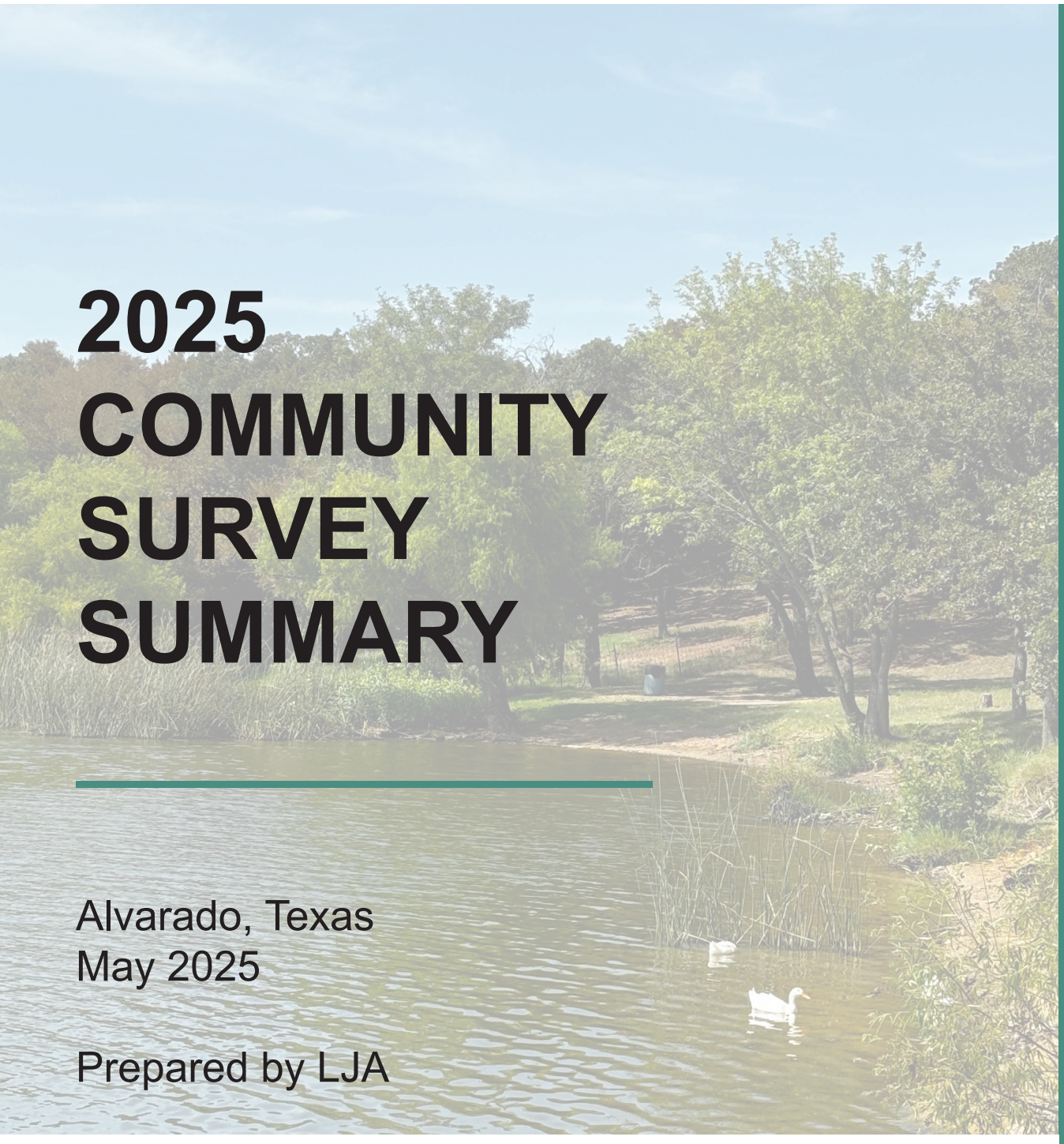
CITY OF ALVARADO



2025 COMMUNITY SURVEY SUMMARY

Alvarado, Texas
May 2025

Prepared by LJA


ALVARADO

Survey Summary

- 373 Responses
- 5 Weeks (3/19/2025-4/26/2025)
- 19 Questions

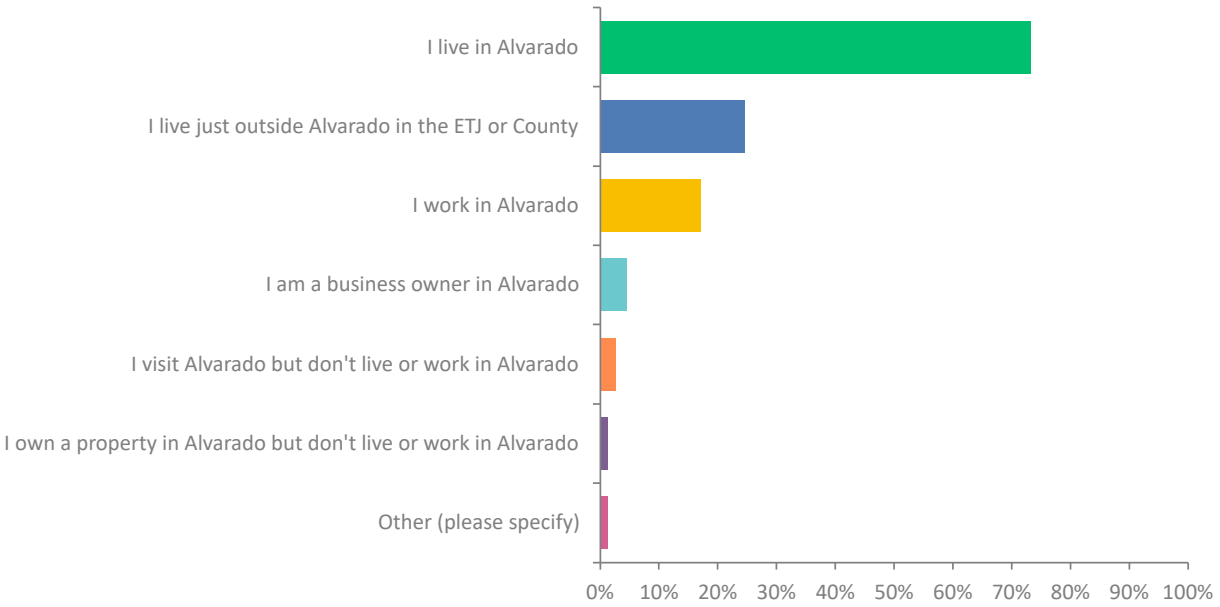
- 4.35% Response Rate (Alvarado Resident) – based on the NCTCOG estimated population
- 6% Response Rate (Overall Survey Response) – based on the NCTCOG estimated population
- 2% is a healthy minimum response rate so these response rates are statistically significant

The Community Survey responses offered a robust snapshot of resident sentiment and priorities across a variety of topics. Respondents generally expressed moderate satisfaction with the overall quality of life and City services but identified clear needs for improvement, especially in infrastructure such as streets and trails. A strong majority supported expanding parks, trails, and recreation programming, with many requesting amenities like splash pads, bike trails, and safer play areas for children. While many residents visit Downtown Alvarado occasionally, regular engagement appears limited, suggesting room for revitalization. Open-ended responses reinforced a deep desire for more community amenities, public spaces, and family-friendly events, while also showing concern for over-development and the need to preserve the small-town atmosphere.

Survey Responses Frequently Used Words:



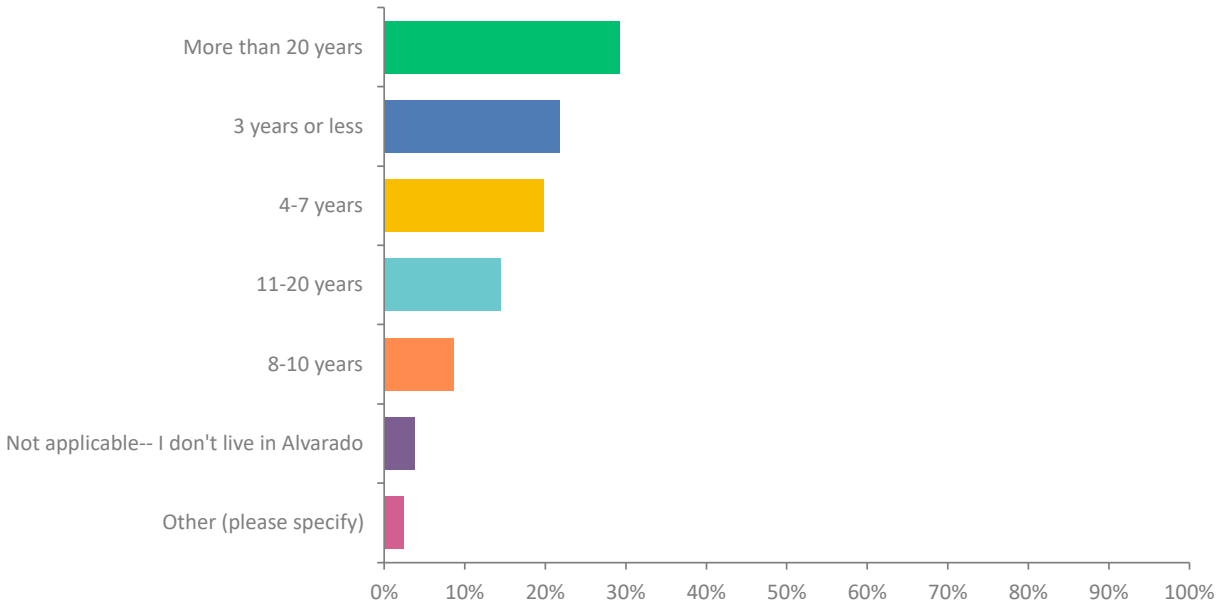
Q1: Which of the following best characterize your role(s) in Alvarado? (Check all that apply)



ANSWER CHOICES	RESPONSES	
I live in Alvarado	73.19%	273
I live just outside Alvarado in the ETJ or County	24.66%	92
I work in Alvarado	17.16%	64
I am a business owner in Alvarado	4.56%	17
I visit Alvarado but don't live or work in Alvarado	2.68%	10
I own a property in Alvarado but don't live or work in Alvarado	1.34%	5
Other (please specify)	1.34%	5
TOTAL		466

Analysis Notes:
Respondents overwhelmingly identified as full-time residents, indicating that most input reflects the perspectives of those who live in Alvarado year-round. A small number of participants indicated other roles, such as business owners or part-time residents, offering some diversity of viewpoint. The dominance of full-time resident feedback highlights strong local investment in the city's future.

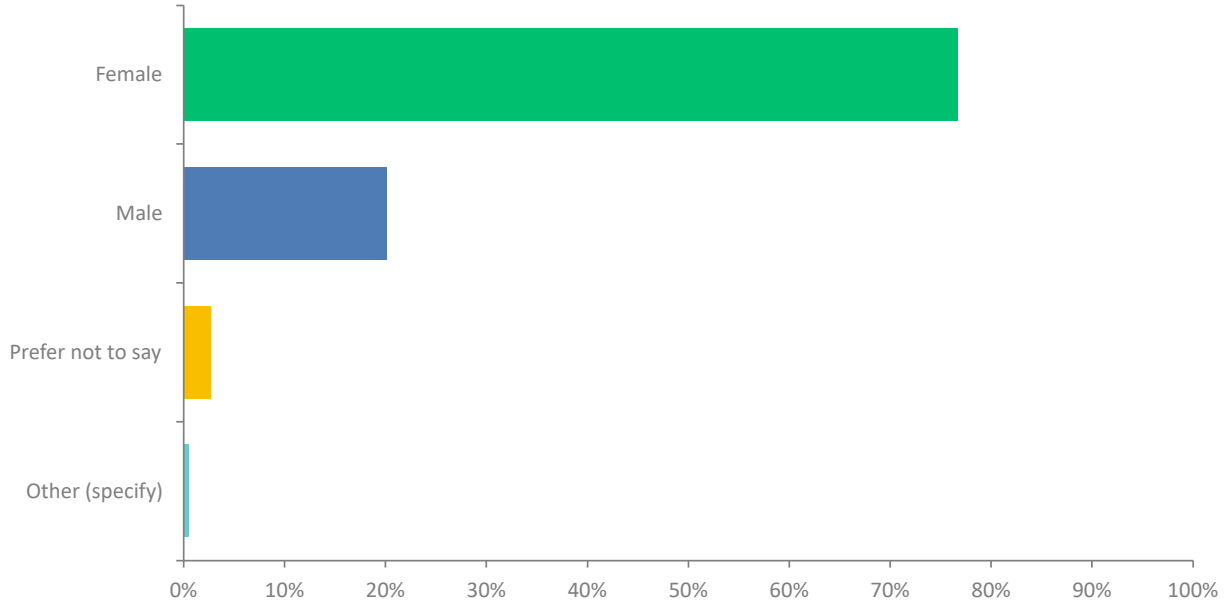
Q2: Approximately how long have you lived in Alvarado?



ANSWER CHOICES	RESPONSES	
More than 20 years	29.22%	109
3 years or less	21.72%	81
4-7 years	19.84%	74
11-20 years	14.48%	54
8-10 years	8.58%	32
Not applicable-- I don't live in Alvarado	3.75%	14
Other (please specify)	2.41%	9
TOTAL		373

Analysis Notes:
Most respondents have lived in Alvarado for a decade or longer, showing a deep-rooted and stable community. However, there is also a notable portion of newer residents who have moved in within the last five years, suggesting the city is attracting new residents. This combination of long-term and newer residents presents an opportunity to blend historical context with evolving needs. Planning efforts can build on that continuity while adapting to the expectations of recent arrivals.

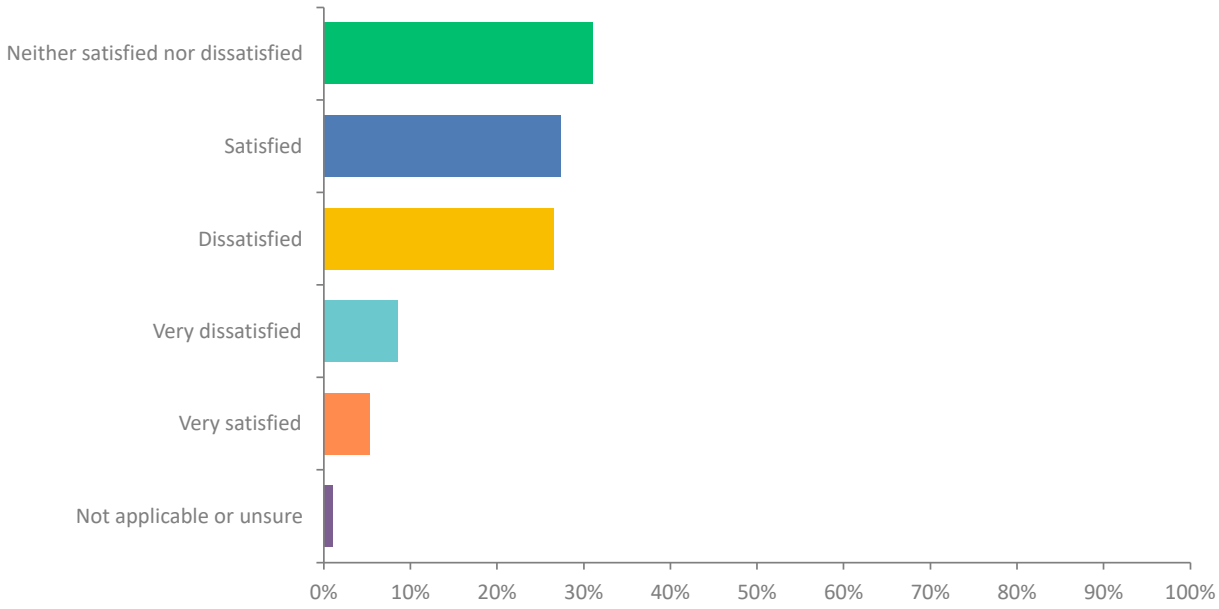
Q3: What is your gender?



ANSWER CHOICES	RESPONSES	
Female	76.68%	286
Male	20.11%	75
Prefer not to say	2.68%	10
Other (specify)	0.54%	2
TOTAL		373

Analysis Notes:
More females took the Community Survey than males. Since online surveys are publicly distributed and are available for broad participation, they are typically free from gender bias, in terms of opportunity to complete. Voluntary surveys are typically completed at a higher rate by females than males, however.

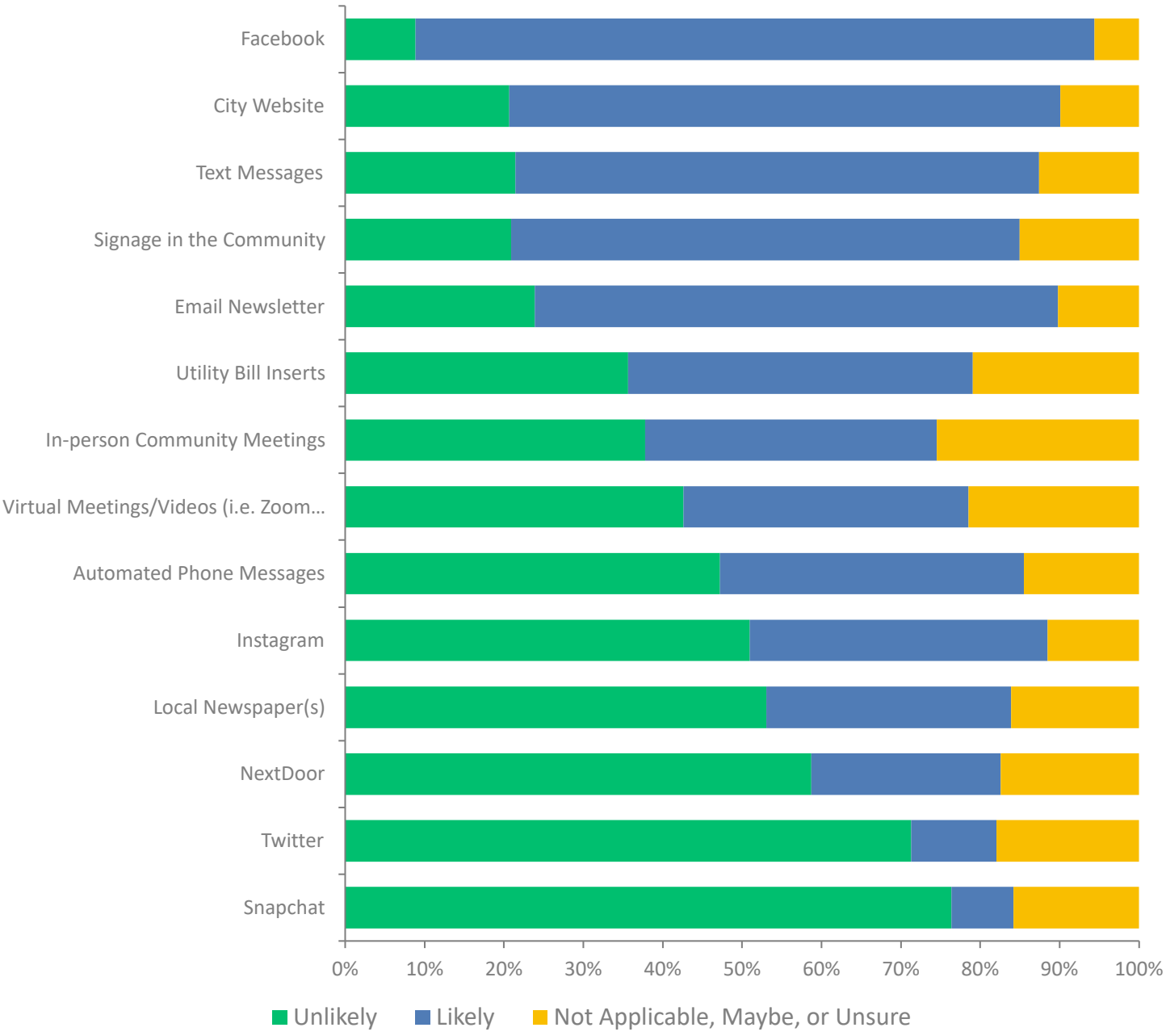
Q4: Please indicate your overall level of satisfaction with Alvarado.



ANSWER CHOICES	RESPONSES	
Neither satisfied nor dissatisfied	31.10%	116
Satisfied	27.35%	102
Dissatisfied	26.54%	99
Very dissatisfied	8.58%	32
Very satisfied	5.36%	20
Not applicable or unsure	1.07%	4
TOTAL		373

Analysis Notes:
Responses to this question suggest below-average satisfaction compared to typical benchmarks for similar communities in the region. The unusually high level of neutrality may indicate uncertainty or limited engagement with City efforts, an uncommon trend in comparable surveys. This presents an opportunity to build awareness, foster connection, and share information in ways that can gradually shift sentiment toward satisfaction. Clearer communication of the City's vision and targeted investments in quality-of-life improvements could also help build trust and strengthen community pride.

Q5: Please indicate if you are likely to prefer the following sources of communications from the City, if the City were to utilize each source:

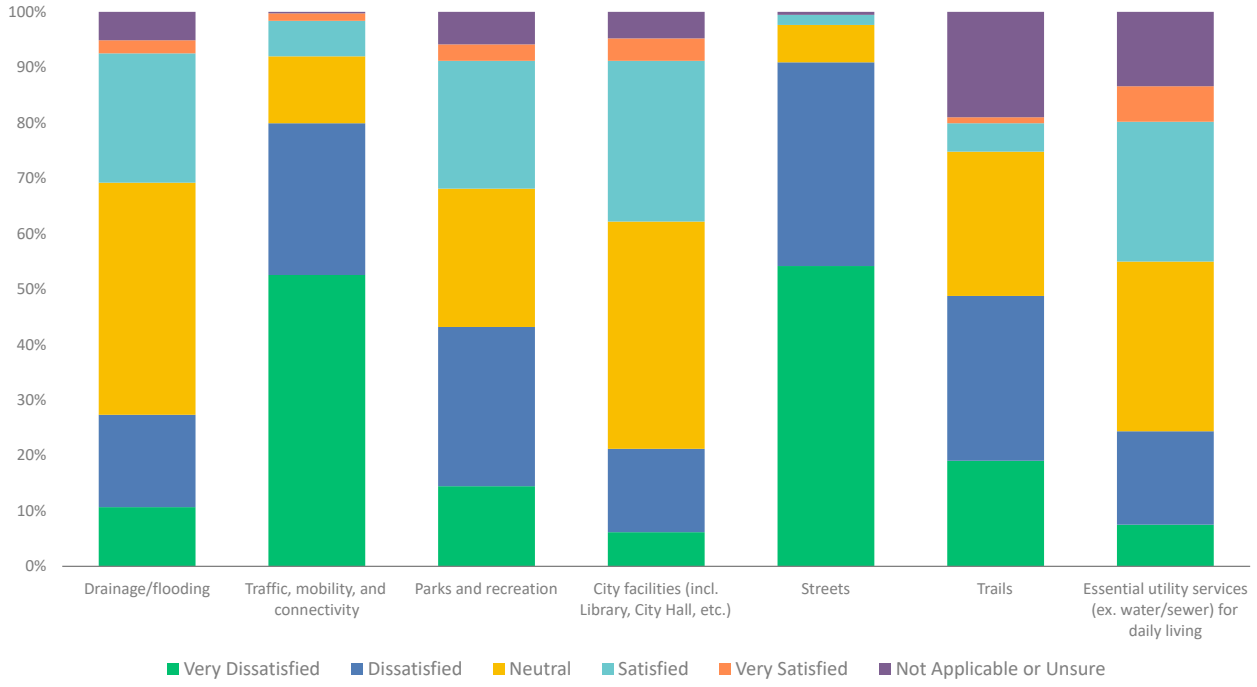


Q5: Please indicate if you are likely to prefer the following sources of communications from the City, if the City were to utilize each source: (continued)

	UNLIKELY	LIKELY	NOT APPLICABLE, MAYBE, OR UNSURE	TOTAL	WEIGHTED AVERAGE
Facebook	8.85% 33	85.52% 319	5.63% 21	373	1.91
City Website	20.64% 77	69.44% 259	9.92% 37	373	1.77
Text Messages	21.45% 80	65.95% 246	12.60% 47	373	1.75
Signage in the Community	20.91% 78	64.08% 239	15.01% 56	373	1.75
Email Newsletter	23.86% 89	65.95% 246	10.19% 38	373	1.73
Utility Bill Inserts	35.66% 133	43.43% 162	20.91% 78	373	1.55
In-person Community Meetings	37.80% 141	36.73% 137	25.47% 95	373	1.49
Virtual Meetings/Videos (i.e. Zoom and On-Demand Recordings)	42.63% 159	35.92% 134	21.45% 80	373	1.46
Automated Phone Messages	47.18% 176	38.34% 143	14.48% 54	373	1.45
Instagram	50.94% 190	37.53% 140	11.53% 43	373	1.42
Local Newspaper(s)	53.08% 198	30.83% 115	16.09% 60	373	1.37
NextDoor	58.71% 219	23.86% 89	17.43% 65	373	1.29
Twitter	71.31% 266	10.72% 40	17.96% 67	373	1.13
Snapchat	76.41% 285	7.77% 29	15.82% 59	373	1.09

Analysis Notes:
Respondents are most likely to prefer Facebook to receive communications from the City, with approximately 86 percent selecting “likely.” The City Website is the second choice for respondents at approximately 70 percent likely to prefer it. Text Messages, Signage in the Community, and Email Newsletter were the remaining top choices respondents chose in how they would like to receive communication from the City. The community is not likely to prefer communications on NextDoor, Twitter/X, or Snapchat, however, broad distribution of important updates is a best practice, even if a preferences are not high.

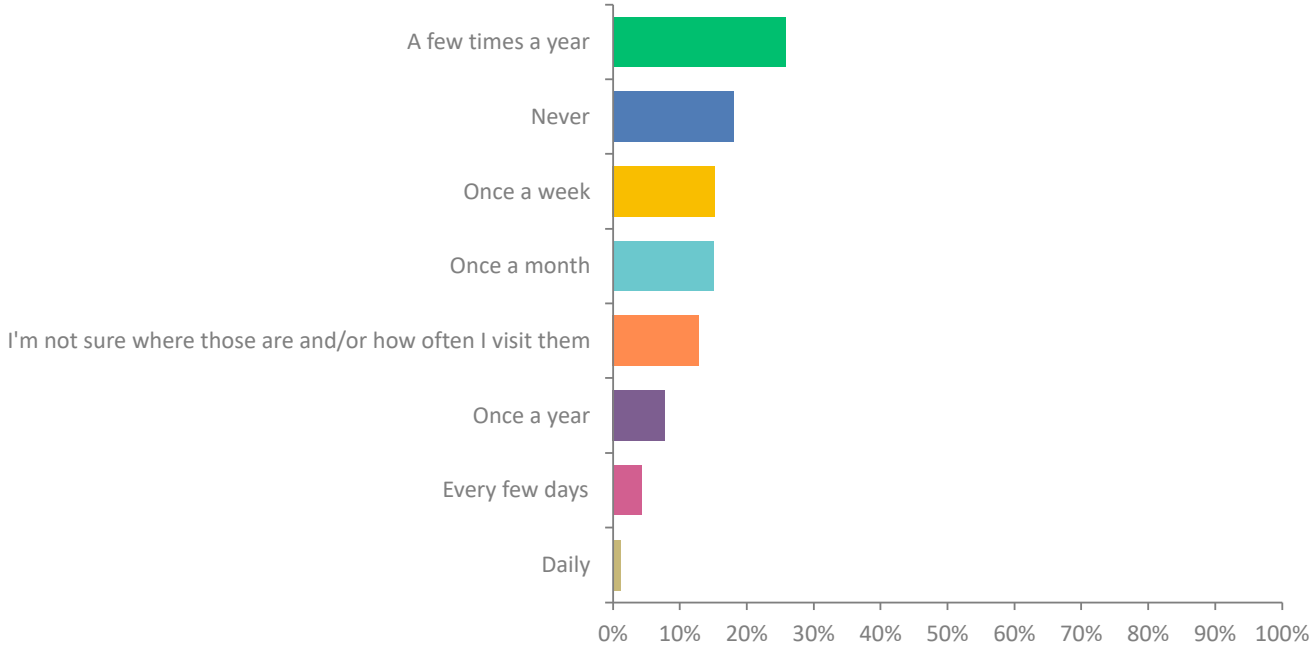
Q6: Please indicate your level of satisfaction with the following infrastructure-related items within the City Limits:



	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED	NOT APPLICABLE OR UNSURE	TOTAL	WEIGHTED AVERAGE
Essential utility services (ex. water/sewer) for daily living	7.51% 28	16.89% 63	30.56% 114	25.20% 94	6.43% 24	13.40% 50	373	3.07
Trails	19.03% 71	29.76% 111	26.01% 97	5.09% 19	1.07% 4	19.03% 71	373	2.25
Streets	54.16% 202	36.73% 137	6.70% 25	1.88% 7	0.00% 0	0.54% 2	373	1.56
City facilities (incl. Library, City Hall, etc.)	6.17% 23	15.01% 56	41.02% 153	28.95% 108	4.02% 15	4.83% 18	373	3.10
Parks and recreation	14.48% 54	28.69% 107	24.93% 93	23.06% 86	2.95% 11	5.90% 22	373	2.70
Traffic, mobility, and connectivity	52.55% 196	27.35% 102	12.06% 45	6.43% 24	1.34% 5	0.27% 1	373	1.76
Drainage/ flooding	10.72% 40	16.62% 62	41.82% 156	23.32% 87	2.41% 9	5.09% 19	373	2.90

Analysis Notes:
Satisfaction with Alvarado's infrastructure is generally low, with many categories showing high levels of dissatisfaction. Streets had the most pronounced concern, with over 90% of respondents reporting dissatisfaction or strong dissatisfaction. Sidewalks, drainage, and internet service also received predominantly negative ratings, highlighting consistent frustration across multiple infrastructure systems. Very few respondents expressed satisfaction or high satisfaction with any infrastructure element, signaling an urgent need for investment, maintenance, and improved communication about current efforts.

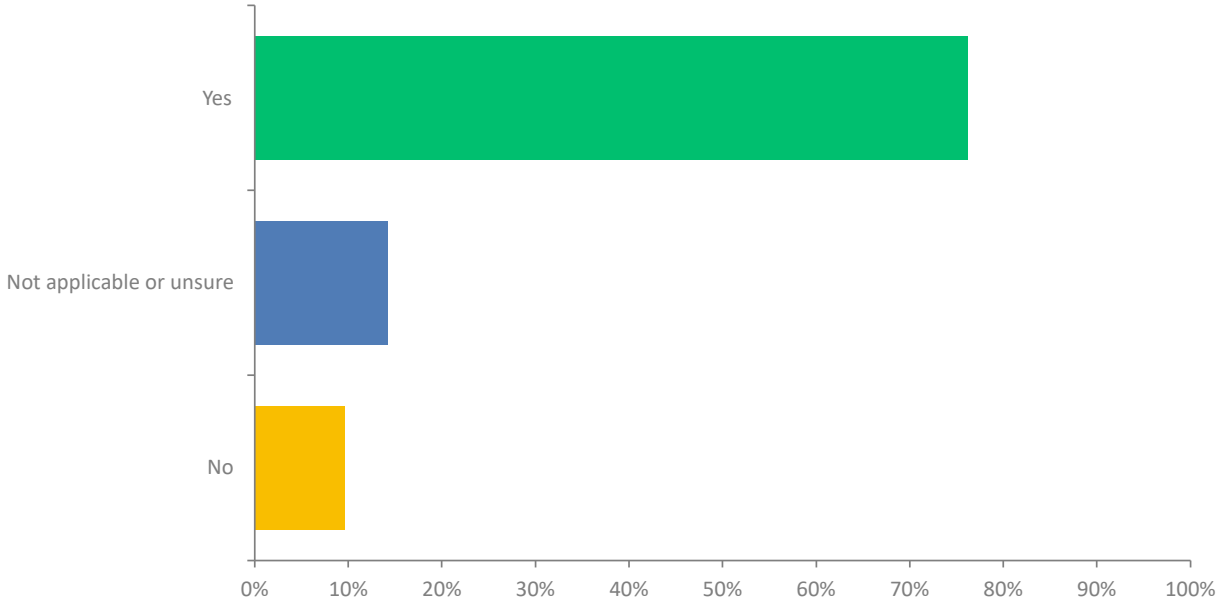
Q7: How often do you visit one of the eight Alvarado parks?



ANSWER CHOICES	RESPONSES	
A few times a year	25.74%	96
Never	17.96%	67
Once a week	15.28%	57
Once a month	15.01%	56
I'm not sure where those are and/or how often I visit them	12.87%	48
Once a year	7.77%	29
Every few days	4.29%	16
Daily	1.07%	4
TOTAL		373

Analysis Notes:
Responses indicate a generally low level of awareness or use of Alvarado's eight parks, with several respondents unsure of their locations or even unaware that so many existed. Among those familiar with the parks, most mentioned just one or two, typically the best-known or most centrally located spaces, suggesting uneven visibility and access. Comments noted that the parks are underdeveloped, lack bathrooms, and offer few amenities, making extended visits difficult or enjoyable. Others mentioned needing improvements or a sports complex to support youth activities. These qualitative insights reinforce the quantitative data, suggesting that both awareness and quality of facilities may be limiting park use.

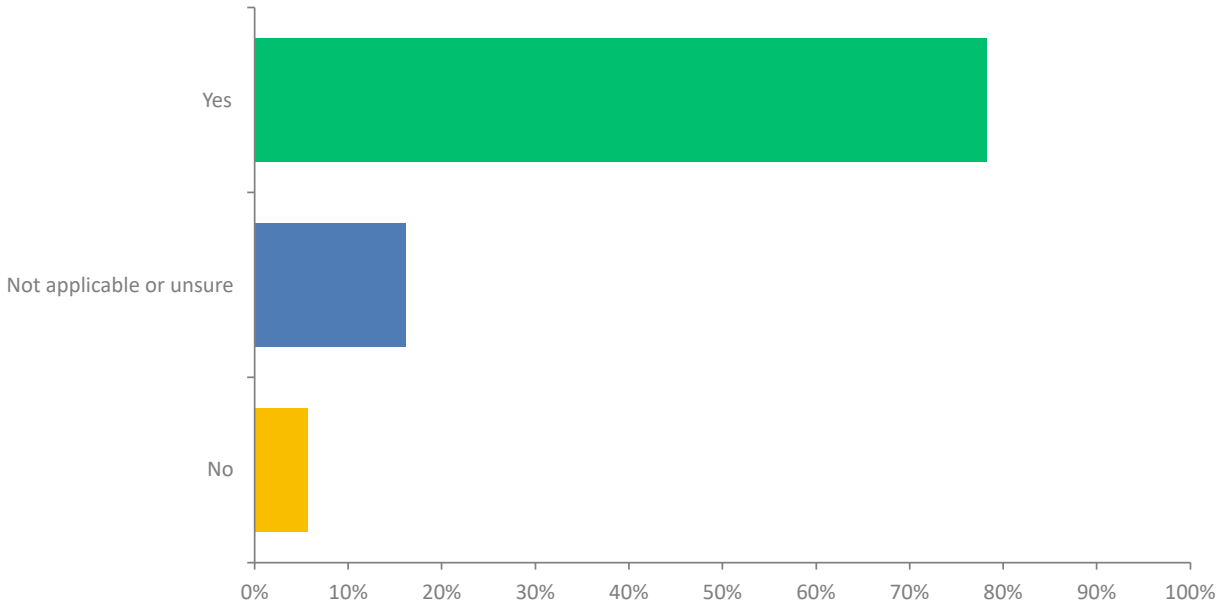
Q8: Does Alvarado need more parks, trails, and protected open space?



ANSWER CHOICES	RESPONSES	
Yes	76.14%	284
Not applicable or unsure	14.21%	53
No	9.65%	36
TOTAL		373

Analysis Notes:
Approximately 76% of respondents believe Alvarado needs more parks, trails, and protected open space, showing strong community support for expanded outdoor amenities. Only 10% disagreed, while 14% were unsure or found the question not applicable. Write-in responses highlighted specific desires for walking and biking trails, a splash pad, and upgrades to existing parks like Parkway Park, indicating that residents value both new amenities and improvements to what already exists.

Q9: Does Alvarado need more recreation programming?



ANSWER CHOICES	RESPONSES	
Yes	78.28%	292
Not applicable or unsure	16.09%	60
No	5.63%	21
TOTAL		373

Analysis Notes:
A strong majority of respondents, approximately 78%, believe Alvarado needs more recreation programming, indicating clear demand for expanded offerings. Only 6% said no, while 16% were unsure or felt the question did not apply to them. Write-in comments suggested interest in youth-focused activities, including sports leagues, after-school programs, and affordable family events, as well as broader ideas like senior programming and cultural events. This feedback emphasizes the community's desire for inclusive, age-diverse, and accessible programming to enhance quality of life and community connection.

Q10: OPTIONAL: Please provide any additional, summarized comments regarding what you else you would like to would like to see (if anything) for Alvarado parks and recreation.

Analysis Notes:

The feedback regarding parks and recreation in Alvarado reflect the community's active interest in improving Alvarado's public spaces and amenities, particularly for families and children. The responses offer valuable insight into what residents view as both needed and possible in the future growth of local recreation services. ***The feedback paints a picture of a community that is eager for gathering places, recreational diversity, and thoughtful investments that serve all ages.***

Key Themes:

Expanded Sports and Recreation Facilities:
Numerous comments requested a dedicated sports complex or multi-use community center. Specific suggestions included volleyball courts, basketball areas, and updated equipment for various age groups, with an emphasis on youth sports programming.

Family and Child-Oriented Play Areas:
Respondents frequently mentioned the need for more inclusive playground equipment tailored to multiple age groups, as well as the desire to prevent overcrowding by distributing amenities across different parks.

Event and Entertainment Opportunities:
Suggestions included more community events, such as movies in the park, concerts, and weekend festivals, particularly at established venues like the Pecan Orchard. These ideas point to a desire for more social and cultural opportunities that build community cohesion.

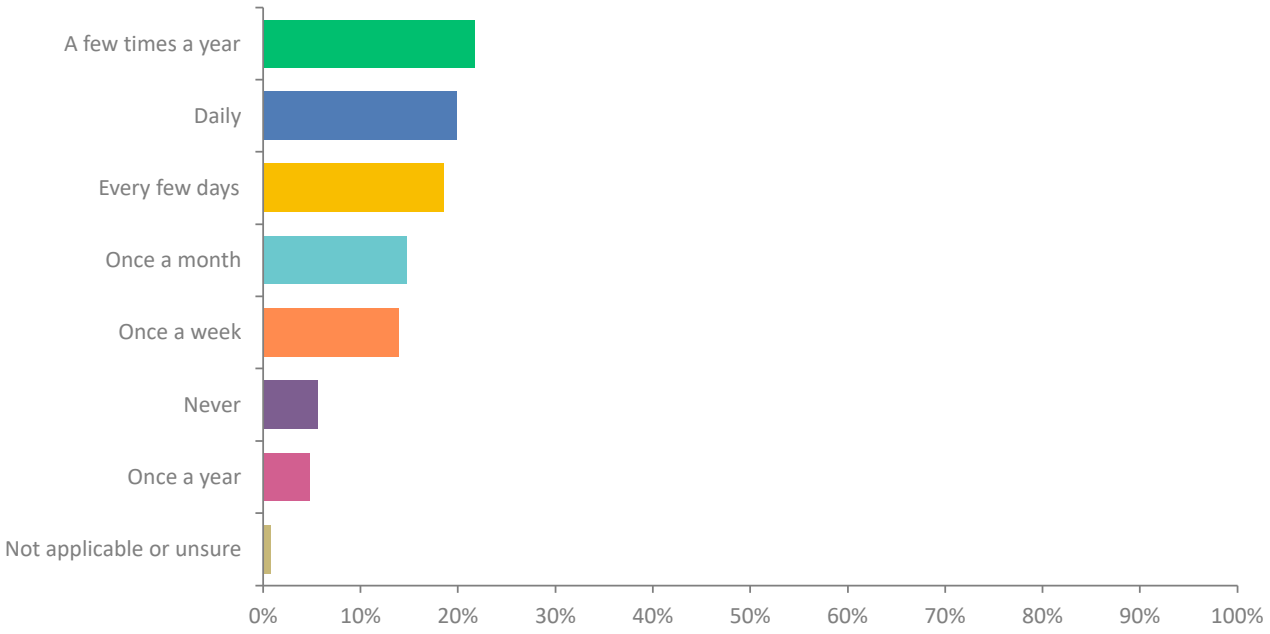
Increased Trail and Walking Infrastructure:
Walking trails, bike paths, and expanded pedestrian connectivity were commonly mentioned. Residents emphasized the need for safe, accessible, and well-lit trails for exercise, leisure, and connectivity between parks and neighborhoods.

Concerns About Over-development:
A small but vocal group expressed reservations about continued additions to the park system, urging the City to maintain natural areas and avoid overbuilding.

Desire for Water-Based Recreation:
Many respondents advocated for the addition of splash pads, pools, and aquatic centers. These were seen not only as fun amenities but essential community features that are currently missing in Alvarado.



Q11: How often do you visit Downtown Alvarado?



ANSWER CHOICES	RESPONSES	
A few times a year	21.72%	81
Daily	19.84%	74
Every few days	18.50%	69
Once a month	14.75%	55
Once a week	13.94%	52
Never	5.63%	21
Once a year	4.83%	18
Not applicable or unsure	0.80%	3
TOTAL		373

Analysis Notes:
Downtown Alvarado sees steady use, with a broad distribution of visit frequencies that points to both loyal daily users and more occasional visitors. Written feedback suggests a disconnect between the volume of visits and the quality of the experience—many people go Downtown but don't find compelling reasons to stay or return more often. Common suggestions called for a stronger identity, more diverse activities, and an improved look and feel that matches the potential of the space. Together, the responses point to an opportunity to transform Downtown from a pass-through area into a more magnetic, multi-use destination.

Q12: OPTIONAL: What improvements or additions (if any) would encourage you to visit Downtown Alvarado more often?

Analysis Notes:

The feedback reveals a strong consensus that Downtown Alvarado is in need of revitalization, with ***residents expressing a clear vision for a more vibrant, attractive, and economically active town center***. While there is appreciation for the historical charm of Downtown, many feel it is underutilized and lacks the variety of businesses, amenities, and experiences that would draw more consistent local engagement.

Key Themes:

Downtown Beautification and Revitalization:
Many respondents highlighted the need for aesthetic upgrades, including façade improvements, building renovations, and landscaping. A revitalized town square with attractive storefronts and updated public spaces was frequently mentioned.

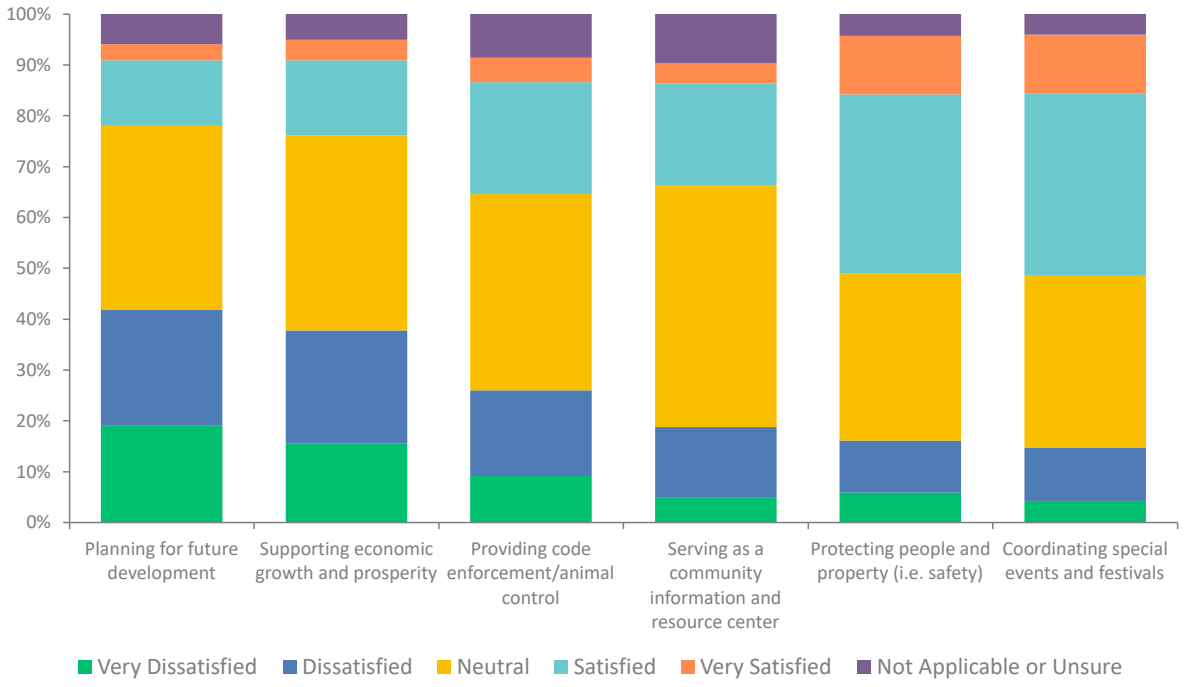
More Restaurants and Retail Options:
Residents overwhelmingly called for new dining and shopping opportunities in the downtown area. There is a desire for diverse restaurants beyond existing options, as well as coffee shops, boutiques, bakeries, and general retail stores that would encourage foot traffic and support local business growth.

Enhanced Nightlife and Family Activities:
Suggestions included creating a walkable Downtown with evening and weekend activities such as live music, outdoor markets, food trucks, and cultural events. These improvements were seen as a way to make Downtown a destination for both families and adults.

Support for Small Business and Local Character:
A recurring sentiment involved preserving Alvarado's small-town charm while encouraging entrepreneurial growth. Respondents expressed a desire for businesses that reflect the community's identity rather than larger chain establishments.

Traffic and Accessibility Concerns:
Several comments touched on the need to address traffic congestion and parking availability around the Square, proposing infrastructure adjustments to make the area more pedestrian-friendly.

Q13: Please indicate your level of satisfaction with the following City services:



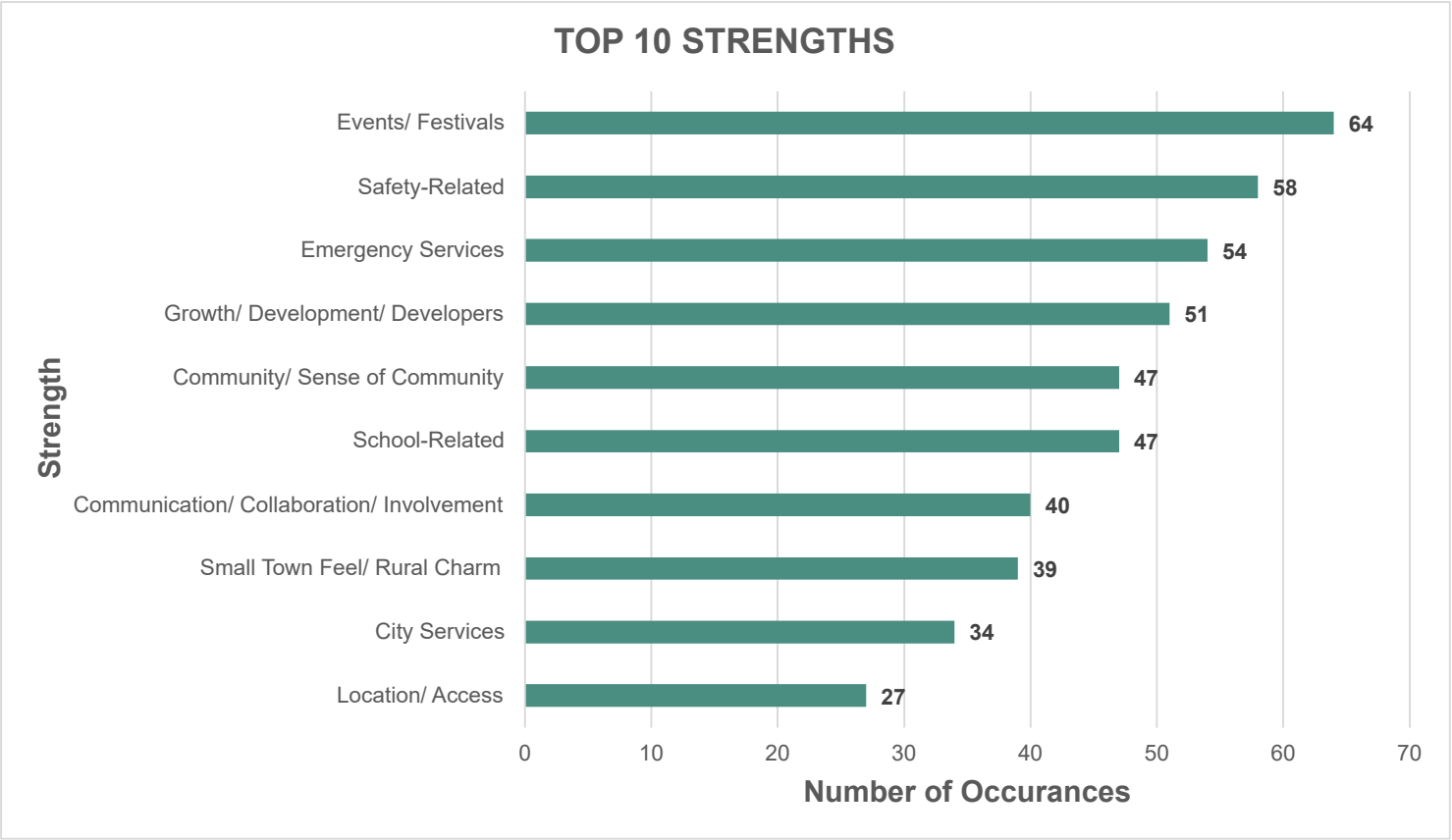
	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED	NOT APPLICABLE OR UNSURE	TOTAL	WEIGHTED AVERAGE
Coordinating special events and festivals	4.29% 16	10.46% 39	33.78% 126	35.92% 134	11.53% 43	4.02% 15	373	3.42
Protecting people and property (i.e. safety)	5.90% 22	10.19% 38	32.98% 123	35.12% 131	11.53% 43	4.29% 16	373	3.38
Serving as a community information and resource center	4.83% 18	13.94% 52	47.45% 177	20.11% 75	4.02% 15	9.65% 36	373	3.05
Providing code enforcement/ animal control	9.12% 34	16.89% 63	38.61% 144	21.98% 82	4.83% 18	8.58% 32	373	2.96
Supporting economic growth and prosperity	15.55% 58	22.25% 83	38.34% 143	14.75% 55	4.02% 15	5.09% 19	373	2.68
Planning for future development	19.03% 71	22.79% 85	36.19% 135	12.87% 48	3.22% 12	5.90% 22	373	2.56

Analysis Notes:
Responses to Question 13 reveal a mixed picture of satisfaction with City services. While many categories—such as code enforcement, planning, and economic development—had high neutrality or dissatisfaction, police services and special events stood out positively. These two areas received notably higher satisfaction ratings, with several respondents highlighting their appreciation for community engagement through events and a visible, responsive police presence. However, write-in comments continued to point out concerns with animal control, communication, and follow-through, suggesting that while some departments are building public trust, others may need more consistent performance and outreach.



Strengths, Weaknesses, Opportunities, Threats/Challenges (SWOT) Analysis

Q14: Please list one or two top strengths of Alvarado. What is Alvarado doing right? What are Alvarado's biggest assets? (State as simply as possible, ONE PER BOX, characters are limited)



Hundreds of comments were provided in the Community Survey highlighting the strengths of Alvarado. Each comment was classified in one general category with some comments receiving a second category as well if it directly related to two topics. This classification is done for illustrative and analysis purposes to make the feedback useful and easily understood during the planning process. Some comments could easily fall in multiple categories, but the classification is done to distill the large quantity of feedback into themes. Provided on the next page is an overall analysis of the Strengths feedback to complement this "Top 10" list.

Overall, Alvarado's strengths lie in deep community pride and a shared appreciation for Alvarado's people, character, and emerging potential.

CONTINUED
Q14: Please list one or two top strengths of Alvarado. What is Alvarado doing right? What are Alvarado's biggest assets?

Analysis Notes:

Alvarado possesses many strengths that were identified in the Community Survey. The number one strength recognized by respondents are the ***Events and Festivals***. Gatherings were seen as valuable assets that bring people together, promote civic pride, and offer meaningful recreational opportunities for all ages. These events serve as social anchors, helping to connect residents from all backgrounds and foster unity. They also stimulate local businesses and bring positive attention to the city.

The number two strength recognized by respondents was ***Safety-related***. Perceptions of community safety contributed to a general sense of security and trust in local authorities. With obvious overlap with Safety, ***Emergency Services*** is the third top strength identified by respondents, continuing this focus. These two top strengths are viewed as essential services and a vital part of maintaining Alvarado's quality of life.

The fourth top strength relates to ***Growth, Development, and Developers***. Several respondents acknowledged the City's current efforts to grow responsibly and improve infrastructure, even if they noted that progress is ongoing and should be carefully managed. Residents emphasized the importance of smart growth that respects Alvarado's character while addressing future needs. Many expressed cautious optimism that development, if well-managed, could enhance livability without eroding core community values.

Community/Sense of Community is the fifth identified strength of Alvarado. Residents frequently mentioned knowing their neighbors by name and feeling confident that others would step up in times of need. The community's willingness to come together—whether for events, support, or problem-solving—strengthens local resilience and pride.

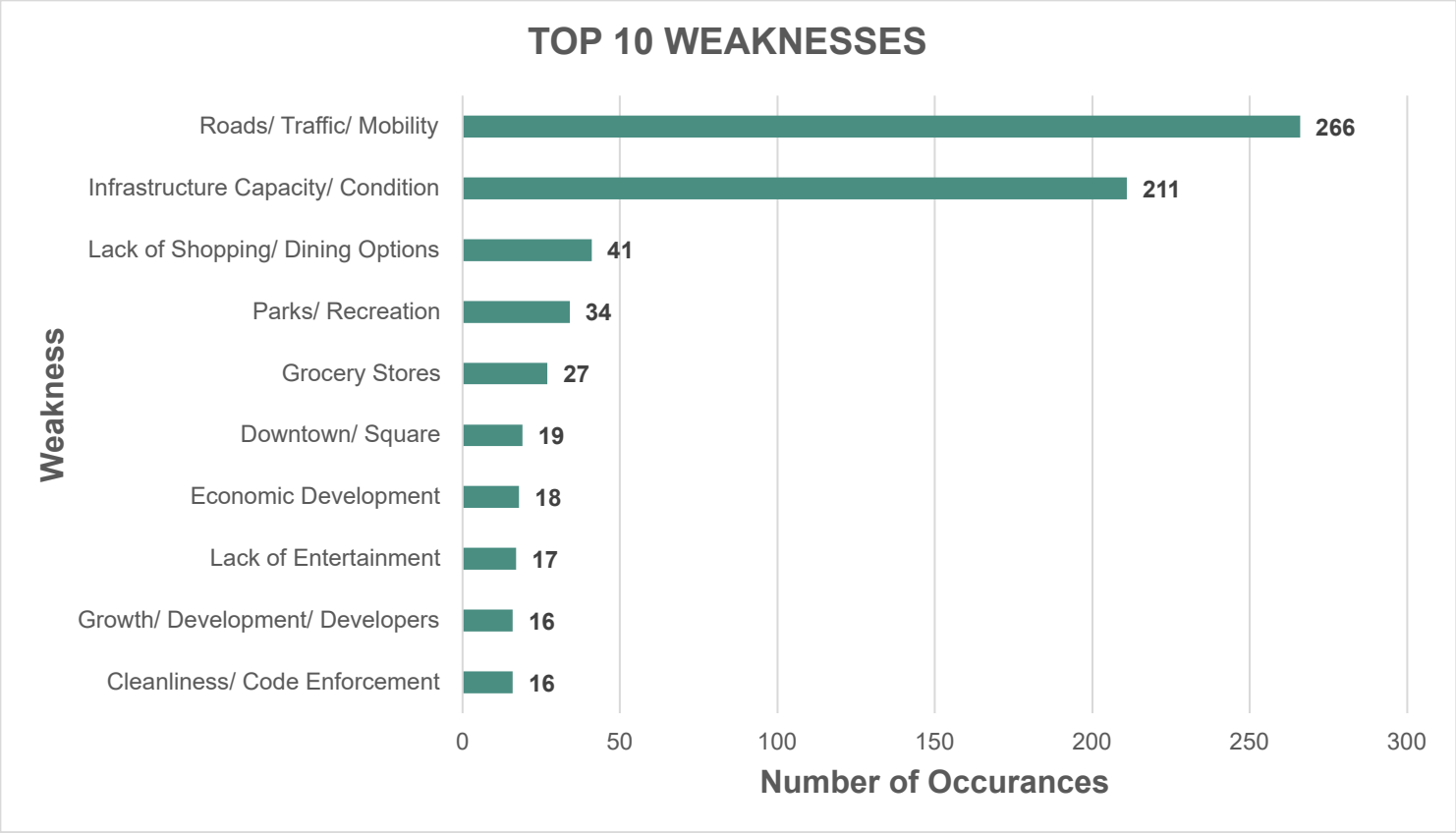
School-related ranked sixth overall. Respondents expressed pride in the quality of Alvarado's school system and emphasized its role in shaping the city's future. Strong educational programs, support for teachers, and a focus on student development were consistently cited as key community assets. Additionally, ***Communication, Collaboration, and Involvement***, ranked seventh and is emerging as a growing strength. Residents noted recent improvements in how the City communicates, particularly through social media and public engagement efforts. This improvement has helped foster transparency, build trust, and encourage participation in City initiatives.

Small-Town Feel and Rural Charm, ranked eighth, was widely viewed as a defining feature of Alvarado's identity. Residents repeatedly expressed their desire to preserve the city's friendliness, familiarity, and slower pace, even as growth continues. ***City Services***, including infrastructure and utilities, were frequently mentioned in broader survey responses, ultimately ranking ninth in the top strengths. Residents showed appreciation for ongoing improvements while also indicating that continued attention to roads, public safety, and code enforcement will be important as the city develops.

Alvarado's ***Location and Accessibility*** ranked as the tenth top strength and was valued for offering a unique combination of rural charm and proximity to larger urban centers, making Alvarado both livable and conveniently connected.

Together, these strengths highlight a community that values education, effective communication, its unique character, and thoughtful infrastructure planning.

Q15: Please list one or two top weaknesses of Alvarado. What is Alvarado not doing so well? What does Alvarado need to improve? (State as simply as possible, ONE PER BOX, characters are limited)



Hundreds of comments were provided in the Community Survey concerning weaknesses in Alvarado. Each comment was classified in one general category with some comments receiving a second category as well if it directly related to two topics. This classification is done for illustrative and analysis purposes to make the feedback useful and easily understood during the planning process. Some comments could easily fall in multiple categories, but the classification is done to distill the large quantity of feedback into themes. Provided on the next page is an overall analysis of the weaknesses feedback to complement this Top 10 list.

Feedback concerning the weaknesses of the City of Alvarado reflects residents' concerns about aging infrastructure, traffic congestion, and a lack of basic amenities such as grocery stores, entertainment, and retail options. Many expressed frustration with the pace of growth outpacing City services, limited economic development, and communication needs from the City. Overall, residents called for more strategic planning, investment, and responsiveness to ensure the city remains livable and well-supported as it expands.

CONTINUED
Q15: Please list one or two top weaknesses of Alvarado. What is Alvarado not doing so well? What does Alvarado need to improve?

Analysis Notes:

The top two weaknesses identified in Alvarado were both related to infrastructure. The first was ***Roads, Traffic, and Mobility***, with respondents repeatedly expressing deep frustration over the traffic congestion, particularly on Highway 67. Respondents also criticized inadequate traffic control, poor signal timing, and lack of signage, all of which contribute to safety and mobility issues. The number two weakness identified was ***Infrastructure Capacity and Condition***. Many described the roads as "horrible" and in urgent need of repair, maintenance, and investment. Complaints about potholes and long-standing infrastructure neglect were common sentiments.

Lack of Shopping and Dining Options was the third top weakness identified by respondents. Residents repeatedly voiced dissatisfaction with the limited number of restaurants, shops, and entertainment options in Alvarado. Many stated that they often travel to other cities for basic services and would like to see more economic development locally.

The fourth top weakness is ***Parks and Recreation***. A significant number of comments mentioned the absence of adequate parks, sports complexes, and recreational facilities for children and teens. Residents expressed a desire for more investment in community programming and spaces for families.

The fifth top weakness identified was ***Grocery Stores.*** Many noted that Alvarado has limited options when it comes to food shopping, often leaving residents feeling forced to travel to neighboring cities for groceries. This was viewed not only as an inconvenience, but also as a barrier to community health and self-sufficiency. Several comments expressed frustration with the absence of variety and affordability in local food options, calling for the attraction of larger or more diverse grocery retailers.

The condition and underutilization of Downtown Alvarado were noted frequently, making ***Downtown and the Square*** the sixth top weakness. Residents called for revitalization efforts to make the area more attractive, vibrant, and economically active, with suggestions ranging from storefront updates to event programming to landscaping.

Closely tied to the prior two weaknesses is the broader issue of ***Economic Development***. Many respondents described Alvarado as stagnant in terms of business growth and employment opportunities, making this the seventh greatest weakness. Participants expressed a clear interest in seeing the City attract new businesses, improve support for local entrepreneurs, and diversify its retail and service offerings. The subsequent weaknesses identified, ***Lack of Entertainment*** and ***Growth, Development, and Developers***, continue this idea. (Growth/ Development/ Developers was notably in contrast to these three top weaknesses as the fourth ***top strength*** identified.) The lack of venues and activities contributes to a perception that Alvarado is not yet a destination for spending time, which could negatively impact community engagement and local spending. Alvarado's rapid growth was also viewed by many as outpacing its infrastructure and services. Respondents stressed the need for careful planning and resource allocation to ensure sustainable development without losing the city's character.

The tenth top weakness, ***Cleanliness and Code Enforcement***, is one to monitor as the city continues to grow. Respondents called for stricter oversight and stronger efforts to maintain neighborhood cleanliness and visual appeal, as well as animal control.

Q16: Please list one or two top opportunities Alvarado can pursue within the next 10 to 15 years. What ideas do you have to make Alvarado better? What does Alvarado need that it doesn't have already? ((State as simply as possible, ONE PER BOX, characters are limited)



Hundreds of comments were provided in the Community Survey concerning opportunities in Alvarado. Each comment was classified in one general category with some comments receiving a second category as well if it directly related to two topics. This classification is done for illustrative and analysis purposes to make the feedback useful and easily understood during the planning process. Some comments could easily fall in several categories, but the classification is done to distill the large quantity of feedback into themes. Provided on the next page is an overall analysis of the opportunities feedback to complement this Top 10 list.

Community feedback on the top opportunities for the City of Alvarado highlights a desire for thoughtful growth that enhances both daily convenience and long-term quality of life. Residents emphasized the need for more shopping, dining, and grocery options, along with improved infrastructure, traffic flow, and revitalized public spaces.

CONTINUED
Q16: Please list one or two top opportunities Alvarado can pursue within the next 10 to 15 years. What ideas do you have to make Alvarado better? What does Alvarado need that it doesn't have already?

Analysis Notes:

Respondents outlined a clear vision for Alvarado's growth centered around improved amenities, infrastructure, and community development. The most frequently identified opportunity involved expanding ***Shopping and Dining Options***, with respondents expressing a strong desire for more restaurants, retail stores, and entertainment venues within the city. This was closely followed by widespread calls for the addition of another ***Grocery Store*** as the second highest opportunity, which many view as critical. The lack of convenient access to food and household goods was noted as a major inconvenience, and respondents frequently referenced the need for national retailers or expanded local options to fill this gap. Showing high overlap with these two top opportunities, ***Economic Development*** was another priority as the eighth identified top opportunity, with respondents urging the City to attract new businesses, support local entrepreneurship, and create more local jobs. Respondents noted that a thriving economy would help support all other aspects of community life.

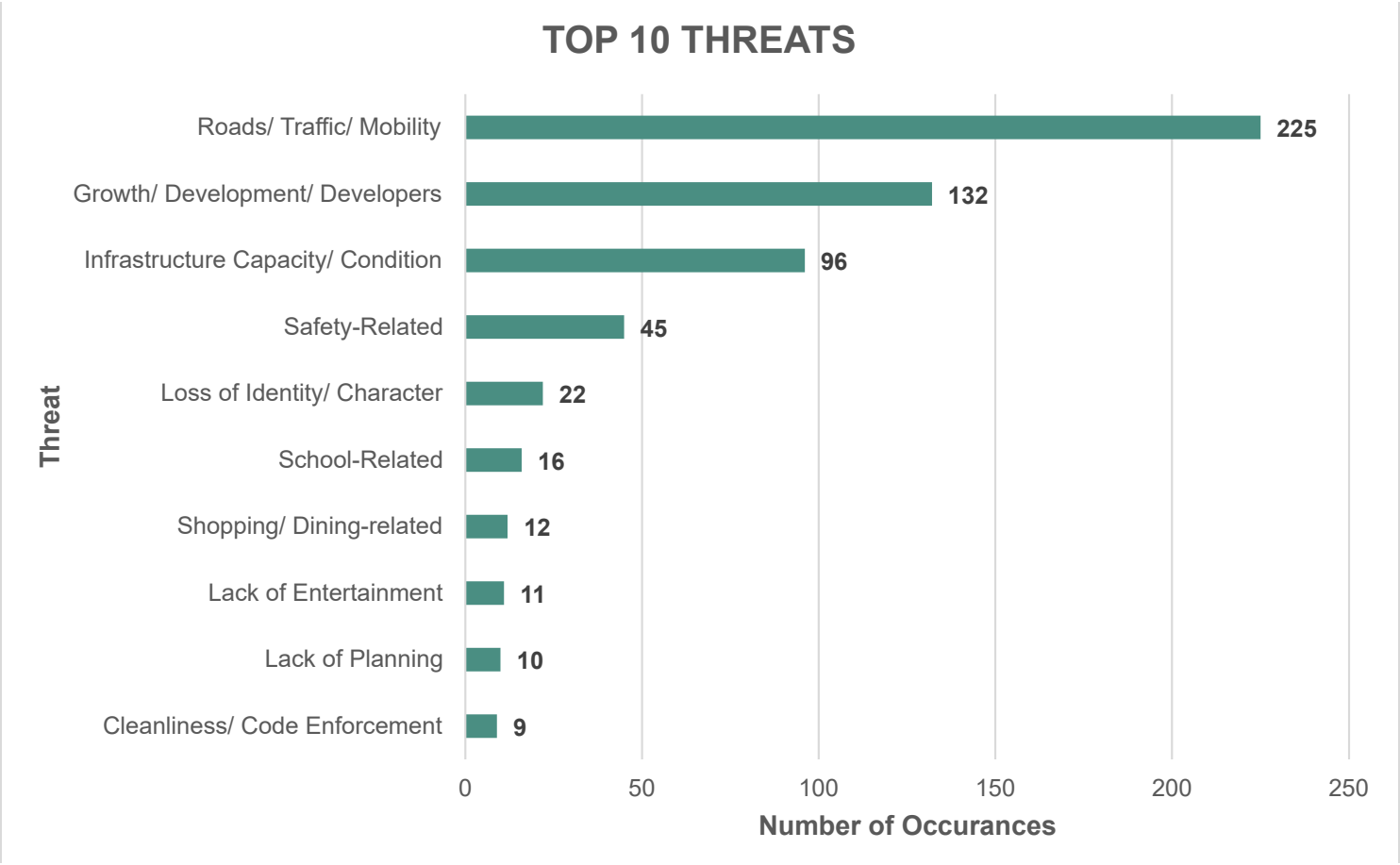
Roads, Traffic, and Mobility ranked as the third-highest opportunity area, reflecting significant concern over congestion, poor traffic flow, and long-neglected road conditions. Residents emphasized the need to ***Improve Infrastructure Capacity and Condition*** more broadly as the fourth greatest opportunity—especially in response to continued growth. From water and sewer systems to street lighting and drainage, infrastructure investments were viewed as essential to ensuring long-term functionality and public safety. Respondents identified ***Downtown and the Square*** as the fifth greatest opportunity for the City, describing that it has great potential and suggesting revitalization efforts could transform the area into a thriving center for commerce, culture, and community life.

Opportunities to enhance ***Parks and Recreation*** were also highly ranked, landing sixth in the list, with calls for better park facilities, additional green space, and more recreational programming for all ages. Similarly, there was strong interest in establishing a ***New Community Center***—a facility that could host events, provide space for youth and senior programs, and serve as a year-round gathering spot for the public. This was identified as the seventh greatest opportunity for Alvarado.

Rounding out the top 10 opportunities were the expansion of ***Youth Sports and Activities*** and improvements to ***Public Facilities***. Residents expressed a desire for more organized sports programs, modernized athletic fields, and structured activities to keep youth engaged and active. In tandem, investment in updated and accessible public buildings, such as libraries, restrooms, and administrative facilities, was viewed as an important opportunity to support community services and quality of life.

Altogether, these opportunities illustrate a community that is ready for thoughtful, strategic development that preserves Alvarado's character while enhancing its conveniences and amenities.

Q17: Please list one or two top threats or challenges Alvarado has in the next 10 to 15 years? What can affect Alvarado negatively if not taken care of? What should be planned to prevent or avoid to the greatest extent possible? (State as simply as possible, ONE PER BOX, characters are limited))



Hundreds of comments were provided in the Community Survey concerning threats to Alvarado. Each comment was classified in one general category with some comments receiving a second category as well if it directly related to two topics. This classification is done for illustrative and analysis purposes to make the feedback useful and easily understood during the planning process. Some comments could easily fall in several categories, but the classification is done to distill the large quantity of feedback into themes. Provided on the next page is an overall analysis of the threats feedback to complement this Top 10 list.

Overall, the feedback reflects residents' desire for balanced growth, stronger infrastructure, more amenities, and intentional leadership that protects the community's identity while preparing for its future.

CONTINUED
Q17: Please list one or two top threats or challenges Alvarado has in the next 10 to 15 years? What can affect Alvarado negatively if not taken care of? What should be planned to prevent or avoid to the greatest extent possible?

Analysis Notes:

Respondents identified a clear set of threats that they believe could negatively affect the City's future. At the top of the list were issues related to ***Roads, Traffic, and Mobility***, continuing concerns expressed when identifying weaknesses and top opportunities for the City of Alvarado. Many respondents again expressed frustration over congestion, unsafe conditions, especially along Highway 67, and the City's inability to keep up with increasing transportation demands. Tied closely to this was concern about ***Growth, Development, and Developers***. Many respondents feel the pace and scale of residential development are outpacing public infrastructure, warning that without better oversight and coordination, Alvarado risks becoming overbuilt and unsustainable.

Infrastructure Capacity and Condition was the third most frequently mentioned threat/challenge. Residents cited aging roads, drainage systems, and utility networks that are not equipped to support a rapidly growing population. The fourth top threat was ***Safety-related***, with several respondents noting a perceived increase in unwanted activity and expressing fears about the City's ability to manage public safety as it grows. This tied into the fifth threat: a ***Loss of Identity and Character***. Longtime residents worry that the city's small-town charm and values could be eroded by unchecked development and shifting demographics, leading to a diminished sense of community.

Respondents also pointed to ***School-related*** issues as a growing concern. As new housing developments bring in more families, many are worried about overcrowded classrooms, insufficient facilities, and strain on local education resources. The eighth top threat focused on ***Shopping and Dining-related*** limitations. Many respondents emphasized that Alvarado still lacks the commercial variety to meet residents' everyday needs, leading to frequent out-of-town trips and missed economic opportunities.

Closely related was ***Lack of Entertainment***, ranked ninth top threat/challenge, especially for families and youth. Respondents described Alvarado as having very few places for recreation, socializing, or cultural activities, further impacting quality of life. ***Lack of Planning*** was identified as a persistent and underlying challenge (nineth top threat). Many expressed skepticism about whether current city leadership and planning processes are adequate to address the challenges ahead. The tenth top threat was ***Cleanliness and Code Enforcement***, often citing overgrown lots, neglected properties, and a general desire for a more well-kept appearance across the city.

Responses included clear concern that without careful planning and leadership, Alvarado's growth could compromise the qualities that make the community unique, underscoring the need for a more deliberate and balanced approach to the City's future.

Q18: OPTIONAL: Every city is unique and has its own personality. What do you think the character or soul of Alvarado is? How would you describe Alvarado if it were a person?

Responses were combined into the following narrative:

If the City of Alvarado were a person, it would be someone with deep roots and a strong sense of tradition—an “old soul” who takes pride in community values and hard work. This person would be family-oriented and loyal, with a heart that leans into faith, patriotism, and the importance of raising children in a safe, connected environment. Alvarado, in this human form, would exude a small-town charm reminiscent of someone warm, approachable, and proud of their heritage, even as the world around them begins to change.

However, this character also shows signs of wear and stubbornness. This version of Alvarado might resist change, clinging to the past while struggling to keep up with the pace of growth and modern expectations. There’s a tension between the simplicity of yesteryear and the demands of a changing landscape, between nostalgia and the need for progress.

Despite these flaws, Alvarado’s character holds a quiet resilience and untapped potential. Several responses acknowledged that while the city might feel “old and tired” on the surface, with some cleaning up and renewed attention, it could be truly beautiful. Like a person who has all the right traits but just needs a fresh perspective, Alvarado is viewed as someone capable of transformation without losing what makes them unique.

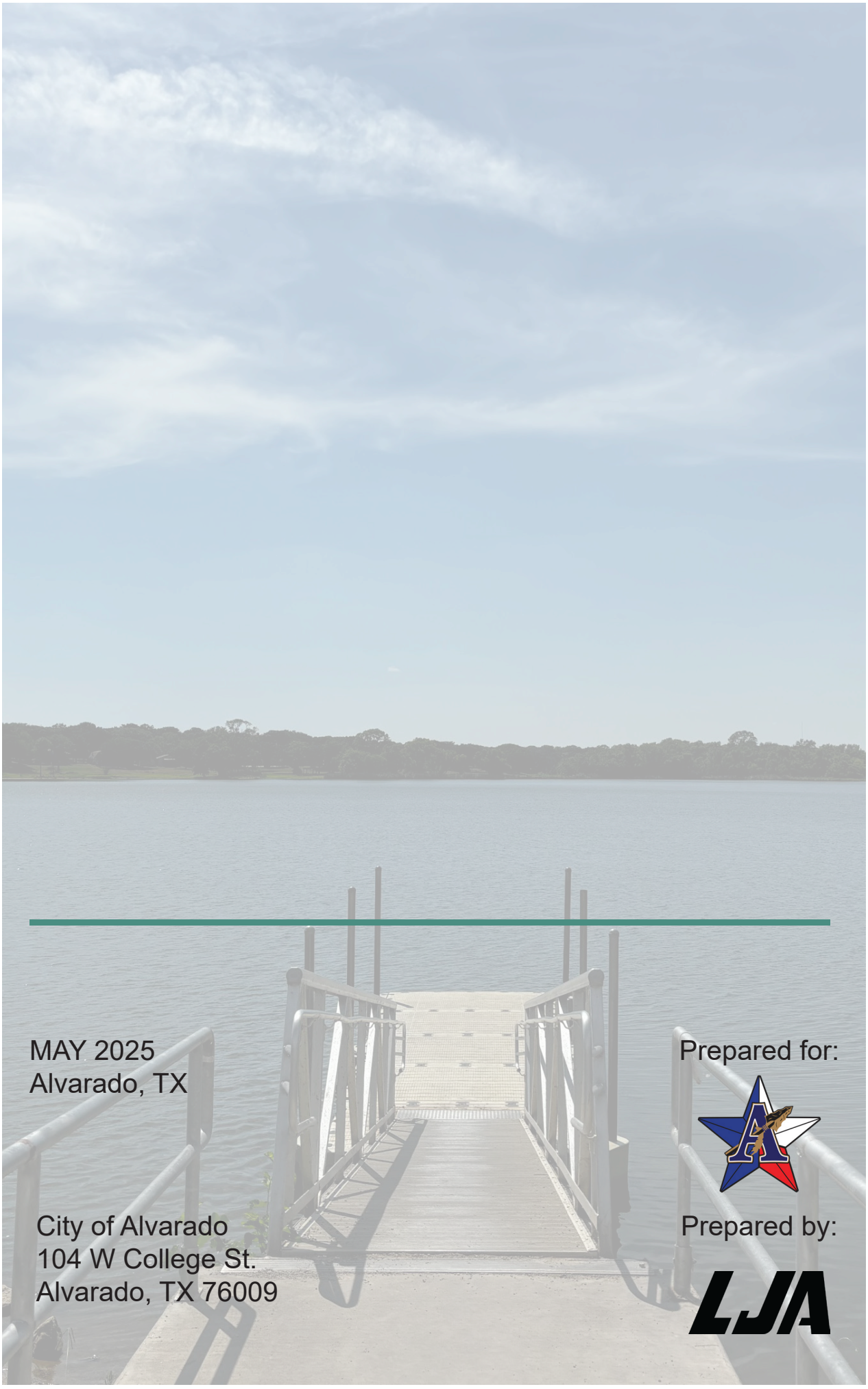
Ultimately, Alvarado as a person would be someone who values relationships, honors the past, and carries a quiet hope for the future. While not without imperfections, they are earnest, grounded, and eager to grow, if only given the right support and encouragement.

Q19: OPTIONAL: This won't be the last opportunity for input, but please provide any additional comments or feedback you have about what should be addressed in Alvarado' future planning efforts or other ideas you have.



Comments are reflected in the following image for illustrative and analysis purposes to make the feedback useful and easily understood during the planning process. The larger the word, the more it was used. The top 50 words are illustrated.

Open-ended feedback to this question emphasized the importance of thoughtful, well-sequenced planning, with several residents urging the City to invest in infrastructure and basic services before expanding further. Many responses expressed a desire to see Alvarado live up to its potential, calling for healthy food options, relaxing public spaces, a revitalized Downtown, and more things to do. Some shared a sense of disconnection or underwhelmed expectations, indicating that current offerings don't yet match the community's hopes. Taken together, the comments reflect a community that wants to believe in Alvarado's future and is ready to rally behind improvements that make everyday life better.



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