	Various	Q
<b>C5</b>	<b>Establish clear regulations for code enforcement and zoning, educate the public on the value and importance of property maintenance, and focus on proactive code enforcement and maintaining minimum property standards</b>					
C5.1	Enforce current minimum property standards for home/structure maintenance and increase proactive code enforcement	City	S and ongoing	\$	All	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C5.2	Partner with the Board of Realtors, neighborhood associations and other organizations for help in creating awareness about property maintenance standards	City, neighborhood associations, Chamber, Board of Realtors	S and ongoing	\$	All	Q
C5.3	Develop and present an information program to educate the community about property maintenance standards and responsibilities	City, neighborhood associations, Chamber and others	S	\$	All	Q
C5.4	Create a “code yellow hotline” to report questionable code compliance issues	City	S	\$-\$-\$	All	Q
C5.5	Implement an effective demolition program for substandard structures, including the adoption of the required ordinances	City	S	\$-\$	All	Q
C5.6	Consider adopting a vacant building registration pilot program	City, property owners, possibly with Chamber	S	\$-\$-\$	All	Q
C5.7	Consider establishing commercial corridor overlay districts on gateway corridors like Hwy. 16 and Hwy. 27, to include desired signage, architectural and urban design standards	City, possibly with consultant assistance	S	\$-\$-\$	1, 2, 3, 4, 6, 7, 10, 11	Q
C5.8	Review and amend the City’s sign ordinance for greater clarity, consistency and in support of Kerrville 2050 Guiding Principles	City with consultant assistance	S	\$-\$	All	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C5.9	Ensure that signs located on private property are compatible with the desired surrounding environment/ neighborhood and kept in good repair	City	S	\$-\$\$	All	Q
C5.10	Promote preservation and maintenance of existing trees (to include trimming and replacing)	City	S	\$-\$\$	All	Q
C5.11	Offer credit for preserving existing and desirable trees, but also incentivize removing undesirable or unhealthy trees and invasive plants	City	S	\$-\$\$	All	Q
C5.12	Engage third-party services to assist with the review and rewrite of existing City codes, including the zoning and subdivision ordinances and zoning map, to ensure they are consistent with and support Kerrville 2050	City with consultant assistance	S	\$\$-\$\$\$	All	Q
	<b>Neighborhood Connections</b>					
<b>C6</b>	<b>Celebrate and honor the character of each neighborhood and its culture; revitalize neighborhoods and create gathering places within them while avoiding the displacement of citizens and their cultures</b>					

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C6.1	Create a City-sponsored Neighborhood Council or Homeowners Association Presidents' Council and hold regular meetings to facilitate communication between the City and its residents and to encourage networking and the sharing of ideas among neighborhood leaders from different parts of the community	City, neighborhood associations	M	\$-\$\$	All	Q
C6.2	Develop a training/ orientation program to make better use of the Neighborhood Council/ Homeowners Association Presidents Council and to nurture future community leaders	City, neighborhood associations	M	\$-\$\$	All	Q
C6.3	Sponsor city-wide neighborhood events to bring people together to represent their neighborhoods in friendly competition	City, neighborhood associations and others	S and ongoing	\$\$	All	Q
C6.4	Promote weekend events or gatherings aimed at creating deeper personal connections between neighbors and a sense of belonging in their neighborhood	City, neighborhood associations and others	S and ongoing	\$-\$\$	All	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C6.5	Publish and air a feature series on Kerrville neighborhoods, their individual cultures and activities	City and local media	S-M and ongoing	\$\$	All	Q
C6.6	Promote a local history project, collecting pictures of people and events and documenting changes in neighborhoods around the community over time	City, neighborhood associations	S-M and ongoing	\$\$	All	Q
C6.7	Create neighborhood area plans appropriate to the uniqueness of particular parts of the city	City with consultant assistance	M	\$\$\$	All	Q
<b>C7</b>	<b>Promote walkability and complete streets, focusing on community health in the review of new development proposals and supporting pleasing, well-kept neighborhoods that maintain their value and help sustain economic development</b>					
C7.1	Develop/Update and implement a plan that includes accommodations for alternative types of travel (sidewalks/trails/bike paths and lanes) to connect gateways, neighborhoods, corridors, the river and other destinations	City, TXDOT with consultant assistance	S-L	\$\$\$-\$\$\$\$	All	Q, R, D
C7.2	Provide tax breaks or other incentives to individuals or developers for including elements that promote mobility and public health goals, such as walkability, complete streets, etc.	City, developers, KEDC, Chamber	M and ongoing	\$\$\$	All	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>C</b>	<b>COMMUNITY &amp; NEIGHBORHOOD CHARACTER / PLACEMAKING</b>					
C7.3	Preserve and enhance the walkable character of older neighborhoods	City	S and ongoing	\$\$-\$\$\$\$	Various	Q
C7.4	Partner with KPUB to retrofit older streets with street lighting, where appropriate	City with KPUB	S and ongoing	\$\$\$-\$\$\$\$\$	All	I, Q
C7.5	Work to increase lighting for residential areas, and add lighting to major roadways such as Holdsworth Drive where it is lacking	City with KPUB	S and ongoing	\$\$\$-\$\$\$\$\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
	<b>Safety and Quality of Life</b>					
M1	<b>Promote a safe, reliable, sustainable and affordable transportation system</b>					
M1.1	Work with Kerr County and TXDOT to amend and implement the City Thoroughfare Plan as necessary to support Kerrville 2050	City with TXDOT, Kerr County, possibly with AACOG and consultant assistance	S	\$-SS	All	I, Q
M1.2	Meet with TxDOT annually to develop and reaffirm roadway related priorities involving new construction	City with TxDOT	S and Ongoing	\$	All	I, Q
M1.3	Engage third-party services to assist with the review and rewrite of exiting City codes and ordinances, including the Transportation Plan, to ensure they support Kerrville 2050	City with consultant assistance	S	\$\$\$	All	I, Q, E, D, T
M1.4	Explore a variety of options, including bonds, to fund the construction of needed transportation improvements	City, Kerr County, TXDOT, AACOG, possibly with consultant assistance	S and Ongoing	\$-\$\$	All	I, Q, E, D, T
M1.5	Consider requiring traffic impact analyses for certain thresholds of residential and nonresidential development and zoning applications meeting specific criteria	City, possibly with consultant assistance	S	\$-\$\$	All	I, Q, E
M1.6	Develop a plan that would minimize cut-through commercial traffic in residential areas	City	S	\$	Various	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>M</b>	<b>MOBILITY / TRANSPORTATION</b>					
M1.7	Seek to limit driveways on primary roads for better access management and require private cross access for adjacent parking lots	City	S	\$	All	I, Q, E, D, T
M1.8	Consider forming a volunteer citizen traffic commission or enlist help from the Planning & Zoning (P&Z) Commission for transportation planning/traffic mitigation efforts	City to appoint commission or designate P&Z as advisory group	S	\$	All	I, Q
M1.9	Consider establishing a central transportation coordination council/office with personnel for problem solving, communication and collaboration	City, possibly with Kerr County, TXDOT, AACOG	S	\$	All	I, Q
<b>M2</b>	<b>Promote a transportation infrastructure that encourages safety and a healthy lifestyle</b>					
M2.1	Collect data on crashes and develop a list of high-priority traffic safety improvement locations	City, Kerr County, TXDOT, possibly with consultant assistance	S	\$-\$-\$	All	I, Q, E, D, T
M2.2	Make sure bike lanes are designed and laid out to encourage bicycle use and cyclists' safety	City, possibly with consultant assistance	S-M	\$-\$-\$	Various	I, Q, R, D, T
M2.3	Seek to install sidewalk and bike bridges at major crossings	City, possibly with Kerr County, TXDOT	S-M	\$\$\$\$	Various	I, Q, R, D, T
M2.4	Develop a plan that encourages and accommodates more sidewalks and ramps and addresses different lifestyles in different areas of town	City, possibly with Kerr County, TXDOT	S-M	\$\$-\$\$\$\$	All	I, Q, D, T
M2.5	Make Downtown roads more pedestrian-friendly	City, possibly with consultant assistance	S-M	\$\$\$	1	I, Q, R, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
M2.6	Promote the “No texting while driving” law	City, possibly with Kerr County, TXDOT	S	\$	All	I, Q, T
<b>M3</b>	<b>Place an emphasis on preserving and incorporating the natural environment and aesthetic features into transportation infrastructure planning and design for a more enjoyable user experience</b>					
M3.1	Improve the aesthetics of Sidney Baker bridge over the River	City, possibly with Kerr County and foundations or other organizations	S-M	\$\$\$-\$\$\$\$\$	1, 2	I, Q, R, D, T
M3.2	Respect and protect existing natural habitat to the extent possible with the construction of new transportation infrastructure	City, Kerr County, TXDOT	S and Ongoing	\$\$-\$\$\$\$	All	I, Q, R, D, T
M3.3	Utilize more volunteers, master gardeners, master naturalists, etc. to sponsor plantings and assist with upkeep of natural areas within roadway right-of-way	City with local organizations	S	\$	All	I, Q, T
M3.4	Encourage local businesses to plant trees along roadways as donations or to earn incentives such as tax breaks	City with Chamber and local businesses	S	\$	All	I, Q, T
M3.5	Look into adding shelters for school children and citizens at bus stops in busy locations	City, KISD and other schools, AACOG	S	\$\$	Various	I, Q
M3.6	Look at the possibility of installing a pedestrian-only bridge over the river at the dam	City, Kerr County	M	\$\$\$-\$\$\$\$\$	2	I, Q, R, D, T
M3.7	Re-examine the plan to build a boardwalk on the north side of the river	City	S-M	\$\$\$\$	1, 2	I, Q, R, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
M3.8	Examine current street design/ access requirements related to maximum length of streets given topographic challenges to development	City	S	\$	All	I, Q, H
<b>Maximizing the Existing Street Network</b>						
<b>M4</b>	<b>Place a high priority on the maintenance of existing streets</b>					
M4.1	Update the City's Pavement Management Plan	City	S	\$\$	All	I, Q
M4.2	Continue implementing the plan for street repairs, including a timeline and funding, based on the road conditions data collection and evaluation completed in 2016	City, Kerr County, TXDOT	S and ongoing	\$\$\$\$	All	I, Q
M4.3	Continue publishing the 5- and 10-year plan for street repairs with estimated annual costs	City, TXDOT	S and ongoing	\$	All	I, Q
M4.4	Examine the use of non-exclusive commercial solid waste franchises for haulers in support of street maintenance	City with solid waste haulers, possibly with legal assistance	S	\$-\$-\$	All	I, Q
M4.5	Consider current and future needs/plans for growth when street resurfacing and restriping occurs	City, TXDOT	S and ongoing	\$	All	I, Q
M4.6	Meet with TxDOT annually to develop and reaffirm roadway related priorities involving maintenance projects	City, TXDOT, possibly Kerr County	S and ongoing	\$	All	I, Q
M4.7	Better communicate with citizens as to how they can contact the appropriate departments about needed road and street repairs	City	S	\$	All	I, Q
M4.8	Develop and implement a street light master plan	City, KPUB, TXDOT	S and ongoing	\$\$\$\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
<b>M5</b>	<b>Consider policies and technology that mitigate traffic congestion and improve traffic flow</b>					
M5.1	Conduct periodic detailed transportation studies to identify potential investments to improve overall traffic operations and vehicular flow	City, Kerr County, TXDOT, possibly with consultant assistance	S and ongoing	\$\$\$	All	I, Q
M5.2	Monitor and update signal timing and synchronization annually	City, TXDOT, possibly with consultant assistance	S and ongoing	\$-\$\$\$	All	I, Q
M5.3	Utilize a blinking traffic light program during low traffic periods	City with consultant assistance	S and ongoing	\$-\$\$	All	I, Q
M5.4	Examine the possibility of adding more protected left-turn and free right-turn lanes at busy intersections	City, TXDOT, possibly with consultant assistance	S and ongoing	\$-\$\$\$	All	I, Q
M5.5	Review predominant new and free right-turn “smart” technology for traffic flow systems and begin incorporating that technology into all new and replacement traffic lights	City, possibly with TXDOT and consultant assistance	S and ongoing	\$-\$\$\$	All	I
M5.6	Develop and implement a new ROW ordinance and an access management policy for driveways, curb cuts, median openings, turn lanes, etc.	City, possibly with consultant assistance	S and ongoing	\$\$	All	I
M5.7	Develop driveway construction standards and review permit applicability	City, possibly with consultant assistance	S	\$-\$\$	All	I
M5.8	Develop a comprehensive policy for temporary closures of city streets	City, TXDOT	S	\$	All	I

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
M5.9	Improve management of oversize loads going through the City	City, TXDOT, Texas Department of Public Safety, Kerr County	S	\$	1, 2, 3, 4, 10, 11 (along Hwy. 27)	I
M5.10	Require the same type of street lights throughout the city for consistent functionality and better aesthetics	City, possibly with TXDOT	S-M and ongoing	\$\$\$-\$\$\$\$	All	I, Q
<b>Connectivity and Transportation Options</b>						
<b>M6</b>	<b>Develop a more comprehensive, multi-modal transportation plan that addresses both daily transportation needs and recreational interests (pedestrian, trails and bicycle, etc.) with an emphasis on filling gaps and creating interconnectivity for both local and tourist traffic</b>					
M6.1	Develop a multi-modal component in the Master Thoroughfare Plan that identifies the improvements necessary to accommodate alternative modes of travel (biking, walking, public transportation) and is designed to connect gateways, neighborhoods, corridors, the River and other destinations	City with consultant assistance	S-M	\$\$\$-\$\$\$\$	All	I, Q, E, R, D, T
M6.2	Provide for the use of multi-modal transportation to connect portions of the city that are separated from the remainder by physical barriers, such as the area north of I-10 and the area south of the Guadalupe River	City, TXDOT, AACOG, possibly with consultant assistance and existing and new private transportation service providers	S-M	\$\$\$-\$\$\$\$	5, 6	I, Q, E, R, D, T
M6.3	Explore adding another I-10 access	City, TXDOT, possibly with consultant assistance	M-L	\$\$\$\$	5 and east of 6	I, E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
M6.4	Develop a list of transportation priorities based not only on funding, but on the most needed improvements	City with Kerr County, TXDOT, AACOG	S and ongoing	\$	All	I
M6.5	Review and update the Sidewalk Master Plan	City with consultant assistance	M	\$\$-\$\$\$	All	I, Q
M6.6	Review and amend the City's sidewalk ordinance in consideration of Kerrville 2050 guiding principles and consistency with the existing or new sidewalk master plan	City, possibly with consultant assistance	S	\$\$	All	I, Q
M6.7	Evaluate a sidewalk fee-in-lieu program as part of the Sidewalk Master Plan review	City, possibly with consultants	S	\$\$	All	I
M6.8	Review new subdivision proposals for connectivity and relationship to the Transportation Plan and new trail/pedestrian/bicycle plans	City	S and ongoing	\$	All	I, Q
M6.9	Discuss potential Airport enhancements in an annual meeting of stakeholders	City, Kerr County, Airport stakeholders	S and ongoing	\$	11	I, E, T
M6.10	Pursue City/Airport access improvements	City, Kerr County, Airport Stakeholders, TXDOT, possibly with consultant assistance	M-L	\$\$\$\$	11	I, E, T
M6.11	Periodically review the feasibility of operating a shuttle or small bus fixed route/fixed schedule system within the Kerrville city limits.	City, possibly with AACOG and consultant assistance	S and ongoing	\$-\$\$	All	I, E, R, D, T
M6.12	Identify and plan for locations where traffic may increase in the future as modes of travel change	City	M-L	\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
M6.13	Consider installing electric car charging stations where appropriate	City, KPUB possibly AACOG	S-M	\$\$	All	I, Q, D, T
<b>M7</b>	<b>Accommodate and promote regional commuters and commuting options (for example, provision and use of park and ride lots)</b>					
M7.1	Advertise the availability of commuting options to/from nearby towns and cities	City, Kerr County, TxDOT, AACOG, Chamber, CVB, existing and new private transportation service providers	S	\$\$	All	I, E, T
M7.2	Consider constructing paved ride-share lots (park and rides) and providing wayfinding signs to direct users to them	City, TXDOT, AACOG, Kerr County	S-M	\$-\$\$\$	All	I, Q, E, J, T
<b>M8</b>	<b>Enhance efforts to educate the public regarding the variety of existing transportation options and plans for the future</b>					
M8.1	Work with licensed, registered providers of existing transportation systems to advise residents of the availability of their services, to include providing the information on the City's website	City, Chamber, existing and new private transportation service providers	S	\$	All	Q, T

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M	MOBILITY / TRANSPORTATION					
M8.2	Create a public service campaign, using all social media platforms, the mailing lists of partner groups—Chamber of Commerce, regional interagency network, other organizations—and traditional media such as newspaper and radio, to communicate with residents, businesses and visitors about all forms of transportation in Kerrville—public transportation, bike routes, walking routes, safe routes to school	City, Chamber, local media, other agencies and organizations, local businesses	S	\$	All	Q, E, T
M8.3	Investigate the possibility of attracting ride share services such as Uber and Lyft to Kerrville	City and ride share service providers	S	\$-\$\$\$	All	Q, E, D, T
M8.4	Provide rack cards around town with information about transportation services	City, Chamber and its members, business owners, hotel/ restaurant owners, other businesses, existing and new private transportation service providers	S	\$\$	All	Q, E, D, T
M8.5	Improve and increase attractive and unobtrusive wayfinding signs, including signage at transportation hubs	City, TXDOT, AACOG	S	\$\$-\$\$\$	All	Q, E, R, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
M	MOBILITY / TRANSPORTATION					
M8.6	Publicize existing park-and-ride and transit pick-up locations	City, TXDOT, AACOG, existing and new private transportation service providers	S-M	\$-\$	All	Q, E, R, J, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
	<b>Water Supply and Quality</b>					
<b>W1</b>	<b>Develop and maintain long-range water plans that prioritize infrastructure needs and identify funding sources, and take a regional approach to planning</b>					
W1.1	Update the City's water master plan to identify CIP solutions	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I, Q
W1.2	Determine short- and long-range timelines for increasing water supply (i.e., the amount to be added per period in accordance with the master plan)	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I, Q
W1.3	Identify and estimate the costs related to all potential sources of potable water	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I, Q
W1.4	Finalize design and modeling of direct potable water options, including identification of costs	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
W1.5	Examine the option of piping water in from well fields	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I
W1.6	Address areas with low fire flow in the City's CIP	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	Various	I, Q
<b>W2</b>	<b>In the development of the long-range water plan, anticipate growth, consider all sources and plan for future droughts</b>					
W2.1	Evaluate the possible installation of more aquifer storage and recovery (ASR) wells and try to capture river water that is being lost downstream	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I
W2.2	Include guidance from TWDB and TCEQ in the development of water source options	City, TWDB, TCEQ, possibly with consultant assistance	S	\$-\$\$	All	I
W2.3	Designate or establish a committee or organization to take a lead in retaining groundwater rights (securing well rights) in Kerr County	City, TWDB, TCEQ, Headwaters	S-M	\$-\$\$	All	I

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
W2.4	Working with developers, encourage community water systems within the City of Kerrville and larger Certificate of Convenience and Necessity (CCN) area to reduce the number of private wells	City, developers, Headwaters	S-M	\$	All	I, Q
W2.5	Collaborate with UGRA and others to mitigate the zebra mussel infestation and other invasive species issues in the city's water sources	City, UGRA, TPWD	S	\$-\$\$\$	All	I, Q
<b>W3</b>	<b>Address water quality challenges with proven solutions</b>					
W3.1	Examine all potential solutions to improving water quality that could be applicable to Kerrville	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S and ongoing	\$-\$\$\$	All	I, Q
W3.2	Explore the possibility of using electrocoagulation as a water treatment method	City, TCEQ with consultant assistance	S	\$\$	All	I, Q
W3.3	Examine pre-treatment options to reduce the presence of organisms at the water treatment plant	City, TCEQ with consultant assistance	S	\$\$	All	I, Q
W3.4	Examine the possibility of adopting maximum impervious cover limits and enhanced drainage design standards around/adjacent to the River to ensure water quality	City, UGRA, possibly with consultant assistance	S	\$-\$\$\$	1, 2, 3, 4, 6, 8, 10, 11	I, Q
W3.5	Improve water quality by addressing Trihalomethane (TTHM) contaminants	City, TCEQ with consultant assistance	S	\$\$\$\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
W3.6	Collaborate with UGRA and others in their efforts to reduce surface water pollutants and debris in the river	City, UGRA with property owners and others	S and ongoing	\$\$-\$\$\$\$	1, 2, 3, 4, 6, 8, 10, 11	I, Q
W3.7	Plan for redundancy and looping of water lines to keep the water in supply lines fresh, recognizing that it may not always be practical on smaller properties	City, developers	S and ongoing	\$\$\$\$-\$\$\$\$\$	All	I, Q
<b>W4</b>	<b>Preserve natural riparian areas</b>					
W4.1	Map current riparian areas and determine potential future impacts associated with the potential loss of these areas and establish minimum and optimum sizes for riparian zones	City, UGRA, possibly with consultant assistance	S	\$-\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R
W4.2	Pursue zoning ordinance amendments to support riparian area protection	City, UGRA, possibly with consultant assistance	S	\$-\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R
W4.3	Pursue partnership agreements to protect riparian areas	City, Kerr County, UGRA, property owners	S and ongoing	\$-\$\$\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R
W4.4	Encourage the establishment of a riparian protection zone in the floodplain permitting process to address water quality considerations	City, UGRA, Kerr County, property owners	S	\$-\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R
W4.5	Consider adding water quality review to the floodplain permitting process	City	S and ongoing	\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R
W4.6	Develop standard maintenance protocols for riparian areas, including the option of leaving the areas in a natural condition	City, property owners, UGRA, Kerr County	S and ongoing	\$-\$\$	1, 2, 3, 4, 6, 8, 10, 11	I, Q, R, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
W4.7	Restore damaged riparian areas in riverside parks	City, UGRA, Kerr County	M and ongoing	\$\$-\$\$\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R, T
W4.8	Remove exotic water fowl that graze riparian areas	City, UGRA, TPWD	S and ongoing	\$-\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R, T
W4.9	Establish grow zones/no mow zones in riverside parks	City, Kerr County	S	\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R, T
W4.10	Use a riparian-specific seed mix to revegetate disturbed areas	City, Kerr County	S and ongoing	\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R, T
W4.11	Increase the height of the mower blade used in public parks	City, Kerr County	S and ongoing	\$	Various	Q, R, T
W4.12	Inventory Guadalupe River invasive plants; start Phase 1 mitigation procedures upstream and work downstream	City, Kerr County, UGRA, TPWD, property owners	S and ongoing	\$\$-\$\$\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R, T
W4.13	Collaborate with UGRA and others to mitigate carrizo cane and other invasive species problems in the river watershed	City, Kerr County, UGRA, TPWD, property owners	S and ongoing	\$\$-\$\$\$\$	1, 2, 3, 4, 6, 8, 10, 11	Q, R, T
	<b>Wastewater Management</b>					
<b>W5</b>	<b>Update and maintain the City's long-range plan for wastewater management, addressing and prioritizing infrastructure needs and identifying funding sources</b>					
W5.1	Update the City's wastewater master plan to identify CIP solutions	City, TWDB, state and local stakeholders and agencies, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I, Q
W5.1	Enhance KLS basin capacity and improve service reliability	City, TWDB	M	\$\$\$\$	Various	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
W5.2	Replace Legion Lift Station for reliability and greater capacity to accommodate growth	City, TWDB	S	\$\$\$\$	Various	I, Q
<b>W6</b>	<b>Consider alternative solutions to standard wastewater service methods to address specific conditions and for cost effectiveness</b>					
W6.1	Consider hybrid septic/sewer options, pressurized in hilly areas	City with consultant assistance	S and ongoing	\$\$	Various	I, Q
W6.2	Develop potential regulations and criteria for the use of alternative sewer service in challenging locations	City with consultant assistance	S and ongoing	\$\$	Various	I, Q
	<b>Stormwater/Drainage Management</b>					
<b>W7</b>	<b>Develop and maintain a long-range plan for stormwater/drainage management, addressing and prioritizing infrastructure needs and identifying funding sources</b>					
W7.1	Take a holistic approach to stormwater/drainage management based on the level of growth anticipated in the Kerrville 2050 plan	City with consultant assistance	M and ongoing	\$\$-\$\$\$\$	All	I, Q, E
W7.2	Update the City's floodplain ordinance to be consistent with Kerrville 2050	City, possibly with consultant assistance	S	\$\$-\$\$\$	1, 2, 3, 4, 6, 8, 10, 11	I, Q, E
W7.3	Explore a variety of options, including bond funding or city-wide drainage fees, to address drainage infrastructure concerns	City, TWDB, possibly with consultant assistance	S	\$\$-\$\$\$	All	I, Q, E
W7.4	As a part of the drainage plan, focus on regional versus single-site detention	City, possibly with consultant assistance	S	\$\$-\$\$\$\$	All	I, Q, E
W7.5	Consider allowing a fee in lieu of improvements for development of regional detention versus on-site detention	City	S	\$	All	I, Q, E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
<b>W8</b>	<b>Focus more on on-site green/bio stormwater infrastructure to support water quality and quantity goals</b>					
W8.1	Establish reasonable guidelines or standards to encourage more green infrastructure	City, possibly with consultant assistance	S	\$-\$\$	All	I, Q, E
W8.2	Develop drainage design guidelines or standards (including “green” design options), on-site retention requirements and water quality standards	City, possibly with consultant assistance	S	\$-\$\$	All	I, Q, E
W8.3	Provide incentives such as reductions in impervious cover calculations and future drainage fees for the use of responsible green infrastructure	City, possibly with consultant assistance	M	\$-\$\$	All	I, Q, E
	<b>Education and Innovation</b>					
<b>W9</b>	<b>Enhance efforts aimed at water conservation, better stormwater management on private property and measures such as rain harvesting and other innovative approaches to help manage water usage</b>					
W9.1	Provide financial or other incentives for rainwater harvesting	City, UGRA, Texas AgriLife and others	S	\$\$	All	I, Q, E
W9.2	Consider ordinances that allow greywater for residential, commercial and other applications and explore new uses for reuse water	City, possibly with consultant assistance	M	\$-\$\$	All	I, Q, E
W9.3	Maximize the use of surface water in the city and surrounding areas to help maintain groundwater levels	City	S	\$-\$\$	All	I, Q
W9.4	Label storm drains citywide to reduce/eliminate dumping of grass clippings and other waste	City, UGRA	S	\$\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
W9.5	Implement a strong water conservation plan to include additional conservation measures and programs	City and others	S	\$-\$\$	All	I, Q, E
<b>W10</b>	<b>Expand ongoing education efforts regarding water issues</b>					
W10.1	Establish a citizen advisory committee for water supply and conservation policy	City	S	\$	All	I, Q
W10.2	Educate the public on current water and sewer usage	City with homeowners associations and other local partner organizations and possibly Texas AgriLife	S	\$	All	I, Q
W10.3	Establish a committee to develop conservation programs to educate the community, particularly young people	City with Texas AgriLife, homeowners associations and other local partner organizations	S	\$	All	I, Q
W10.4	Model the worst-case drought scenario and provide education to citizens around facts and impacts	City with consultants, homeowners' associations and other local partner organizations, possibly Texas AgriLife	S	\$-\$\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>W</b>	<b>WATER, WASTEWATER &amp; DRAINAGE</b>					
<b>W11</b>	<b>Encourage water conservation through the use of xeriscape and other low-irrigation, low-maintenance landscape techniques</b>					
W11.1	Lead by example through City use of xeriscape demonstration areas, pilot projects, etc.	City, Texas Agrilife and others	S	\$\$-\$\$\$	All	I, Q
W11.2	Offer education to encourage transition from turf to native grass landscape and the use of permeable hardscape materials and low water use vegetation	City, Texas Agrilife and others	S	\$-\$\$	All	I, Q
W11.3	Establish a recognition program for commercial and individual “water wise” customers	City	S-M	\$-\$\$	All	I, Q
W11.4	Provide audits to interested landowners, businesses and households interested in responsible indoor and outdoor water use	City, possibly with others	S	\$-\$\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
F	PUBLIC FACILITIES & SERVICES					
	<b>Efficient and Effective Service Delivery</b>					
<b>F1</b>	<b>Commit to maintaining high-quality, cost-effective public services and facilities consistent with anticipated growth, and ensure cost-effective use and maintenance of these assets</b>					
F1.1	Update the City's facilities and space needs plan	City with consultant assistance	S and ongoing	\$\$	Various	I, Q
F1.2	Enhance the use of technology for work order tracking, inspections, etc.	City, possibly with consultant assistance	S and ongoing	\$\$-\$\$\$\$	All	I, E
F1.3	Implement a city-wide customer response management system to allow citizens to track the progress of requests for service	City, possibly with consultant assistance	S and ongoing	\$\$-\$\$\$\$	All	I, Q, E
F1.4	Continue training of City employees in LEAN/Six Sigma practices to improve processes, reduce waste and eliminate error in provision of services city-wide	City	S and ongoing	\$	All	Q
F1.5	Continue Baldrige journey in support of fostering excellent services	City	S and ongoing	\$-\$\$\$	All	Q
F1.6	Encourage the formation of a broker/developer/builder roundtable through the Chamber or other entity for the purpose of regular input on the City's development practices and processes	Chamber or other entity	S and ongoing	\$	All	E
F1.7	Continue to evaluate Development Services processes and enhance the consistency and timeliness of services	City	S and ongoing	\$\$\$\$	All	E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>F</b>	<b>PUBLIC FACILITIES &amp; SERVICES</b>					
F1.8	Develop a scorecard for Development Services to get feedback and track progress on improvements	City	S and ongoing	\$	All	E
F1.9	Evaluate a possible transition to automated water meter infrastructure and potential funding partnerships	City, possibly with KPUB	S	\$-\$\$\$\$	All	I
F1.10	Launch formal paid internship for the use of interns to assist with staffing needs and succession planning	City with Schreiner University, KISD and other schools	S	\$\$	All	Q
<b>F2</b>	<b>Place the highest priority on public safety (police, fire, EMS)</b>					
F2.1	Devote the necessary resources (funding, equipment) to ensure quality fire, police and EMS services	City	S and ongoing	\$\$\$-\$ \$\$\$\$	All	I, Q
F2.2	Establish benchmarks to quantify services and set local goals for the provision of public safety for communities of comparable size	City	S and ongoing	\$	All	Q
F2.3	Commission a study for the scope, needs and placement of a new public safety building/complex	City with consultant assistance	S	\$\$	TBD	I, Q
F2.4	Consider bond funding for a new public safety building/complex	City, possibly with consultant assistance	S-M	\$-\$\$\$\$	TBD	I, Q
F2.5	Encourage more public safety programs for schools and home school sites	City, KISD and other schools	S	\$-\$\$	All	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
F	PUBLIC FACILITIES & SERVICES					
<b>F3</b>	<b>Address long-term technology needs through public-private partnerships to support public safety, information services and the library</b>					
F3.1	Develop an Information Technology (IT) Master Plan that identifies best practices for technology partnerships, public safety, information services, and library services	City, possibly with consultant assistance	S	\$-\$\$\$	All	I, Q
F3.2	Develop an interdepartmental task force for IT facilities	City	S	\$	All	I
F3.3	Evaluate the potential to partner with KPUB and others on fiber optic data infrastructure	City, KPUB, communications providers	S	\$-\$\$\$\$	All	I, Q
F3.4	Promote Wi-Fi-accessible things for visitors to see and do	City, CVB	S	\$\$-\$\$\$\$	All	I, Q
<b>F4</b>	<b>Support responsible long-range waste management policies and practices</b>					
F4.1	Successfully permit expansion of the city's landfill so that space is available if needed	City, TCEQ	S-M	\$\$\$	All	I, Q
F4.2	Provide plans for reuse of the landfill post-closure	City with consultant assistance	L	\$\$	8	I, E
F4.3	Examine use of non-exclusive commercial solid waste franchises for haulers in support of street maintenance	City, solid waste haulers, possibly with consultant assistance	S	\$-\$\$\$	All	I
F4.4	Get school children more involved with recycling	City with KISD and other schools, possibly Texas AgriLife, Kerr County Soil and Water Conservation District and others	S	\$-\$\$\$	All	I, Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
F	PUBLIC FACILITIES & SERVICES					
<b>F5</b>	<b>Consider opportunities for interlocal agreements and collaborations with other government entities and partner agencies for the provision of services</b>					
F5.1	Establish and maintain consistent communication and partnerships with Kerr County governmental entities to enhance service delivery and expand services as needed	City, Kerr County	S	\$	All	I, Q
F5.2	Evaluate the impacts of the new agreement with Kerr County to provide library services and make adjustments to operations, funding and user policies as necessary	City, Kerr County	S and ongoing	\$	All	I, Q
F5.3	Establish a forum for nonprofit organizations and agencies to communicate and collaborate with the City to develop and expand community-oriented services as growth may demand	City, non-profits	S	\$	All	Q
F5.4	Seek more collaboration with service groups to assist homeowners who have needs but limited funds and/or physical challenges	City, non-profits	S	\$-\$-\$	All	Q
F5.5	Develop a transportation program in partnership with other agencies to serve elderly persons who no longer drive so that they are able to continue living a full life	City, non-profits, AACOG, existing and new private transportation service providers	S	\$-\$-\$-\$	All	Q

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
F	<b>PUBLIC FACILITIES &amp; SERVICES</b>					
	<b>Public Facilities and the Built and Natural Environment</b>					
F6	<b>Focus close attention on building architecture and scale to preserve Kerrville's small-town charm</b>					
F6.1	Finalize and implement design/development specifications for City buildings and sites, including guidelines and standards consistent/compatible with the look and small-town charm of Kerrville	City with consultant assistance	S	\$\$	All	Q, E, D, T
F6.2	Limit the height and elevation of new buildings so as not to detract from the beauty and feel of a small town	City, possibly with consultant assistance	S	\$\$	All	Q, E, D, T
F6.3	Consider building design that attracts families to Kerrville businesses	City, possibly with consultant assistance	S	\$\$	All	Q, E, D, T
F6.4	Enhance the access, functionality, safety and appearance of the Downtown parking garage	City, possibly with consultant assistance	S	SS\$	1	I, Q, E, D, T
F7	<b>Be thoughtful when considering land uses and provide facilities and services that promote and enhance local parks, green spaces and the River Trail</b>					
F7.1	Establish a long-term plan for each public facility/site to promote and enhance nearby parks, green spaces or trails	City, possibly with consultant assistance	M	\$\$	Various	I, Q
F7.2	Add and/or improve parks to encourage the development of housing nearby	City, foundations, non-profits, possibly with consultant assistance	S and ongoing	\$\$-\$\$\$\$	Various	I, Q, H

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
F	<b>PUBLIC FACILITIES &amp; SERVICES</b>					
F7.3	Develop a marketing effort or an app with maps, GPS tracking and a “You are Here” locator to promote the use of Kerrville parks and recreation amenities and to make it easy to find green space	City, possibly with CVB, Chamber	S and ongoing	\$\$	Various	Q
<b>F8</b>	<b>Place a stronger focus on public health through enhanced code enforcement, including providing for the demolition, clean-up and improvement of derelict properties to meet minimum standards</b>					
F8.1	Continue to develop and offer incentives to encourage the demolition of derelict/ substandard buildings, and use code enforcement to ensure that owners maintain their properties to minimum standards	City	S and ongoing	\$\$-\$\$\$\$	All	Q, E, D, T
F8.2	Encourage the public to get involved in clean-up efforts in their areas	City, Chamber, neighborhood associations, other organizations	S and ongoing	\$	All	Q, E, D, T
<b>F9</b>	<b>Recognize public services and facilities as potential catalysts for growth and redevelopment that can promote economic development and cultural enrichment</b>					
F9.1	Develop site-specific catalyst plans for public facilities to spur growth, redevelopment and cultural enrichment	City with consultant assistance	S-M	\$\$	Various	I, Q, E, J, D, T
F9.2	Develop a marketing effort to support unique economic development efforts near public facilities	City with consultant assistance	S-M	\$\$	Various	E, J

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
F	PUBLIC FACILITIES & SERVICES					
F9.3	Target public investment for facilities and infrastructure toward areas where mixed-use and redevelopment is desired	City, Kerr County, TXDOT, KPUB, KISD	S and ongoing	\$\$\$-\$\$\$\$	Various	I, E, R, D
F9.4	Redevelop A.C. Schreiner Mansion to be a river-facing venue	City, foundations and other donors, anchor tenants, possibly with consultant assistance	S-M	\$\$\$-\$\$\$\$	1	Q, E, R, D, T
F9.5	Engage third-party services to assist with the review and rewrite of existing City codes to support Kerrville 2050	City with consultant assistance	S	\$\$	All	E

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
P	PARKS, OPEN SPACE & THE RIVER CORRIDOR					
	<b>Respect for the Natural Environment</b>					
P1	<b>Enhance the aesthetics and mitigate the ecological impacts of development on the River corridor while preserving scenic views and the natural beauty of the area</b>					
P1.1	Raise public awareness regarding the value of Kerrville's natural beauty to the community	City, TPWD, UGRA, Chamber, CVB, others	S	\$-\$\$\$	All	Q, R
P1.2	Encourage new businesses to connect and embrace a connection to the River	City with business owners	S and ongoing	\$-\$\$\$	1, 2, 3, 4, 10	Q, E, R, D
P1.3	Consider zoning regulations that require new and remodeled businesses to enhance the appearance of any portion of a building and all outside activities that face onto the River	City	S and ongoing	\$-\$\$\$	1, 2, 3, 4, 10, 11	Q, E, R, D
P1.4	Consider establishing a maximum building height, perhaps tailored to varying topographic conditions in different parts of the community, that takes into account the view of the hills in the surrounding area	City	S and ongoing	\$\$	All	Q, E, T
P1.5	Minimize the impacts of industrial uses on the river corridor by buffering these activities with vegetation and setback (distance), paying careful attention to techniques that minimize contaminants in stormwater runoff	City	S and ongoing	\$\$	1, 2, 3, 4, 10, 11	Q, R
P1.6	Recruit local companies to adopt a section of the river and encourage employees to participate in periodic maintenance of the area	City, UGRA, Chamber	S and ongoing	\$-\$\$\$	1, 2, 3, 4, 10, 11	Q, R

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<b>P</b>	<b>PARKS, OPEN SPACE &amp; THE RIVER CORRIDOR</b>					
P1.7	Develop a tree preservation ordinance	City, possibly with consultant assistance	S	\$-\$\$\$	All	Q
P1.8	Create a tree planting plan for streets, drainageways, medians, bike/pedestrian routes and other public places, including the river corridor	City with consultant assistance	M	\$\$-\$\$\$\$	All	I, Q
P1.9	Implement “green” design standards for drainage systems	City, possibly with consultant assistance	S	\$-\$\$\$	All	I, Q, E
P1.10	Collaborate with UGRA and others to mitigate invasive species problems in the River watershed	City, UGRA, other appropriate state agencies	S and ongoing	\$-\$\$\$	All	I, Q
P1.11	Collaborate with UGRA and others to reduce surface water pollutants and debris in the Guadalupe River	City, UGRA, other appropriate state agencies	S and ongoing	\$\$-\$\$\$\$	All	I, Q
P1.12	Explore establishing an urban forestry program and enroll in the Tree City USA program	City, Arbor Day Foundation	M	\$\$-\$\$\$\$	All	Q
<b>P2</b>	<b>Identify, educate and promote the use of natural and native flora and fauna on private property and in public spaces</b>					
P2.1	As part of a landscape ordinance, incorporate a palette of preferred plant materials suitable to the local climate and effective at improving the streetscape and producing shade over areas with sidewalks and/or benches	City	S	\$-\$\$\$	All	Q
P2.2	Use only native plant species in the landscaping on all city properties to set an example (i.e., use red buds instead of crepe myrtles)	City	S and ongoing	\$\$-\$\$\$\$	All	Q

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P	<b>PARKS, OPEN SPACE &amp; THE RIVER CORRIDOR</b>					
P2.3	Produce a series of media articles, for print and social media, on native flora and fauna	City, possibly with Texas AgriLife	S and ongoing	\$\$	All	Q
P2.4	Create a public education campaign or display of native flora and fauna	City with local media, Riverside Nature Center, possibly with Texas AgriLife	S and ongoing	\$\$	All	Q
P2.5	Consider hosting workshops, special events and giveaways to promote the use of native flora in local landscapes	City with Texas AgriLife, Riverside Nature Center, possibly with local nurseries and landscapers	S and ongoing	\$-\$-\$	All	Q
<b>P3</b>	<b>Preserve and protect the natural riparian buffer (natural vegetation surrounding river) and ensure that development prioritizes environmental responsibility and a respect for natural areas</b>					
P3.1	Improve natural storm water filtration by applying best management practices in riparian buffer areas to mitigate negative impacts by preserving an adequate buffer zone, preventing disturbance, minimizing sedimentation, excluding pollutants, preserving habitat, etc.	City	S and ongoing	\$\$-\$-\$-\$	All	I, Q, R, D, T
P3.2	Renew the Environmental Education Committee to educate the public	City	S-M	\$	All	I, Q, R

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P	<b>PARKS, OPEN SPACE &amp; THE RIVER CORRIDOR</b>					
P3.3	Educate the public about the importance and function of riparian buffers along the river and creeks	City, TPWD, Kerr County Soil and Water Conservation District, Texas AgriLife	S and ongoing	\$\$	All	I, Q, R
P3.4	Create a wildflower prairie—buy seeds and place “don’t mow” signage	City	S-M and ongoing	\$\$-\$\$\$\$	TBD	Q, T
P3.5	Create educational stopping stations along city trails and walking paths with plant identification and other information about the natural environment	City with TPWD, Riverside Nature Center	S-M	\$\$	Various	I, Q, R, T
P3.6	Encourage the removal of undesirable plant species, such as cedar and chinaberry	City	S and ongoing	\$\$	All	Q
<b>Regulations and Funding</b>						
P4	<b>Update the Parks Master Plan, other applicable codes and ordinances and capital planning and funding priorities to support Kerrville 2050</b>					
P4.1	Develop a new Parks Master Plan that rethinks parks, recognizing their social, recreational, ecological and public health benefits	City with consultant assistance	S and ongoing	\$\$-\$\$\$\$	All	Q
P4.2	Engage third-party services to assist with the review and rewrite of existing City codes, including zoning requirements and the park dedication ordinance, to ensure they align with Kerrville 2050	City with consultant assistance	S	\$\$	All	Q, E
P4.3	Evaluate the park dedication ordinance requiring future residential subdivisions to set aside adequate green space	City with consultant assistance	S and ongoing	\$\$	Various	Q, H

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>P</b>	<b>PARKS, OPEN SPACE &amp; THE RIVER CORRIDOR</b>					
P4.4	Amend the park dedication ordinance to further promote improvements to existing and future parks	City with consultant assistance	S and ongoing	\$\$	Various	Q, T
P4.5	Develop a River Corridor Overlay district to regulate or guide land use, building location and orientation, building appearance, landscaping, parking, service areas and other site elements to preserve or enhance the character of the river corridor	City with consultant assistance	S and ongoing	\$\$-\$\$\$\$	1, 2, 3, 4, 10, 11	Q, E, R, D, T
P4.6	Implement a landscape ordinance that provides credit for preserving existing desirable trees	City with consultant assistance	S and ongoing	\$\$	All	Q
P4.7	Consider the use of innovative approaches to funding park acquisitions and improvements, including grants from federal and state agencies and local organizations, bond sales and implementing conservation easements to preserve open space and natural areas	City, federal and state agencies, foundations and other donors, property owners, possibly with consultant assistance	M and ongoing	\$	Various	Q
P4.8	Evaluate the desirability of a Night Sky ordinance	City, possibly with consultant assistance	S-M	\$-\$\$\$\$	1	Q, D, T
<b>P5</b>	<b>Focus on enhancing/investing in existing parks, their purpose or repurpose and improving accessibility before acquiring land for new parks</b>					
P5.1	Plan for more recreational amenities along the river	City, possibly with consultant assistance	S and ongoing	\$\$-\$\$\$\$	1, 2, 3, 4, 10, 11	Q, R, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
P	PARKS, OPEN SPACE & THE RIVER CORRIDOR					
P5.2	Explore a variety of options, including bonds, to fund park facility needs and to enhance River Trail connections	City	S and ongoing	\$-\$\$\$\$	1, 2, 3, 4, 10, 11	Q, R, D, T
P5.3	Using social media, traditional media and customer surveys, ask residents what park facilities and programs they want, and strive to provide them	City with local media	S	\$-\$\$	All	Q
P5.4	Improve the aesthetics of the Sidney Baker bridge over the river	City, TXDOT	S	\$\$-\$ \$\$\$\$	1	I, Q, R, D, T
P5.5	Complete a feasibility study and consider bond funding and local partnerships with KISD and Schreiner University to rebuild/build the city's Olympic pool and aquatics amenities	City, KISD, Schreiner University	S	\$\$-\$ \$\$\$\$	All	Q
P5.6	Improve access to Lake Nimitz as a recreational amenity	City, possibly with TPWD, developers and business owners	S	\$\$-\$ \$\$\$\$	3, 4	Q
P5.7	Look at potential bond funding for enhancements and improvements to basic infrastructure at Kerrville Schreiner Park	City	S	\$-\$\$\$\$	All	I, Q
P5.8	Consider a study for the feasibility of a city recreation center	City with consultant assistance	M-L	\$\$	All	I, Q
P5.9	Develop open space guidelines relative to new development with different Place Types	City with consultant assistance	S	\$\$	All	Q, E, H
P5.10	Improve/Add to Carver Park pavilion restrooms and encourage greater community involvement in this park	City	S-M	\$\$\$	All	I, Q

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P	PARKS, OPEN SPACE & THE RIVER CORRIDOR					
P5.11	Explore potential bond funding for enhancements to the Scott Schreiner Golf Course related to replacing the greens and renovating the bathrooms	City	S-M	\$\$\$-\$\$\$\$	All	I, Q
P5.12	Look at community partnerships for support of the City's golf course	City with Schreiner University, KISD and other schools, foundations, other local organizations	S-M	\$-\$\$	All	I, Q
P5.13	Consider repurposing the Singing Winds ball parks	City, possibly with consultant assistance	M	\$-\$\$\$\$	8, 9	I, Q
P5.14	Increase programming at Louise Hayes/Lehmann-Monroe Parks (i.e., concerts, crafts or food, etc.)	City	S and ongoing	\$\$	1, 2	Q
P5.15	Improve signage for Cypress Park and Knapp Park	City, TXDOT	S	\$\$	3,4	I, Q
P5.16	Explore public Wi-Fi enhancements in the Olympic Pool/Kerrville Schreiner Park/ Kerrville Sports Complex/Louise Hays Park/Downtown areas	City with communications providers	S	\$\$-\$\$\$\$	1, 2, 3, 4, 5, 8, 9	I, Q, E
P5.17	Identify potential parkland/open space opportunities in the ETJ	City with property owners	S and ongoing	\$-\$\$\$\$	ETJ	I, Q
P5.18	Avoid the acquisition or development of public pocket parks due to high maintenance costs and low utilization	City	S and ongoing	\$	All	I

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
P	PARKS, OPEN SPACE & THE RIVER CORRIDOR					
	<b>Connecting People and Places</b>					
P6	<b>Focus on connecting businesses, neighborhoods, major destinations and other amenities with parks, open spaces and the River corridor</b>					
P6.1	Develop/Update and implement a plan that accommodates alternative modes of travel (sidewalks/trails/bike paths and lanes) to connect gateways, neighborhoods, corridors, the river and other destinations	City, TXDOT with consultant assistance	S-L	\$\$-\$ \$\$\$\$	All	I, Q, R, D, T
P6.2	Add bike and pedestrian safe routes for better access to the River Trail	City, TXDOT	S-M	\$\$-\$ \$\$\$\$	Various	I, Q, R, D, T
P6.3	Create a pedestrian/bike connection from Schreiner University to the River Trail	City, possibly with Schreiner University	S-M	\$\$\$\$	1, 2, 3, 4, 9, 10, 11	I, Q, R, D, T
P6.4	Improve the signage on all trails	City	S-M	\$\$-\$\$\$\$	Various	I, Q, R, D, T
P6.5	Continue developing a vision/plan and identify funding options to extend the River Trail	City, Kerr County, TXDOT, TPWD	S and ongoing	\$\$\$-\$ \$\$\$\$	1, 2, 3, 4, 5, 10, 11	I, Q, R, D, T
P6.6	Partner with Riverside on programming and support	City, Riverside Nature Center	S-M	\$\$-\$\$\$\$	All	Q
P6.7	Encourage an art program or other enhancements for the walls under the Sidney Baker bridge; i.e., history like the lumber mill in Ingram	City with local arts groups and possibly foundations	S	\$\$	1	I, Q, R, D, T
P6.8	Implement a façade and river access grant program	City, property owners	S and ongoing	\$\$	1, 2, 3, 4, 10, 11	Q, E, R, D, T
P6.9	Work with the KEDC to ensure preservation of the riparian buffer when recruiting and reviewing new development opportunities	City, KEDC, developers	S and ongoing	\$	1, 2, 3, 4, 10, 11	Q, E, R

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
P	PARKS, OPEN SPACE & THE RIVER CORRIDOR					
<b>P7</b>	<b>Promote and market all City parks and recreation amenities, including the Guadalupe River</b>					
P7.1	Incorporate the River into all advertising promotions	City with Chamber, CVB, local media, possibly with consultant assistance in the beginning	S and ongoing	\$-\$\$\$	All	E, R
P7.2	Develop a well-planned specific media campaign to promote the River to locals and tourists	City with Chamber, CVB, local media possibly with consultant assistance in the beginning	S	\$-\$\$\$	All	R, T
P7.3	Develop a brochure promoting the Guadalupe River, similar to other brochures at the Visitors Center	City with Chamber, CVB, local media possibly with consultant assistance in the beginning	S	\$-\$\$\$	All	R, T
P7.4	Create an app for residents and visitors to enable them to find and use parks and open space	City with consultant assistance	S	\$-\$\$\$	All	Q, R, T
P7.5	Provide information to the public on water quality testing of the river	City, UGRA	S	\$	All	Q, R, T
P7.6	Establish signage/kiosks with historical data for river sites	City, foundations, local organizations	M	\$\$-\$\$\$\$	1, 2	Q, R, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
P	PARKS, OPEN SPACE & THE RIVER CORRIDOR					
<b>P8</b>	<b>Provide recreational opportunities for people of all ages and abilities, both residents and tourists</b>					
P8.1	Identify and promote areas of the river for tubing, floating, zip line, kayak, paddle boats, etc. by providing maps and signage	City, TXDOT	S and ongoing	\$-\$\$\$	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	Q, R, D, T
P8.2	Work with local health and fitness businesses to utilize parks as outdoor venues for fitness classes (yoga, Zumba)	City and local businesses	S	\$-\$\$\$	Various	Q
P8.3	Enhance park programming for public gatherings/events	City	S and ongoing	\$\$-\$\$\$\$	All	Q, R, D, T
P8.4	Examine the establishment of a Sports Commission to promote more recreational and sporting events in and around Kerrville	City, KEDC, CVB, Chamber, sports organizations	S-M	\$-\$\$\$	N/A	Q, E, T
P8.5	Facilitate or expand more City activities around the river, especially during cooler times of the year	City, possibly with local arts and other organizations	S and ongoing	\$-\$\$\$\$	1, 2, 3, 4	Q, R, D, T
P8.6	Establish lighted Christmas walk along the River Trail	City, KPUB, CVB, Downtown business owners, foundations	S and ongoing	\$\$-\$\$\$\$	1, 2, 3, 4	Q, D, T
P8.7	Consider a study for the feasibility of a city recreation center	City with consultant assistance	M-L	\$\$	All	Q
P8.8	Enhance the existing Lehmann-Monroe dog park, and add a second fenced dog park	City	S-M	\$\$	2, TBD	Q, R, D
P8.9	Expand paddle boat operations and provide them at all other river parks	City	S	\$\$	1, 2, 3, 10	Q, T
P8.10	Explore the development and potential bond funding of a kayak trail along the Guadalupe River	City, possibly TPWD	M	\$\$\$\$-\$\$\$\$\$	1, 2, 3, 4	Q, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
P	PARKS, OPEN SPACE & THE RIVER CORRIDOR					
P8.11	Evaluate the creation of a zip line feature along the Guadalupe River/Tranquility Island, possibly from Downtown	City	S-M	\$\$-\$ \$\$\$\$	1, 2	Q, D, T
P8.12	Establish a First Tee youth golf program	City	S-M	\$\$	All	Q, T
P8.13	Longer term, establish regular park patrol for safety (bike or mounted) with signage	City, others	M-L	\$\$-\$\$\$\$	1, 2, 3, 4, 10, 11	Q, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	DOWNTOWN REVITALIZATION					
	<b>Kerrville Character</b>					
<b>D1</b>	<b>Create a “living room” for the community and a “front door” for visitors—a full-service destination that attracts anchor uses and increased residential and mixed-use development</b>					
D1.1	Proactively address code enforcement issues in the Downtown area	City	S and ongoing	\$-\$-\$	1	Q, D, T
D1.2	Develop a Downtown urban design/streetscape plan or set of guidelines that accommodates wider sidewalks, outdoor gathering spaces, street trees and landscaping (such as at the corner of Earl Garrett and Water Street), lighting, signage, street furniture and other pedestrian-friendly amenities	City with consultant assistance	S	\$-\$	1	Q, D, T
D1.3	Ensure that the streetscape plan accommodates outdoor/patio dining, including the use of right-of-way where feasible subject to the required easements	City with consultant assistance	S	\$-\$	1	Q, D, T
D1.4	Consider installing iconic artwork in the Downtown	City with foundations, donors, arts groups	S and ongoing	\$-\$-\$	1	Q, D, T
D1.5	Encourage Kerr County to follow the City’s lead and improve the appearance of the courthouse	City with Kerr County	M	\$-\$-\$-\$-\$ \$-\$-\$-\$-\$	1	Q, D, T
D1.6	Support new anchors in the Downtown, such as the A. C. Schreiner Mansion or the Arcadia, to increase public and visitor traffic	City with property owners	S-M	\$-\$-\$-\$	1	Q, E, j, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	DOWNTOWN REVITALIZATION					
D1.7	Support the conversion of the Arcadia Theater to a live music event venue	Property owner	S-M	\$-\$\$\$\$	1	Q, E, D, T
D1.8	Provide a walk-in Downtown (Main Street or similar) office with information highlighting what to do Downtown	City, CVB	S-M	\$\$-\$\$\$	1	E, D, T
D1.9	Consider a satellite visitors center Downtown	City, CVB	S-M	\$\$-\$\$\$	1	E, D, T
D1.10	Install information kiosks with wayfinding and historical information for Downtown	City, CVB	S-M	\$\$-\$\$\$	1	D, T
D1.11	Consider providing free Wi-Fi to the Downtown area	City with communications providers	S	\$\$-\$\$\$	1	I, Q, E, j, D, T
D1.12	Expand/Grow Christmas light installation to the entire Downtown area and Louise Hays Park	City, KPUB, CVB, Downtown business owners, foundations	S and ongoing	\$\$-\$\$\$	1, 2, 3, 4	Q, D, T
D2	<b>Foster a Downtown that tells the community's history/story/lore by preserving and enhancing historic features and a sense of place, celebrating and connecting Downtown to the Guadalupe River and developing a brand and a unified identity for Downtown</b>					
D2.1	Encourage the adaptive reuse of historic buildings and acknowledge the challenges of dealing with these older structures by revising existing codes as necessary	City and property owners, possibly with consultant assistance	S and ongoing	\$-\$\$	1	E, D, T
D2.2	Examine potential preservation of the historic mill site, the oldest man-made structure in Kerrville	City, property owners	S-M	\$\$-\$\$\$	1	D, T
D2.3	Recognize Spring Street as the first street in Kerrville and the site of the city's first post office	City, property owners	S and ongoing	\$-\$\$	1	T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	DOWNTOWN REVITALIZATION					
D2.4	Protect the historic trees in the 600 block of Water Street, home to Kerrville founder Joshua Brown	City, property owners	S and ongoing	\$	1	Q, D, T
D2.5	Integrate local history into a cohesive Downtown walking tour	City, property owners, CVB	S-M	\$\$	1	Q, D, T
D2.6	Create a history walk or “Half Mile of History” in the vicinity of Water, Clay, Jefferson and Earl Garrett streets with markers honoring significant people and events	City, property owners, CVB, Chamber, foundations and other donors	S-M	\$\$\$\$	1	Q, D, T
D2.7	Consider funding a Downtown heritage center	City, CVB, foundations and other donors	S-M	\$\$\$\$	1	Q, D, T
D2.8	Consider the installation of a roundabout at Clay and Schreiner with a design that incorporates the history of the City and a sense of place	City	S-M	\$\$\$-\$ \$\$\$\$	1	I, Q, D, T
D2.9	Create architectural standards/guidelines that promote a certain character, such as the use of stone building materials, etc.	City, possibly with consultant assistance	S	\$-\$\$	1	Q, D, T
D2.10	Encourage businesses to focus on the river by building back patios with access to the River Trail and the potential boardwalk	City	S and ongoing	\$	1	Q, E, R, D, T
D2.11	Promote outdoor dining, especially overlooking the river	City	S and ongoing	\$-\$\$	1	Q, R, D, T
D2.12	Pursue a grant from an outside source for the purpose of funding improvements to dilapidated facades	City	S-M	\$-\$\$	1	Q, E, D, T
D2.13	Maintain the City’s façade grant program through the EIC and implement a City-sponsored river access grant program	City, property owners	S and ongoing	\$\$	1, 2, 3, 4, 10, 11	Q, E, R, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>D</b>	<b>DOWNTOWN REVITALIZATION</b>					
D2.14	Improve the aesthetics of the Sidney Baker bridge over the River	City, TXDOT	S	\$\$-\$ \$\$\$\$	1	I, Q, R, D, T
D2.15	Consider naming the Sidney Baker bridge for a historic Kerrville figure or event	City, TXDOT	S-M	\$-\$\$\$	1	I, Q, R, D, T
D2.16	Beautify the Downtown parking garage to make it more compatible with the prevailing design and architecture in the Downtown area	City with consultant assistance	S-M	\$\$\$-\$ \$\$\$\$	1	I, Q, D, T
D2.17	Consider plans for making Downtown Night Sky-friendly	City, possibly with consultant assistance	S-M	\$-\$\$\$\$	1	Q, D, T
D2.18	Promote Downtown as a cohesive district with unified branding/graphics and marketing activities, including a website	City, Chamber, CVB, possibly with consultant assistance	S	\$\$	1	E, D, T
D2.19	Use existing central business district assets to better promote Downtown as a destination	City, Chamber, CVB, possibly with consultant assistance	S and ongoing	\$\$	1	E, J, D, T
<b>D3</b>	<b>Maintain and support small businesses with a local identity</b>					
D3.1	Create a public-private advocacy group or partnership of the City and Downtown property owners/tenants	City, CVB, Chamber, Downtown businesses	S and ongoing	\$	1	Q, E, J, D, T
D3.2	Pursue new Downtown businesses, such as a music hall, array of boutiques shops, pubs or dance hall	City, Chamber, Downtown businesses	S-M	\$\$\$-\$ \$\$\$\$	1	Q, E, J, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	DOWNTOWN REVITALIZATION					
D3.3	Consider developing an incubator to encourage business start-ups in Downtown	City, KEDC, Chamber	S-M	\$\$- \$\$\$\$	1	E, J, D
<b>Gathering Places and Events</b>						
<b>D4</b>	<b>Encourage and program Downtown public events and create more gathering places that promote and enhance Downtown as an arts, culture and music center</b>					
D4.1	Evaluate the feasibility of creating a new Arts and Culture District Overlay with appropriate design standards and guidelines, and amend City ordinances as necessary	City, possibly with consultant assistance	S	\$\$	1	Q, E, D, T
D4.2	Enhance park programming for public gatherings and events in the Downtown area	City, Downtown businesses	S and ongoing	\$\$	1	Q, D, T
D4.3	Partner with Downtown stakeholders and others to program more Downtown events (art, music, recreation, Farmers Market, special interests) to attract greater public and visitor traffic	City, Downtown businesses and property owners, CVB	S and ongoing	\$\$	1	Q, E, D, T
D4.4	Plan for regular live music programs and/or soapbox talks at locations like the overlook on the river	City, arts groups and other local organizations, Schreiner University	S and ongoing	\$\$	1	Q, R, D, T
D4.5	Encourage local radio stations to “remote broadcast” from Downtown during events	City, local media	S and ongoing	\$	1	Q, R, D, T
D4.6	Enhance the access, functionality and safety of the Downtown parking garage	City, possibly with consultant assistance	S-M	\$\$-\$\$\$\$	1	I, E, D, T
D4.7	Explore potential uses for the Downtown garage beyond just parking	City, possibly with consultant assistance	M	\$-\$\$	1	I, E, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>D</b>	<b>DOWNTOWN REVITALIZATION</b>					
D4.8	Consider adding digital signage to promote Downtown events	City, CVB	S-M	\$\$-\$\$\$\$	1	Q, D, T
D4.9	Encourage businesses to remain open longer, especially on weekends	City, Chamber, CVB, Downtown business owners	S and ongoing	\$-\$\$\$	1	Q, D, T
D4.10	Examine changing traffic patterns to identify opportunities for the use of right-of-way for pedestrian-friendly amenities	City, possibly with consultant assistance, Downtown property owners	S-M	\$-\$\$\$\$	1	I, Q, E, D,T
D4.11	Work with the Cailloux Foundation to enhance the use of Peterson Plaza as a public gathering space	City, Cailloux Foundation	S and ongoing	\$-\$\$\$	1	Q, E, D, T
D4.12	Consider closing Downtown to vehicular traffic, especially on weekends	City, possibly with consultant assistance	S-M	\$-\$\$\$	1	I, Q, D, T
D4.13	Add bike racks at Earl Garrett Street and Water Street and promote safe routes into Downtown	City	S	\$\$	1	I, Q, D, T
D4.14	Pursue a lighted display along the River Trail, focusing on Tranquility Island first	City, KPUB, foundations and other donors	S-M	\$\$-\$\$\$\$	1	Q, D, T
D4.15	Enhance the viability of food trucks in the river parks	City	S and ongoing	\$\$	1	Q, R, D, T
<b>Mobility and Connectivity</b>						
<b>D5</b>	<b>Promote a walkable, useable, uniform and pedestrian-oriented public space linking Downtown to the surrounding neighborhoods through streetscape elements, access, connections and crossings</b>					
D5.1	Identify needed pedestrian and cycling improvements, including sidewalks, crosswalks, extended walk signal times, bicycle lane opportunities, bike racks, etc.	City, TXDOT, possibly with consultant assistance	S-M	\$\$	1	I, Q, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	DOWNTOWN REVITALIZATION					
D5.2	Improve pedestrian and bicycle connections to and across the river, including access to the River Trail from Downtown and to surrounding neighborhoods	City, TXDOT	L	\$\$\$-\$ \$\$\$\$\$	1	I, Q, D, T
D5.3	Make Downtown more pedestrian-friendly by improving walkways, adding accessibility ramps, beautifying the area with landscaping and street trees, etc.	City, TXDOT	L	\$\$\$-\$ \$\$\$\$\$	1	I, Q, D, T
D5.4	Study the possibility of lowering speed limits in the Downtown core to improve walkability and pedestrian safety	City, TXDOT, possibly with consultant assistance	S	-\$-\$	1	I, Q, D, T
D5.5	Look at options for rerouting traffic to create room for common areas and other pedestrian-oriented spaces	City, TXDOT, possibly with consultant assistance	S-M	\$\$-\$\$\$\$	1	I, Q, D, T
D5.6	Improve safety at the pedestrian crossing at Main Street/Sidney Baker	City, TXDOT	S	\$\$-\$\$\$\$	1	I, Q, D, T
D5.7	Improve the Sidney Baker bridge to make the crossing more pedestrian-friendly	City, TXDOT	S-M	\$\$\$-\$ \$\$\$\$\$	1	I, Q, D, T
D5.8	Develop a Downtown parking inventory and parking management plan	City with consultant assistance	S	\$\$	1	I, Q, E, D, T
D5.9	Evaluate on-street and angle parking enhancements along Water Street and in the Downtown area where right-of-way is available	City, TXDOT with consultant assistance	S	\$\$	1	I, Q, E, D, T
D5.10	Enhance the access, functionality, safety and appearance of the Downtown parking garage	City with consultant assistance	S-M	\$\$-\$\$\$\$	1	I, Q, E, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	DOWNTOWN REVITALIZATION					
D5.11	Consider potential development of the top deck of the Downtown parking garage	City with consultant assistance	S-M	\$\$	1	I, E, D, T
D5.12	Connect businesses with more points of access to the river via walkways, ramps, stairs, etc.	City, businesses, property owners	S and ongoing	\$-\$\$\$	1, 2	I, Q, E, R, D,T
D5.13	Improve stairs to the river on the north side	City	S-M	\$\$\$-\$ \$\$\$\$\$	1	I, Q, R, D,T
D5.14	Repair the footbridge below Louise Hays Park dam	City, possibly with state and federal agencies	S	\$\$\$-\$ \$\$\$\$\$	1, 2	I, Q, R, D,T
D5.15	Examine the possibility of installing a lift or elevator to the river at the Sidney Baker bridge	City, TXDOT	S-M	\$\$\$-\$ \$\$\$\$\$	1	I, Q, R, D,T
D5.16	Develop a plan to extend the River Trail beyond its current limits	City	M-L	\$\$\$-\$ \$\$\$\$\$	1, 2, 3, 4, 5, 10, 11	I, Q, R, D,T
D5.17	Look into the possibility of constructing a boardwalk running from the Sidney Baker bridge to G Street	City	S-M	\$\$\$-\$ \$\$\$\$\$	1	I, Q, R, D,T
D5.18	Secure public access to the Downtown pavilion and the potential boardwalk	City, property owner	S-M	\$\$-\$\$\$\$	1	I, Q, E, D, T
D5.19	Consider constructing a pedestrian bridge to connect both sides of the River and to encourage development on the south side	City, property owner	S-M	\$\$\$-\$ \$\$\$\$\$	1, 2	I, Q, E, R, J, D,T
D5.20	Consider direct pedestrian access from the River Trail to the sidewalk on Lemos Street	City	S-M	\$\$\$	1	I, Q, E, R, D, T

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	<b>DOWNTOWN REVITALIZATION</b>					
D5.21	Look into the possibility of providing alternative transportation services such as a tram for transport back and forth across the river and/or a trolley system to serve the Downtown area	City, AACOG	M-L	\$\$\$	1, 2	Q, E, R, D, T
D5.22	Look at the feasibility of offering loaner/rental bikes or a similar bike sharing system	City, vendors	S-M	\$\$-\$\$\$\$	Various	Q, E, D, T
D5.23	Improve wayfinding to and around Peterson Plaza/ Downtown, and add more signage to points of interest and the River	City, CVB	S	\$\$-\$\$\$\$	1, 2	I, Q, E, R, D, T
<b>Downtown Investment/Reinvestment</b>						
<b>D6</b>	<b>Promote preservation and reinvestment in single-family and historic components in the areas around and near Downtown</b>					
D6.1	Offer incentives/tax rebates/ abatements, etc. for specific desired improvements, such as sidewalks or improvements to dilapidated structures	City and property owners	S and ongoing	\$\$-\$\$\$\$	1	I, Q, E, H, D
<b>D7</b>	<b>Encourage reinvestment in Downtown businesses by identifying and addressing regulatory hurdles and providing incentives to attract development consistent with the community's vision</b>					
D7.1	Revise zoning district regulations or consider creating a Downtown overlay district to regulate uses, densities, building location and orientation, building design, parking, open space, signage, urban design, etc.	City with consultant assistance	S	\$\$-\$\$\$\$	1	E, H J, D

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
<b>D</b>	<b>DOWNTOWN REVITALIZATION</b>					
D7.2	Create a tax increment reinvestment zone (TIRZ) for the Downtown to support revitalization	City, possibly with consultant assistance	S	\$\$	1	E, H, J, D, T
D7.3	Offer low- or no-interest loans or grants for facade improvements	City, possibly local banks and lenders	S and ongoing	\$\$-\$\$\$	1	E, J, D, T
D7.4	Consider earmarking resources such as general obligation (G.O.) bonds and/or EIC grants specifically for Downtown improvement projects	City	S-L	\$\$\$-\$\$\$\$	1	I, Q, E, D, T
D7.5	Hire City staff to support Downtown revitalization, along with economic development and housing initiatives	City	S	\$\$	All	E, H, J, D, T
D7.6	Redevelop “dead zones”—areas that have no retail—for shopping and restaurants	City, property owners	S and ongoing	\$-\$\$\$	1	Q, E, J, D, T
D7.7	Encourage construction of a “boutique hotel” in the Downtown	City, CVB	S and ongoing	\$-\$\$\$	1	Q, E, J, D, T
D7.8	Consider a convention center in the Downtown area based upon the findings of the study underway	City, Chamber, CVB with consultant assistance	S-M	\$\$-\$\$\$\$	1	E, J, D, T
D7.9	Accommodate and encourage roof top dining, bars, coffee shops, etc.	City, businesses and property owners, Chamber	S and ongoing	\$-\$\$\$	1	Q, E, J, D, T
D7.10	Encourage businesses that close at 5 p.m. to stay open longer in an effort to attract after-hours traffic	City, Chamber, CVB, businesses	S and ongoing	\$-\$\$\$	1	Q, E, J, D, T
<b>D8</b>	<b>Encourage reinvestment in Downtown in the form of vertical mixed-use development, including residential uses</b>					

	ACTION ITEM	RESPONSIBLE PARTIES	TIMING	RELATIVE PUBLIC SECTOR COST	STRATEGIC CATALYST AREAS	PRIORITIES ADDRESSED
D	DOWNTOWN REVITALIZATION					
D8.1	Encourage more vertical development and development that brings residential living to Downtown	City, property owners	S and ongoing	\$-\$\$\$	1	E, H, J, D
D8.2	Seek to attract workforce housing to Downtown	City	S and ongoing	\$-\$\$\$	1	E, H, J, D
D8.3	Offer incentives for Downtown housing and business development	City	S and ongoing	\$\$\$	1	E, H, J, D
D8.4	Assist in the assembly of land for new Downtown investments	City, KEDC, property owners	Case by case	\$\$\$-\$\$\$\$	1	E, H, J, D

# Implementation Matrices

## Legend

RESPONSIBLE PARTIES			
ABBREVIATION	ORGANIZATION/AGENCY	ABBREVIATION	ORGANIZATION/AGENCY
<b>AACOG</b>	Alamo Area Council of Governments	<b>PRMC</b>	Peterson Regional Medical Center
<b>Airport</b>	Kerrville Municipal Airport	<b>Riverside</b>	Riverside Nature Center
<b>Alamo AAA</b>	Alamo Area Agency on Aging	<b>TCEQ</b>	Texas Commission on Environmental Quality
<b>Chamber</b>	Kerrville Chamber of Commerce	<b>TDHCA</b>	Texas Department of Housing and Community Affairs
<b>CVB</b>	Kerrville Convention and Visitors Bureau	<b>Texas AgriLife</b>	Texas A&M Extension Service Texas AgriLife
<b>EIC</b>	Kerrville Economic Improvement Corporation	<b>TIRZ</b>	Tax Increment Reinvestment Zone
<b>Headwaters</b>	Headwaters Groundwater Conservation District	<b>TPWD</b>	Texas Parks and Wildlife Department
<b>Hospitals</b>	Peterson Regional Medical Center, the VA Hospital, the State Hospital	<b>TSAHC</b>	Texas State Affordable Housing Corporation
<b>HUD</b>	U. S. Housing and Urban Development	<b>TWDB</b>	Texas Water Development Board
<b>KEDC</b>	Kerrville Economic Development Corporation	<b>TXDOT</b>	Texas Department of Transportation
<b>KISD</b>	Kerrville Independent School District	<b>UGRA</b>	Upper Guadalupe River Authority
<b>KPUB</b>	Kerrville Public Utility Board	<b>VA</b>	U. S. Department of Veterans Affairs

OTHER TERMS	
ABBREVIATION	TERMS
<b>CIP</b>	Capital Improvements Program
<b>NEZ</b>	Neighborhood Empowerment Zone
<b>TIRZ</b>	Tax Increment Reinvestment Zone

## TIMING

ABBREVIATION	DEFINITION
S	Short-term; 0-5 years
M	Mid-term; 6-10 years
L	Long-term; more than 10 years

## RELATIVE PUBLIC SECTOR COST

ABBREVIATION	DEFINITION
\$	A project or action which can be completed at a relatively low cost usually because a large part of the work will be done by the City using Staff resources
\$\$	Projects or actions such as planning, engineering or urban design studies costing up to approximately \$150,000
\$\$\$	Projects or actions such as land acquisition or construction which may involve costs between \$150,000 and \$1 million
\$\$\$\$	Major projects or actions with approximate costs of more than \$1 million

## COMMUNITY PRIORITIES ADDRESSED

ABBREVIATION	DEFINITION
D	Creating an active, attractive and connected Downtown
E	Focusing on “quality of life” assets to attract economic development
H	Developing affordable, attainable housing
I	Properly planning for, designing, constructing and maintaining Kerrville’s infrastructure
J	Bringing new jobs to Kerrville
Q	Focusing on “quality of life” assets to attract economic development
R	Capitalizing on the Guadalupe River for the benefit of the community
T	Improving the “tourism infrastructure” (conference space, hotel rooms, Downtown enhancements, connections to the River, events, training for hospitality workers)

*In Action Item H1.1, “delivery system” means any entity (e.g., property owners, developers, builders, brokers, regulating agencies, lenders) which affects delivery of a real estate product to the market.*

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