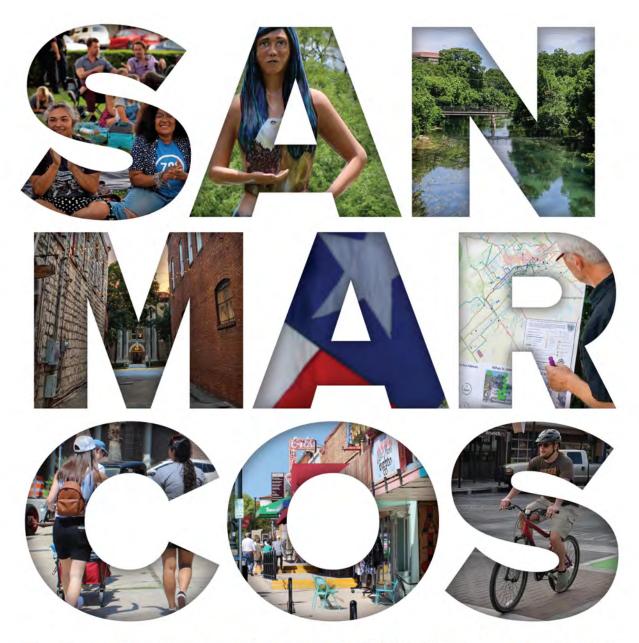
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## COMPREHENSIVE PLAN: APPENDICES







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## APPENDIX A: SUMMARY OF ELEMENT OBJECTIVES AND METRICS



### INTRODUCTION

The Vision SMTX Comprehensive Plan's Policy Framework 1) builds upon the community vision and guiding principles, 2) operationalizes the community's priorities of improving access, better distributing the costs and benefits for growth, and creating asset-based and culturally rich places; 3) builds on existing policy guidance provided by the previous Comprehensive Plan and other plans and studies prepared for San Marcos, and 3) establishes new policy direction for the City that will require partnerships and collaboration across departments, organizations, public, private, and non-profit sectors, and the broader community. For each of the 23 Goals introduced, the Policy Framework includes a set of policy statements and defines success through a set of Objectives.

The objective's answer the question, "how will we know if we're successful?" They are metrics for measuring progress of implementing each goal and are used for annual reporting on plan implementation progress and used as a community dashboard for reporting on Plan progress.

#### **Arts and Culture Objectives**

- Number of arts and culture-related City programs and events
- Attendance at arts and culture events
- Participation in arts and culture programming
- Use of dedicated funding streams/ levels
- Economic impact of arts and culture
- Resident and visitor survey data (quantitative and qualitative), including:
  - Awareness of programs and events
  - Perception of San Marcos arts and culture
  - Feedback on programs and events
  - Artist housing needs

#### **Economic Development**

- Jobs-housing balance
- Student retention rate
- Unemployment / employment rates
- Employment opportunities at or above a living wage
- Incomes compared to housing affordability levels
- Percent of San Marcos residents who also work in the city
- Job vacancies in target industries, by income level, and compared to regional data
- Workforce development program placements
- Median household income
- Vacant commercial space in employment centers including Downtown

#### **Environmental and Natural Resource Protection Objectives**

Indicators of success can be obtained by measuring and assessing changes in the following parameters for each sub-watershed:

- Percent impervious cover per watershed with quarterly update reports
- Potable water use
- Proportion of open space to population
- Per capita and citywide energy use
- Proportion of new open spaces and parks to new developed land
- Area of urban tree canopy
- Water quality and pollutants data (rivers, etc.)
- Endangered and threatened species protection measures
- Amount of recreational uses of natural spaces
- Flood mitigation

#### **Housing + Neighborhoods**

- Number of permits and certificates of occupancy by unit size, type and location
- Jobs to housing balance
- · Number of affordable (subsidized) and senior units
- Tenancy rates (proportion of owner-occupied versus rental units)
- Continual update of Housing Needs Assessments (frequency to be determined)
- Vacancy rates of rental units
- Proportion of homes within a 15-minute walk of essential services and amenities (e.g., grocery, pharmacy, parks, etc.)
- Number of new residential units created through infill development
- Number of new diverse housing units built
- Cause for denied applications related to housing and certificates of appropriateness

#### **Land Use + Community Design and Character**

- Share of households within a 15-minute walk, bike ride or transit trip of mixed-use neighborhood centers
- Number of developments using conservation design, low-impact development, and green building practices
- Surface water quality and pollutants (rivers, etc.)
- Fiscal sustainability of city as growth occurs
- Location of growth as it relates to the Preferred Scenario Map

#### Parks and Public Space + Health, Safety, and Wellness

- Parks Master Plan Actions completed or underway
- Level of service standards for emergency services
- Number of parks, open spaces and facilities connected to a trail or greenway
- Resident access to parks and open spaces
- Park maintenance funding level

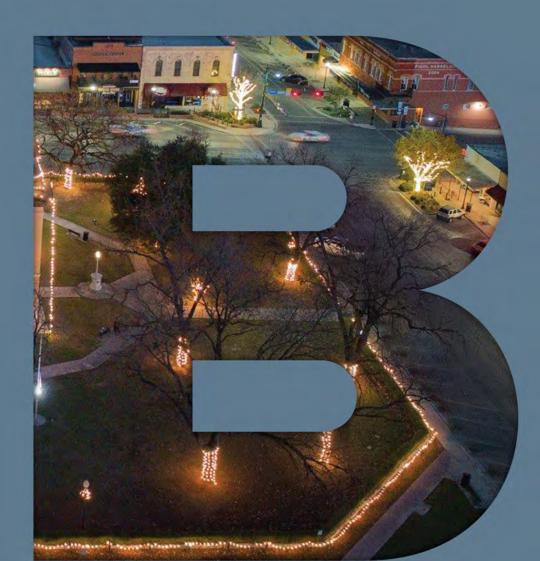
#### **Transportation**

- Mode share
- Congestion
- Miles of continuous pedestrian / bike infrastructure
- Crashes and injuries
- Transit ridership and frequency
- Number of Transportation Management Plan actions implemented
- Share of homes within a 15-minute walk of a transit stop
- Improved "walk score" grades

#### APPENDIX A: SUMMARY OF ELEMENT OBJECTIVES AND METRICS

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# APPENDIX B: KEY FINDINGS FROM FISCAL IMPACT ANALYSIS



#### **Final Report**

Fiscal Impact Analysis Methodology and Findings:

The Economics of Land Use



San Marcos Comprehensive Plan

#### Prepared for:

City of San Marcos; MIG, Inc.

#### Prepared by:

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EPS #203045

Denver Los Angeles Oakland Sacramento

February 16, 2023

#### 1. Introduction and Summary of Findings

#### Introduction

The City of San Marcos were interested in understanding the fiscal impact of future land use and development patterns as a component of Vision SMTX Comprehensive Plan process. Economic & Planning Systems (EPS) built a fiscal impact mode for the City of San Marcos. The model was used to evaluate the land use scenarios developed for the plan. This report presents the findings of fiscal impact analysis. In this report we:

- Summarize the methodology used in the models for each community.
- Present the results of the fiscal impact analysis of the three growth scenarios.
- Summarize policy implications and recommendations.

EPS reviewed the major governmental and special revenue funds in the budget for San Marcos and assessed how they are affected by new development, land use changes, or patterns of growth. The major revenues and expenditures that are affected by new development and each major fund were identified, and the impacts of growth on these revenues and expenditures were modeled. EPS used the estimated growth of population, households, and jobs within Hays County developed for the Comprehensive Plan over the 2050 plan horizon as inputs into the models.

Two growth scenarios were used to allocate the forecast growth in the city from 2020 to 2050 within place type categories resulting in a variation in the mix of housing unit types, job types, nonresidential development, and development density in each scenario. The two scenarios are:

- Scenario A: Existing Trends This scenario forecasts a continuation of development trends in the recent past that have shown continued outward expansion of the city with minimal direction related to protection of environmentally sensitive areas or coordination to limit impacts on existing neighborhoods.
- Scenario B: Preferred Growth This scenario reflects the preferred growth pattern identified by the community and prescribed in the Preferred Scenario Map. This scenario aims to attract new development to areas best suited to serve new uses and minimize impacts on sensitive areas. A major component of the strategy is the development of a second city center in the southern part of the city to complement the existing Downtown Area.

#### **Summary of Findings**

The major findings from the fiscal impact analysis that were identified to guide Comprehensive Plan policy are summarized below. Findings specific to each entity are also summarized at the end of each entity's chapter.

1. The fiscal impact analysis of the two scenarios found that the Preferred Growth scenario produces a net positive annual impact on the City's General Fund (\$3.9 million annually, which is 3.9% of estimated total new annual expenditures).

The Preferred Growth scenario also produced a greater net positive fiscal benefit to the City than the Existing Trends scenario. The Preferred Growth scenario provides for a greater diversity of housing and lower potential for low density/intensity employment uses. This growth pattern produces a more cost-effective built environment for the City to serve.

2. New development in the City of San Marcos that is not in Hays County produces a greater service cost, especially for police service.

The City of San Marcos' ETJ is within four different counties (Caldwell, Comal, Guadalupe, and Hays). Most of the city and its future growth potential is within Hays County, which is more convenient for service provision since San Marcos is the Hays County seat. New development in other counties generates greater coordination needs and added service burdens. The impact is most apparent for police services, which must utilize facilities in each county for arrests and booking. Travel time to county facilities that are not in San Marcos (i.e., not Hays County) is increased significantly, which reduces utilization of officers and generates greater demands for new officers to serve new development.

3. The location of growth significantly impacts the effectiveness and cost of fire service.

Fire service effectiveness is driven by a few key factors including response time to calls and the utilization of firefighter units/apparatus. Development that is far from existing fire stations (i.e., with a response time greater than four to six minutes) impacts response times and utilization of units. New development outside existing fire station service areas has a much greater cost to serve as it will generate the need for new stations and firefighters.

4. The expansion of the City's utility systems should follow the direction and pattern of growth prescribed in the Comprehensive Plan.

Potential growth areas for the City of San Marcos, in some cases, are outside of existing water and sewer service areas for the City's water and wastewater utilities. New development in areas outside of existing utility service areas will generate requests for service even if the new development is not annexed into the city. If the City chooses to not expand its service boundaries to serve new development, it can create the potential for encroachment of neighboring districts or new, small-scale water and sewer districts to be formed.

#### APPENDIX B: KEY FINDINGS FROM FISCAL IMPACT ANALYSIS

Encroachment from other districts can limit the City's influence on the direction and pattern of development. Small-scale districts, especially sewer districts, can create the risk for future failure of the small sewer system or inadequate standards that may impact the long-term quality of life for San Marcos residents.

#### 2. Fiscal Modeling Approach

The purpose of a fiscal impact analysis is to estimate the cost and revenue impacts from new development on annual operating budgets and departments in a variety of contexts. The analysis compares the estimated revenues generated by new development to the estimated costs of public services required to serve that development and determines the net fiscal impact (revenues minus expenditures).

Revenues and costs are estimated based on the budgets for each fund and department, and an assessment of potential effects of different types of development on each department or budget category. The revenue sources and expenditures that have the largest impact on the budget and are most directly tied to growth have a specific "case study" developed for them; these case study approaches use specific calculations to determine impact. For example, property tax is based on estimated assessed values multiplied by the applicable tax rates. Other items, such as administrative costs related to residential development, are based on average cost factors (such as "per capita" estimates).

The fiscal impact analysis is based on three main factors:

- Amount and Type of Growth: The amount of residential type (single family detached, attached, multifamily, and student-oriented multifamily) and employment type (highway commercial, local commercial, office/institutional, and industrial/distribution) based on forecasts of new jobs and households.
- Location of Growth: For this analysis, location was summarized by future land use. The difference in impacts by development patterns (e.g., amount of acres designated, forecast growth, and location) between land uses was estimated. The analysis factored in differing costs related to the location of growth when impactful including presence of fire service, utilities, and the county the new development is located in.
- **Revenue and Cost**: Based on current revenue and expenditure patterns, these are the anticipated revenues and expenditures that will be generated because of new development.

#### Modeling Approach

Our approach to identifying the fiscal impacts based on the amount and type of growth in each scenario varies depending on the community and the governmental fund being analyzed. Through evaluation of the City of San Marcos, EPS developed the following approach to modeling fiscal impacts.

EPS identified the funds that are most directly impacted by new development and where a tangible connection could be made between land use decisions and the revenues and costs within that fund.

The Fiscal Impact Model (FIM) was developed for the San Marcos's General Fund. For the General Fund, the major revenues and expenditure categories were modeled using either an average cost nexus factor or a specific analysis or "case study" for that revenue or expenditure. For revenues and expenditures that do not have a direct impact from new development or are minor in terms of their total dollar amount, the average cost factor approach is used. The approach used for each major source is described below in this report.

#### **Average Cost Nexus Factors**

EPS developed nexus factors that relate the budget item being estimated to the service population or other metric that is best associated with the impact. These factors are outlined below.

- Per Person (Residents) This factor applies to total residents or population
  of the city or a given area (e.g., Place Type).
- Persons Served (Residents and Nonresident Employees) Many services are affected by growth in both residents and employees. The purpose of this factor is to derive a population of persons served within a defined geography. The number of people each use generates is estimated using average person generation factor by use (e.g., average residents per household for single family and multifamily, and the average number of employees per square foot for retail, office, and industrial). Using the persons served approach means each new use will generate a number of people (i.e., one new single family housing unit will generate 2.5 people) which will be used to estimate costs and revenues based on the average cost per person. The persons served factor accounts for residents that are also employed in the city to not double count. The calculation of persons served equals residents plus nonresident employees (i.e., people employed in San Marcos but living outside the city).
- **Per Household** This metric assigns the cost of services and revenues generated that are specific to new housing units being built regardless of the number of people living in the unit and/or there is not nexus to impact with nonresidential development.
- Per Unit Measure of Infrastructure Impacts to the infrastructure networks and systems are sometimes estimated based on a unit measure of that type of infrastructure (e.g., "per centerline mile" or "per streetlight") for portions of those fund's expenditures related to maintenance and capital improvements. A new development's impact will be judged based on the amount of new infrastructure needed to serve the development and the average cost per unit of measure.

#### Fixed and Variable Cost Adjustments

Directly applying the factors described above to new growth would be equivalent to using the average cost for each item, which can overstate cost impacts. For local governments, whose services are at or near capacity, the average cost method is a generally accepted technique for estimating fiscal impacts. However, many functions still need to be adjusted to account for higher levels of fixed cost and/or a less direct relation to growth. To account for this, "Percent Variable" adjustments were applied to average costs to more accurately capture the cost associated with growth and development. These adjustments range from 0 to 100 percent variability, depending on the category/type of revenue or cost.

A 0 percent variability factors implies that there is no relationship between the cost/revenue category and growth, while 100 percent variability implies a 1-to-1 relationship (i.e., the full cost/revenue increase is a result of growth). Most categories fall somewhere between, and for these a variability factor of between 25 percent, 50 percent, or 75 percent is applied. For example, a department that serves new development but also has significant administrative costs that are not directly related to growth may be modeled as 50 percent variable. In this case, if average cost factors are \$20.00 per person, the model would apply a cost of \$10.00 per person (applying the 50 percent variability) to population growth to calculate the cost of growth to this department.

The following process and assumptions were used in developing the "Percent Variable" adjustments to average costs.

- **Direct Service Categories** These include departments that provide a service that is directly impacted by the rate and amount of new development in the city, such as public safety services. These types of services are estimated to be closely related to growth and increased population and are modeled using the average cost methodology (where costs are 100 percent variable). For the most impactful and directly related expenditure categories, specific case studies are developed that utilize alternative Nexus Factors and/or variable cost assumptions. As previously stated, these case study approaches are outlined below.
- Indirect Cost Categories Some expenditure categories/departments, such as the Administrative Services or Technology Services, have a high level of fixed costs regardless of the size of a city. Costs in these types of departments and functions are estimated to be between 25 and 75 percent variable.
- Functions with No Nexus or Relevance Some City functions were determined not to have any relationship to real estate development projects and have a 0 percent variability factor, which means they are not estimated or included in the model.

#### **Static Model Approach**

For this analysis, EPS utilized a static approach to modeling future revenues and costs. This means that we did not use growth or escalation rates for revenues or costs, and estimated impacts in constant dollars. The static model approach is preferred for several reasons. First, identifying reliable and accurate growth or escalation numbers for major revenue sources and expenditure items is difficult and may not accurately project likely future conditions. Second, variations in growth or escalations - even minor ones - can cause major differences in costs and revenues that may misrepresent fiscal impacts. Third, cities plan for the long term. Development that is built and at stabilized occupancy has long term fiscal impacts best modeled, in our opinion, in the static end state.

#### 3. San Marcos General Fund Model

This chapter details the approach and results of modeling the fiscal impact of residential and nonresidential development on the General Fund for the City of San Marcos. It provides an overview of the components of the General Fund that are impacted by new development, outlines the approach to modeling the impact of growth, and reports on findings of the fiscal impact analysis.

A summary of the approach used for the City of San Marcos is provided in **Figure 1**. This figure identifies the major General Fund revenues and expenditures that were analyzed.

Scenario Map Revenue Sources **Expenditures** Fiscal Impacts General Fund: General Fund: General Fund: > Net Fiscal Impact by ➤ Taxes > Administrative Land Use Type ▶ Property Tax Services ➤ Sales/Use Tax > Technology Services > Current Trends vs Preferred Growth ➤ Others ➤ Public Safety ► Licenses & Permits Scenario > Fire Cultural and ➤ Police Recreation ➤ Other ➤ Public Works Charges for Services > Neighborhood Enhancement > Parks and Recreation > Government Services New New Households lobs = Persons Served

Figure 1. City of San Marcos Fiscal Impact Model Approach Summary

#### Revenues

This section summarizes the major revenue sources for the General Fund and outlines the approach to modeling the fiscal impact of growth on each revenue source. There are six major categories of revenues within the General Fund and the percent of revenue per source is shown in **Figure 2**. Note that the Taxes category is broken out to show property tax, sales tax, and franchise fees/others independently. Sales tax is the largest revenue category, accounting for 41 percent of General Fund revenue budgeted for in the 2023 Budget (\$39 million). Property tax is the second largest revenue category, at \$29 million or 31 percent of General Fund revenue. As the two largest revenue categories, and with direct connections to growth in the city, these two revenue streams were modeled using the case study approach. The remaining revenue categories were modeled using average revenue factors.

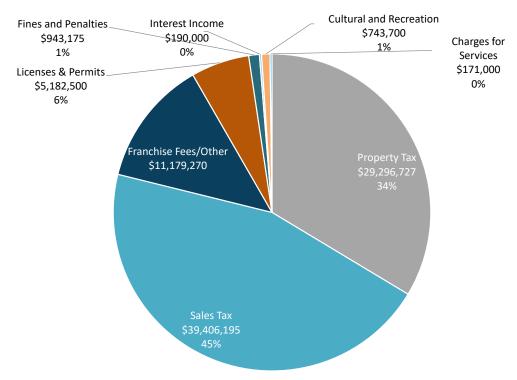


Figure 2. City of San Marcos General Fund Revenues, FY 2023 Budget

#### **Property Tax**

The per-unit property tax revenues generated are summarized in **Table 1**. As shown, single family detached residential uses generate the highest per-unit annual revenue (\$1,678). Commercial development uses generate the greatest amount of property tax on a square footage basis, at \$0.87 per square foot, while industrial uses generate only \$0.39. However, industrial uses tend to be larger, and thus may generate a similar amount of tax revenue on a per-property basis.

Based on these tax generation factors, a growth scenario with more single family detached housing will generate more property tax revenue, as this housing type has the highest property value and thus generates the highest level of property taxes. However, as the rest of the model will show, it is important to consider the costs to serve various types of growth as well to get a comprehensive picture of the net fiscal impact on the City of new development.

City of San Marcos Property Tax Revenue per Unit

Description	Market Value per Unit / Sq. Ft.	Assessment Ratio	Assessed Value per Unit	Mill Levy	Revenue Per Unit
Residential	<b></b>				<b>.</b>
Single Family	\$425,000	95.00%	\$403,750	0.416	\$1,678
Attached	\$400,000	95.00%	\$380,000	0.416	\$1,579
Multifamily	\$250,000	95.00%	\$237,500	0.416	\$987
Student Multifamily	\$300,000	95.00%	\$285,000	0.416	\$1,184
Total Residential					
Commercial					
Highway Commercial	\$220	95.00%	\$209	0.416	\$0.87
Local Commercial	\$220	95.00%	\$209	0.416	\$0.87
Office/Institutional	\$200	95.00%	\$190	0.416	\$0.79
Industrial/Distribution Total Commercial	\$100	95.00%	\$95	0.416	\$0.39

Source: Zillow; CoStar; Economic & Planning Systems

#### Sales Tax

EPS developed a retail sales flow model to estimate the portion of retail sales generated by residents, nonresident employees, and visitors. The retail sales flow model uses average household incomes and per employee spending factors to estimate the potential spending on retail goods generated by residents and workers in the city. The potential retail spending is distributed by retail store category based on the U.S. Census of Retail Trade (2017) for Texas. The retail spending expenditure potential was then compared to actual sales per store category (3- and 4-digit retail trade NAICS categories) to determine what portion of sales the City of San Marcos captures from residents, nonresident workers, and visitors. EPS estimates that San Marcos residents account for 40 percent of sales made in the city. Nonresident workers account for approximately 16 percent, and visitors to the community contribute 44 percent.

EPS estimated annual retail spending per resident and per nonresident employee/ worker using the retail sales flow model. The City's 1.5 percent sales tax rate was then applied to the sales per category to estimate the amount of sales tax revenue an average person or nonresident worker will generate annually. Each new resident is estimated to generate \$126.29 in annual sales tax from retail spending and each new nonresident worker is estimated to generate \$40 in annual sales tax revenue, as shown Table 2. Combined, each new person served in the city generates \$96 in annual sales tax revenue.

Table 2. City of San Marcos Resident and Employee Retail Sales Factors

Description	Sales Per Capita	Sales Per Employee
Convenience Goods		
Food and Beverage Stores	\$2,637	\$384
Health and Personal Care	\$653	\$411
Total Convenience Goods	\$3, <b>291</b>	\$ <b>794</b>
Shopper's Goods		
General Merchandise	\$1,584	\$540
Other Shopper's Goods		
Clothing & Accessories	\$530	\$136
Furniture & Home Furnishings	\$246	
Electronics & Appliances	\$192	\$117
Sporting Goods, Hobby, Book, & Music Stores	\$187	\$146
Miscellaneous Retail	<u>\$194</u>	<u>\$272</u>
Subtotal	\$1,348	\$671
Total Shopper's Goods	\$2,932	\$1,211
Eating and Drinking	\$1,450	\$631
Building Material & Garden	\$747	\$0
Total Retail Goods	\$8,419	\$2,636
Total Sales Tax	\$126	\$40

Source: Economic & Planning Systems

#### **Other General Fund Revenues**

Property and sales taxes generate 72 percent of the City's General Fund revenue. The other revenue sources are important but not as significant to fiscal health. Other revenue sources for the General Fund are:

- Franchise Fees
- Licenses & Permits
- Fines and Penalties
- Cultural and Recreation Revenue
- Charges for Services
- Other Revenues
- Reimbursement from Other Funds (i.e., intergovernmental transfers)

The modeling approach and factors for each revenue source are shown in Table 3. EPS estimates that each new resident or nonresident employee in the city generates \$221 in General Fund revenue annually (in addition to property tax).

Table 3. City of San Marcos Other General Fund Revenue Source Per Person Factors

		Factors						
Description	FY 23 Budget	Nexus Factor F	Nexus Factor Detail	Gross Factor	Variability	Net Factor		
Taxes								
Property Tax	\$29,296,727	Case Study	\$	-				
Sales Tax	\$39,406,195	Persons Served (PS)	97,766 \$	96	100% \$	96		
Franchise Fees/Other	\$11,179,270	Persons Served (PS)	97,766 \$	114	25% \$	29		
Total General Taxes	\$79,882,192							
Licenses & Permits	\$5,182,500	Persons Served (PS)	97,766 \$	53	100% \$	53		
Fines and Penalties	\$943,175	Persons Served (PS)	97,766 \$	10	100% \$	10		
Interest Income	\$190,000	No Nexus	\$	-	100%	-		
Cultural and Recreation	\$743,700	Per Household	27,105 \$	27	100% \$	27		
Charges for Services	\$171,000	Per Household	27,105 \$	6	100% \$	6		
Other Revenues	\$1,875,226	No Nexus	\$	-				
Reimbursement from Other Funds	\$7,027,208	No Nexus	\$	- [	25%	-		
Total Revenue	\$96,015,001							
Total Net Transfers	\$88,987,793					\$221		

Source: City of San Marcos Proposed Budget Book FY 2023; Economic & Planning Systems

#### **Expenditures**

This section summarizes the major expenditure sources for the City of San Marcos's General Fund, outlines the approach to modeling the fiscal impact of growth on each expenditure source, and reports the results of the fiscal impact modeling.

There are eight major categories of expenditures within the General Fund, as shown in **Figure 3**. Public Safety departments (police, fire, and municipal court) account for the majority of the City's annual General Fund expenditures (37 percent in 2021 or \$40 million). Government Services is the second largest expenditure category, at \$25 million or 24 percent of General Fund expenditures. This category includes operating transfers to other funds of \$7 million and other one-time transfers. The third largest category in terms of dollars is Public Works (10 percent), which is followed by Administrative Services (9 percent), Community Development (9 percent), and Parks and Recreation (6 percent).



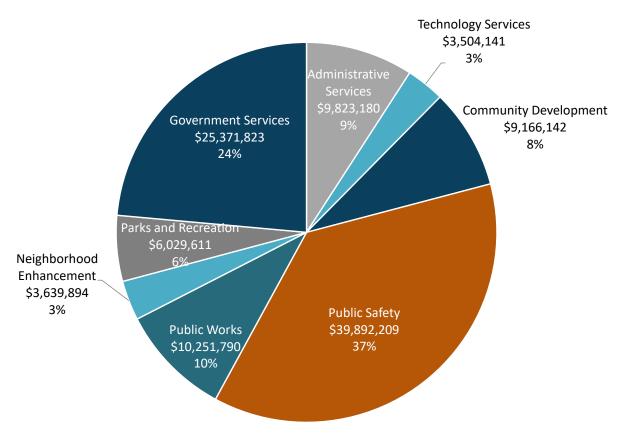


Table 4 provides a summary of the modeling approach used for each major expenditure category. Case studies were developed for four categories and are described below in more detail. An average cost factor with a corresponding variability estimate were used to estimate annual expenditures for the remaining categories. The expected annual expenditures per each new resident or nonresident employees is \$921.

Table 4. San Marcos General Fund Expenditures - Nexus to Growth and Variability

			Factors				
			Nexus Factor	Gross			Net
Description	FY 23 Budget	Nexus Factor	Detail		Variability	Fa	ctor
General Fund	<b>#</b> 0.000.400	D 0 1 (D0)	07.700 A	400	050/		0.5
Administrative Services	\$9,823,180	Persons Served (PS)	97,766 \$	100	25%	\$	25
Technology Services	\$3,504,141	Persons Served (PS)	97,766 \$	36	25%	\$	9
Community Development		Persons Served (PS)	97,766 \$	94	100%	\$	94
Public Safety	\$39,892,209	O Ott-	•		4000/	•	
Fire Operations	\$14,972,512		\$	-	100%	\$	-
Police Operations	\$22,050,759	,	\$	-	100%	\$	-
Municipal Court	\$999,931		97,766 \$	10	100%	\$	10
Office of Emergency Management	\$365,470	Persons Served (PS)	97,766 \$	4 14	100%	\$	4
City Marshal	\$1,369,294	Persons Served (PS)	97,766 \$		25%	\$	
Parking Enforceent	\$134,243	Persons Served (PS)	97,766 \$	1	100%	\$	1
Public Works	\$10,251,790	D	07.700 0	40	050/	•	
Public Works Administration		Persons Served (PS)	97,766 \$	13	25%	\$	3
Traffic Control	\$1,440,285	,	\$	-	100%	\$	-
Streets	\$3,908,832	,	\$	-	100%	\$	
Fleet Services	\$952,177	Persons Served (PS)	97,766 \$	10	100%	\$	10
Facilities & Grounds	\$2,655,993	Persons Served (PS)	97,766 \$	27	50%	\$	14
Neighborhood Enhancement	\$3,639,894	Per Household	27,105 \$	134	100%	\$	134
Parks and Recreation	\$6,029,611				0.007		
PARD Administration		Per Household	27,105 \$	25	25%	\$	6
Parks Operations	\$2,637,689		27,105 \$	97	100%	\$	97
PARD Recreation Programs	\$944,034	Per Household	27,105 \$	35	100%	\$	35
Activity Center	\$1,113,444	Per Household	27,105 \$	41	100%	\$	41
Outdoor Pool	\$192,211	Per Household	27,105 \$	7	100%	\$	7
Discovery Center	\$467,605		27,105 \$	17	100%	\$	17
Government Services	\$25,371,823	` '	97,766 \$	260	100%		260
Social Services		Persons Served (PS)	97,766 \$	5	100%	\$	5
Special Services (net One-Time)	\$24,871,823						
Special Services (less Trans&One-Time)	\$14,184,823	· /	97,766 \$	145	100%	\$	145
Operating Transfers		No Nexus	\$	-			
Economic Development		No Nexus	\$	-			
One-time Retention		No Nexus	\$	-			
Total Expenditures	\$107,678,790						
Total Net Transfers	\$96,991,790					;	\$921

Source: City of San Marcos Proposed Budget Book FY 2023; Economic & Planning Systems

#### **Police**

The San Marcos Police Department has an annual budget of \$22 million. Most of this budget (90 percent) is for personnel costs (wages and benefits) for the department's employees. The City has 111 officers providing police services to the community and manages 35,000 calls for services each year. New development has the biggest impact on the need for patrol officers and investigation-related staff. Generally, as the community grows, the need for additional patrol officers grows as well, with annual calls for service typically used as the measure for the need for personnel.

Given the service characteristics of the Police Department and the impact of growth on service needs, an officer needed per 1,000 persons served factor was developed to incorporate the impacts of increased demand for service from both new residents and new employees/businesses in the city. For the purposes of modeling the impacts of growth on service needs and cost to provide service, expenditure categories for the department are modeled at a 100% variability rate, except for operations, which is modeled at 25%. For every 1,000 new residents or nonresident employees the city generates demand for 1.1 officers. The annual cost per officer is estimated to be \$191,716, as shown in **Table 5**.

Table 5. San Marcos Police Department Cost Allocation Method and Factors

	Growth Factors								
Description	2023 FY Budget	Nexus Factor	Nexus Factor Detail	Officer per 1,000 PS	Cost per Officer		oss ctor Va	ariability	Net Fac
Expenditures									
Personnel (Wages & Benefits)	\$19,941,614	Persons Served (PS)	97,766	1.1 \$	179,654	\$ 179,6	654	100%	\$ 179,69
Operations	\$1,027,061	Persons Served (PS)	97,766	1.1 \$	9,253	\$ 9,2	253	25%	\$ 2,3
Supplies and Equipment	\$910,998	Persons Served (PS)	97,766	1.1 \$	8,207	\$ 8,2	207	100%	\$ 8,20
Training and Personnel Cost	\$171,086	Persons Served (PS)	97,766	1.1 \$	1,541	\$ 1,5	541	100%	\$ 1,54
Capital	\$0	Persons Served (PS)	97,766	1.1 \$	-	\$ -	. 🗀	100%	\$ -
Operating	\$0	Persons Served (PS)	97,766	1.1 \$	-	\$ -		100%	\$ -
Total	\$22,050,759								\$ 191,7
By County									
Hays									\$ 191,7
Caldwell									\$ 224,4
Comal									\$ 238,14
Guadalupe									\$ 227,2

Source: City of San Marcos; Economic & Planning Systems

San Marcos, as mentioned previously, is in four counties, which complicates police services for the city. Specially, the time spent booking persons arrested can vary greatly depending on the county the arrest occurred. San Marcos is the County Seat for Hays County, therefore travel to book arrested individuals in Hays County is minimal (beyond standard travel time). However, arrests made in Caldwell, Comal, or Guadalupe Counties take more time to process (due to travel time) for officers, which reduces their utilization and generates more demand for officer capacity. As a result, an increased cost per officer is applied to development not in Hays County. The cost for per new officer demanded in the other three counties

is 17 to 24 percent higher than in Hays County. This additional time needed to reach the booking location in the other counties compared to average travel time within Hays County.

#### Fire and Emergency Services

The San Marcos Fire Department has an annual budget of \$15 million. Most of this budget (92%) is used for personnel costs, similar to the Police Department. The department uses six fire stations (note fire station 6 is under construction) spread throughout the community to provide services. Fire stations 1, 2 and 4 have fire engines, and stations 3 and 5 have a fire truck (ladder truck). Generally, each fire apparatus (engine or truck) is supported by a four firefighter team (1 caption, 1 engineer, and 2 fire fighters) with three shifts, meaning 12 personnel are needed for each apparatus. In total, the department has 77 fire fighters plus 10 command and administration positions that include the battalion chiefs and captions. The Fire Department currently handles over 6,800 calls for service annually.

The San Marcos Fire Department is required to meet certain "level of service" standards, based on call response time, to provide needed services to the community and maintain insurance ratings. These standards influence station location decisions. Call volume is not uniform across stations, but instead station location is dependent on the surrounding population and employment density, and the ability of the apparatus at that station to respond within the given level of service standard. Because of this service nature, the impact of new development on San Marcos Fire varies depending on the location and type of growth, which impacts firefighter utilization.

Each fire station has a service area, which is most often defined by the response time of a fire engine from the station. New development that is outside of existing fire service areas for existing fire stations can create significant impacts on response times and often triggers the need for a new station and associated fire personnel and capital equipment. The department strives for a six-minute fire call response time. Currently, the department serves existing areas of the city that are outside an achievable 6-minute response time.

EPS estimated the annual increase in expenditures for fire service generated by a new resident or non-resident worker. Factors for the number of firefighters, administrative staff, and apparatus per 1,000 persons served were developed based on the existing staffing levels and total persons served in the city. These cost factors are applied to new development based on the location of the new development. Buffers around each fire station were developed that estimate the area that can be reached within a six-minute response time, shown in Figure 4.

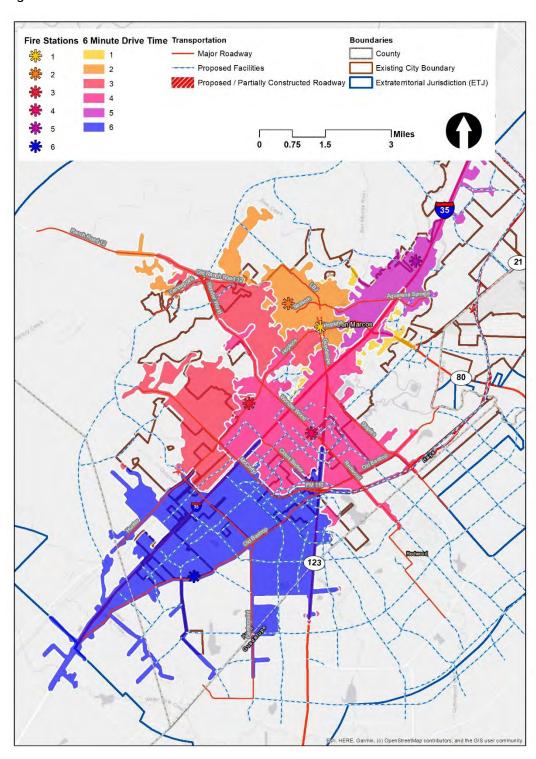


Figure 4 San Marcos Fire Station 6 Minute Drive Time

New development located within a six-minute drive time from an existing station (based on the current roadway network) was estimated to generate 18 percent of the total cost. This 18 percent factor was calculated based current fire personnel utilization rates compared to calls per service. Calls for service within existing fire service areas are assumed to be supportable by existing stations/apparatus and will only marginally increase costs (hence the 18 percent factor). Development outside of the six-minute response time buffer is assumed to generate the full cost per person served factor, as shown in Table 6.

A new resident or nonresident worker generated by development in existing fire service buffers will have an annual cost of service of \$27.57 per person served, while development outside the six-minute response buffer have a cost of \$153.15 per person served.

Table 6. San Marcos Fire Cost Allocation Method and Factors

			Growth Fac			
Description	FY 2023 Budget	Nexus Factor	Nexus Factor Detail	Gross Factor	Variability N	et Factor
Inside 6 Minute Drive Time Personnel (Wages & Benefits) Operations Supplies and Equipment Training and Personnel Cost Capital Total	\$13,756,812 \$299,584 \$702,006 \$214,109 \$0 \$14,972,512	Persons Served (PS) Persons Served (PS) Persons Served (PS) Persons Served (PS)	97,766 \$ 97,766 \$ 97,766 \$ 97,766 \$ \$	140.71 3.06 7.18 2.19	18% \$ 18% \$ 18% \$ 18% \$ 18% \$	0.55 1.29 0.39
Outside 6 Minute Drive Time Personnel (Wages & Benefits) Operations Supplies and Equipment Training and Personnel Cost Capital Total  Total Fire Costs	\$13,756,812 \$299,584 \$702,006 \$214,109 \$0 \$14,972,512	Persons Served (PS) Persons Served (PS) Persons Served (PS) Persons Served (PS)	97,766 \$ 97,766 \$ 97,766 \$ 97,766 \$ \$	140.71 3.06 7.18 2.19	100% \$ 100% \$ 100% \$ 100% \$ 100% \$	3.06 7.18 2.19

Source: City of San Marcos; Economic & Planning Systems

#### **Public Works**

The Department of Public Works has a budget of \$10.3 million. There are five groups within the Public Works Department: administration, traffic control, streets, fleet services, and facilities & grounds. The department provides a variety of services, with street maintenance and traffic control being most directly related to growth and new development. Currently, Public Works provides street maintenance for approximately 390 lanes miles of paved streets and maintains 67 traffic signals.

As shown in Table 7, costs associated with new growth were calculated in three ways. Administration, fleet services, and facilities & grounds expenses are estimated on a person served basis, accounting for additional costs to serve both new residents and nonresident employees. Administration and facilities & grounds have a 25 percent variability factor applied to account for the marginal impact of growth on their expenses. Traffic control and streets expenses are projected based on the estimated generation of new lane miles and traffic signals by new development.

Table 7. San Marcos Public Works Cost Allocation Method and Factors

			Growth	Factors		
Description	FY 2023 Budget	Nexus Factor	Nexus Factor Detail	Gross Factor	Variability	Net Factor
Doodription	7 7 2020 Budget	HOXAG F actor	Botan	5,555, a5,51	variability	11011 40101
Expenditures						
Public Works Administration	\$1,294,503	Persons Served (PS)	97,766	\$ 13.24	25% \$	3.31
Traffic Control	\$1,440,285	Traffic Signals	67	\$ 21,497	100% \$	21,497
Streets	\$3,908,832	Lane Miles	390	\$ 10,023	100% \$	10,023
Fleet Services	\$952,177	Persons Served (PS)	97,766	\$ 9.74	100% \$	9.74
Facilities & Grounds	\$2,655,993	Persons Served (PS)	97,766	\$ 27.17	25% \$	6.79
Total	\$10,251,790			•		
Total	\$10,251,790					

Source: City of San Marcos; Economic & Planning Systems

The demand for traffic signals and paved lane miles was estimated based on the existing presence of signals and lane miles in the city for four intensity categories that correspond with the Future Places Type Map; High, Medium, Low, and Mixed Use, as shown in Table 8. New development built within these four intensity contexts will generate varying demands for streets and signals. Generally, lower density uses generate more demand for lane miles per person served while higher density and mixed-use areas generate greater demand for signals per person.

Table 8. San Marcos Public Works Scenario Evaluation Findings

	Existing Infrastructure					Existing Demographics				Demand Factors		
Land Use Category	Lane Miles	Signals	LM per S Acre	Signals per Acre	HU Density	Emp Density	Est. HU	Est. Jobs	Persons Served (ps)	Lane Miles per PS	Traffic Signals per PS	
					(HU/acre)	(Jobs/acre)						
High Denstiy	51	3	0.178	0.010	12.5	12.5	3,613	3,613	7,423	0.0069	0.00040	
Mediium Density	79	14	0.113	0.020	7.0	7.5	4,904	5,254	10,359	0.0076	0.00135	
Low Density	324	29	0.038	0.003	2.0	3.0	17,194	25,791	20,755	0.0156	0.00140	
Mixed Use	92	27	0.191	0.056	12.5	12.5	6,031	6,031	12,392	0.0074	0.00218	

Source: Economic & Planning Systems

The estimated demand for lane miles and signals depends on the Place Type category new development is within. Then, standard per signal (\$21,497) and per lane mile (\$10,023) factors are applied to estimate the annual, ongoing maintenance of the infrastructure.

#### 4. Fiscal Impact Inputs and Results

This chapter provides a summary of the development/growth inputs used to model both scenarios. In addition, the net fiscal impacts of each scenario and development in each Place Type are summarized.

#### **Development Inputs**

EPS developed a land demand forecast for both housing and employment uses in the community over the plan horizon (2020 to 2050). This analysis allocated forecast new jobs and households between four different housing product types and four employment development types. The number of new households and jobs within these development types were distributed among the future land use categories based on the land use intent of each category.

Two land scenarios that were developed by MIG and EPS during the plan process were used. The two scenarios represent varying amounts of new jobs and households in each land use category and varying geographies. EPS estimated that there will be demand in the City of San Marcos for 52,000 new housing units by 2050 and 51,000 jobs generating demand for 14 million square feet of new nonresidential development. **Table 10** provides a summary of the allocation of these new housing units and nonresidential development for each scenario. **Table 9** provides a summary of the allocation of the new housing units and jobs by Place Type and Land Use Intensity for each scenario.

Table 9. Housing Unit and Job Allocation by Place Type

	Pref	erred Gro	wth Scena		Exi	sting Tre	nds Scena	
Description	Housing Units	Jobs	Avg HH Size	New Persons Served	Housing Units	Jobs	Avg HH Size	New Persons Served
Place Type								
High Density Neighborhood	14,602	3,464	1.25	20,884	4,588	0	1.25	5,735
Medium Density Neighborhood	16,283	4,658	1.25	27,557	10,816	583	1.25	13,989
Lower Density Neighborhood	10,356	32	2.00	18,018	32,816	0	2.00	65,632
Community Activity Center	8,478	7,058	1.25	16,278	2,994	4,857	1.25	7,651
Neighborhood Commercial/Center	605	501	1.25	1,136	0	80	1.25	65
Campus, Medium Density Employment	1,675	19,012	1.25	16,914	787	22,781	1.25	19,317
Highway Commercial, Lower Density Employment	0	16,272	1.25	12,362	0	22,698	1.25	18,267
Total	52,000	51,000		113,148	52,000	51,000		130,654
Land Use Intensity								
High Denstiy	14,602	3,464		20,884	4,588	0		5,735
Mediium Density	17,958	23,670		44,470	11,603	23,364		33,306
Low Density	10,356	16,304		30,380	32,816	22,698		83,898
Mixed Use	9,083	7,559		17,414	2,994	4,937		7,715

Source: Economic & Planning Systems

Table 10 Scenario Growth Allocations by Development Type

Description	Preferred Growth	Existing Trends
Population		
Single Family Population	25,086	49,922
Attached Population	17,088	20,755
Multifamily Population	15,264	6,492
Student Population	16,968	6,552
Total Population	74,406	83,721
Residential Units		
Single Family	12,543	24,961
Attached	13,670	16,604
Multifamily	12,211	5,194
Student Multifamily	13,575	5,241
<b>Total Housing Units</b>	52,000	52,000
Employment		
Highway Commercial	13,423	15,217
Local Commercial	7,926	5,408
Office/Institutional	15,703	13,624
Industrial/Distribution	13,945	16,751
Total Jobs	51,000	51,000
Commercial Space		
Highway Commercial	3,141,051	3,560,854
Local Commercial	1,854,740	1,265,539
Office/Institutional	2,449,634	2,125,319
Industrial/Distribution	6,526,208	7,839,257
Total Commercial Space	13,971,633	14,790,969

Source: Economic & Planning Systems

#### **Growth Scenarios Net Fiscal Impacts**

EPS compared the estimated annual revenues generated in each scenario to the estimated annual expenditures to estimate the net fiscal impact on the City's General Fund. Table 11 provides a summary of the results of the evaluation. The Preferred Growth scenario results in a net positive impact on the General Fund of \$3.9 million annually, which equates to 3.9 percent of the City's total expenditures. This results in a net fiscal benefit per developed acre of \$358 annually. The Existing Trends also has a net positive impact on the General Fund but less than the Preferred Scenario. The Existing Trends net positive fiscal impact is \$2.2 million, which is \$128 per acre.

The Existing Trends scenario generates more annual revenue than the Preferred Growth scenario. This is due to a greater share of single-family residential development in that scenario that has a higher average home value and higher estimate residents per household. The Preferred Growth scenario, however, is less costly to serve. This is due to more development within existing fire service areas, within Hays County, and less demand for lane miles and signals than the Existing Trends scenario.

Table 11. City of San Marcos General Fund Net Fiscal Impact by Scenario

				Preferred Growth			Existing Trends		
		Nexus			Nexus				
		Factor	Net	Scenario	Factor	Net	Scenario		
Description	Nexus Factor	Detail	Factor	Total	Detail	Factor	Total		
•									
GENERAL FUND REVENUES									
Taxes									
Property Tax	Case Study			\$79,618,031			\$88,406,607		
Sales Tax	Persons Served (PS)	112,921	\$96	\$11,010,111	122,236	\$96	\$12,186,475		
Franchise Fees/Other	Persons Served (PS)	112,921	\$29	\$3,228,063	122,236	\$29	\$3,494,342		
Licenses & Permits	Persons Served (PS)	112,921	\$53	\$5,985,877	122,236	\$53	\$6,479,645		
Fines and Penalties	Persons Served (PS)	112,921	\$10	\$1,089,383	122,236	\$10	\$1,179,245		
Cultural and Recreation	Per Household	52,000	\$27	\$1,426,763	52,000	\$27	\$1,426,763		
Charges for Services	Per Household	52,000	\$6	\$328,058	52,000	\$6	\$328,058		
Total GF Revenues				\$102,686,285			\$113,501,135		
Per Acre				\$9,468			\$6,678		
GENERAL FUND EXPENDITURES									
Administrative Services	Persons Served (PS)	112,921	\$25	\$2,836,486	122,236	\$25	\$3,070,464		
Technology Services	Persons Served (PS)	112,921	\$9	\$1,011,836	122,236	\$9	\$1,095,301		
Community Development	Persons Served (PS)	112,921	\$94	\$10,587,053	122,236	\$94	\$11,460,367		
Fire Operations	Case Study			\$5,948,968			\$8,742,255		
Police Operations	Case Study			\$25,220,046			\$25,542,168		
Municipal Court	Persons Served (PS)	112,921	\$10	\$1,154,938	122,236	\$10	\$1,250,207		
Office of Emergency Management	Persons Served (PS)	112,921	\$4	\$422,124	122,236	\$4	\$456,945		
City Marshal	Persons Served (PS)	112,921	\$4	\$395,390	122,236	\$4	\$428,005		
Parking Enforceent	Persons Served (PS)	112,921	\$1	\$155,053	122,236	\$1	\$167,843		
Public Works Administration	Persons Served (PS)	112,921	\$3	\$373,793	122,236	\$3	\$404,627		
Traffic Control	Case Study			\$3,201,587			\$3,898,847		
Streets	Case Study			\$10,895,694			\$16,638,297		
Fleet Services	Persons Served (PS)	112.921	\$10	\$1.099.781	122.236	\$10	\$1,190,501		
Facilities & Grounds	Persons Served (PS)	112,921	\$14	\$1,533,859	122,236	\$14	\$1,660,385		
Neighborhood Enhancement	Per Household	52,000	\$134	\$6,983,010	52,000	\$134	\$6,983,010		
PARD Administration	Per Household	52,000	\$6	\$323,563	52,000	\$6	\$323,563		
Parks Operations	Per Household	52,000	\$97	\$5,060,315	52,000	\$97	\$5,060,315		
PARD Recreation Programs	Per Household	52,000	\$35	\$1,811,096	52,000	\$35	\$1,811,096		
Activity Center	Per Household	52,000	\$41	\$2,136,104	52,000	\$41	\$2,136,104		
Outdoor Pool	Per Household	52,000	\$7	\$368,750	52,000	\$7	\$368,750		
Discovery Center	Per Household	52,000	\$17	\$897,084	52,000	\$17	\$897,084		
Special Services (less Trans&One-Time)	Persons Served (PS)	112,921	\$145	\$16,383,717	122,236	\$145	\$17,735,190		
Social Services	Persons Served (PS)	112,921	\$5	\$577,509	122,236	\$5	\$625,147		
Total Expenditures		,		\$98,800,246	,		\$111,321,323		
Per Acre				\$9,109			\$6,550		
NET BALANCE				\$3,886,039			\$2,179,812		
PER ACRE				\$358			\$128		
				4000			Ų.20		

Source: Economic & Planning Systems

EPS identified some major considerations related to the type of development and the scenarios that were used to develop plan policies. These findings are summarized below.

- The City of San Marcos' ETJ is within four different counties (Caldwell, Comal, Guadalupe, and Hays). Most of the city and its future growth potential is within Hays County, which is more convenient for service provision since San Marcos is the Hays County seat. Growth in the other three counties produces greater service costs (especially for police service).
- The location of growth significantly impacts the effectiveness and cost of fire service. Fire service effectiveness is driven by a few key factors including response time to calls for service and the utilization of firefighter units and apparatus. Development that is far from existing fire stations (i.e., with a response time greater than four to six minutes) impacts response times and utilization of units. New development outside existing fire station service areas has a much greater cost to serve as it will generate the need for new stations and firefighters.
- Potential growth areas for the City of San Marcos, in some cases, are outside of existing water and sewer service areas for the City's water and wastewater utilities. New development in areas outside of existing utility service areas will generate requests for service even if the new development is not annexed into the city. If the City chooses to not expand its service boundaries to serve new development, it can create the potential for encroachment of neighboring districts or new, small-scale water and sewer districts to be formed. Encroachment from other districts can limit the City's influence on the direction and pattern of development. Small-scale districts, especially sewer districts, can create the risk for future failure of the small sewer system or inadequate standards that may impact the long-term quality of life for San Marcos residents. The expansion of the City's utility systems should follow the direction and pattern of growth prescribed in the Comprehensive Plan.

#### Place Types Net Fiscal Impacts

Each Place Type category used to develop the Preferred Growth map has varying fiscal impact on the City due to the mixture of uses prescribed and density envisioned. The findings regarding the impact of each Place Type are summarized below and shown in **Table 12**.

#### **Neighborhood Low Considerations**

- Net Positive Fiscal Impact (\$1,113 per acre, \$176 per new person)
- Generates higher tax revenue per acre due greater presence and value of single-family homes.
- Generates the highest cost to serve (per new person) of all Place Types
- Generates largest increase in new streets to maintain.
- The location of development will vary the impact significantly.
- There is a greater cost to serve if development located: far from fire existing stations, outside of Hays County, or outside existing water and sewer service areas.

#### **Neighborhood Medium Considerations**

- Net Positive Fiscal Impact (\$1,669 per acre, \$219 per new person)
- The greater housing diversity and density reduces cost to serve.
- The location of development will vary the impact significantly.
- There is a greater cost to serve if located: far from fire existing stations, outside of Hays County, or outside existing water and sewer service areas.

#### **Neighborhood High Considerations**

- Net Positive Fiscal Impact (\$3,348 per acre, \$220 per new person)
- Most efficient Place Type in terms of infrastructure demand (e.g., new lane miles, signals)
- Generates the highest concentration of potential service needs due to density.
- There is a greater cost to serve if located: far from fire existing stations, outside of Hays County, or outside existing water and sewer service areas.

#### **Neighborhood Transition**

- There is limited future development potential within transition locations.
- Fiscal impacts are dependent on uses and intensity of development, which can vary in this category.

### **Mixed Use Low**

- Net Positive Fiscal Impact (\$4,493 per acre, \$398 per new person)
- Generates greatest net positive impact of all Place Types (per acre and per new person).
- There is limited potential for the locations and demand for growth in this Place Type.

#### Mixed Use Medium

- Net Positive Fiscal Impact (\$1,969 per acre, \$98 per new person)
- Generates most value and revenue per acre of all Place Types.
- Denser concentration of uses allowed also requires a greater level of service and expenditures.

# Commercial/Employment Low

- Net Negative Fiscal Impact (-\$1,652 per acre, -\$288 per new person)
- Only Place Type with a net negative fiscal impact.
- This Place Type has the greatest potential to capture employment growth as the built environment envisioned aligns with economic opportunities.
- The value of nonresidential development will create varying fiscal impact.
- The impact on calls for service varies by use (e.g., retail more, industrial less)
- The lower density uses allowed generate less efficient growth pattern and infrastructure investment needs.

# **Commercial/Employment Medium**

- Net Positive Fiscal Impact (\$735 per acre, \$42 per new person)
- The increased density of employment uses offsets the cost to serve and provide infrastructure when compared to the Commercial/Employment Low Place Type.

#### Conserve/Reserve

No fiscal impacts were measured.

Table 12. Fiscal Impact Per Place Type

		Neighb	Ne ighborho od Low	•	Neighbo	Neighborhood Me dium	<b>E</b>	Neighbo	Neighborhood High		Mixed	Mixed Use Low		Mixed U	Mixed Use Medium		Commercial/E	Commercial/Employment Low		Commercial/Employment Medium	loyment Me	mnipe
Description	Nexus Factor	Nexus Factor Detail Net	Factor So	Factor Detail Net Factor Scenario Growth Facto	žο	Factor	Sce nario Growth	Ne xus Factor Detail Net Factor	actor	Scenario Growth	Nexus Factor Detail Net Factor		Sce nario Growth	Ne xus Factor Detail Net Factor		Scenario Growth	Nexus Factor Detail Net Factor	S	nario	Nexus Factor Detail Net Factor	to :	Scenario Growth
GENERAL FUND REVENUES Taxes																						
Property Tax	Property Tax	17,025,509	1 8	\$17,025,509	24,066,707	1 8	\$24,066,707	17,614,268		\$17,614,268	1,040,482			11,272,944		\$11,272,944 3,	3,091,949		\$3,091,949 5,5	5,506,172		\$5,506,172
Granchies Esse(Other	Persons Served (PS)	870,81	986	\$1,727,981	27,557	986	6707 750	20,884		1,995,871	1,136		108,584	16,278		1,555,667	12,362		,181,439	16,914		6459
Licenses & Permits	Persons Served (PS)	18,018	\$63	\$955,123	27,557	\$63	\$1,460,759	20,884	\$63	1,107,040	1,136	\$63	\$60,228	16,278	\$63	\$862,874	12,362	\$63	3655,303	16,914	\$53	\$896,594
Fines and Penalties	Persons Served (PS)	18,018	\$10	\$173,825	27,557	\$10	\$265,847	20,884		\$201,473	1,136		\$10,961	16,278		\$157,036	12,362		3119,260	16,914		\$163,173
Cultural and Recreation	Per Household	10,356	\$27	\$284,146	16,283	\$27	\$446,776	14,602		\$400,649	605		\$16,587	8,478		\$232,623	0 (		20	1,675		\$45,956
Charges for Services Total GF Revenues	Per Housenoid	10,356	8	\$20,742,349	16,283	90	\$30,838,090	74,5UZ	•	323,575,845	gga		469,867	8,478	•	\$16,106,660	0		096,070	6/9'1		\$13,105,591
Per Acre	Acres	2,850		\$7,278	3,624		\$8,509	1,372		\$17,184	101		\$14,553	807		\$19,959	2,153		\$2,831	922		\$13,723
Per Person Served	Persons Served (PS)			101,14			n 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			671,16			\$1,634			6064			2648			0//4
GENERAL FUND EXPENDITURES	Domestin Consid (BC)	90 04	300	£452 E07	22 667	303	6600 300	70000		6E24 E0E	4 4 36	25	630 640	16 370					2040 604	2000		200 1003
Technology Services	Persons Served (PS)	18,016	80	\$161.451	27.557	80	\$246,923	20,004		\$187.131	36.1	200	\$10.181	16.278					2110 771	16,914		\$151,558
Community Development	Persons Served (PS)	18,018	\$94	\$1,689,299	27,557	\$94	\$2,583,603	20,884	\$94	\$1,957,990	1,136	\$94	106,523	16,278	\$94	\$1,526,142	12,362	\$94 \$1,	\$1,159,016	16,914	594 \$1	1,585,780
Fire Operations	Fire	949,215	!	\$949,215	1,451,752	i	\$1,451,752	1,100,214		1,100,214	59,856		\$59,856	857,554						.0		\$891,065
Police Operations	Police	4,024,102	1 8	\$4,024,102	6,154,554	1 8	\$6,154,554	4,664,244		4,664,244	253,754		253,754	,635,512					''	٠.		3,777,580
Municipal Court	Persons Served (PS)	810,81	018	\$184,285	27,557	014	\$281,844	20,884		\$213,596	1,136		511,621	16,278		\$166,486			5126,437	16,914		\$172,992
Office of Emergency includes the City Marshall	Persons Served (PS)	18.018	<b>3</b>	\$63,089	27,557	\$ 5	\$96.489	20.884	S 4	\$73.124	1,136		\$3.978	16.278	\$ \$	\$56,996	12,362		\$43,285			\$59,223
Parking Enforceent	Persons Served (PS)	18,018	55	\$24,741	27,557	\$	\$37,838	20,884	\$1	\$28,676	1,136			16,278	\$1							\$23,225
Public Works Administration	Persons Served (PS)	18,018	S	\$59,643	27,557	\$3	\$91,218	20,884		\$69,130	1,136			16,278						16,914		\$55,989
Traffic Control	Streets	541,182	1	\$541,182	2 104 756	1 1	\$800,624	181,442		5181,442	53,215			762,405					-			\$491,412
Fleet Services	Persons Served (PS)	18,018	\$10	\$175,484	27,557	\$10	\$268,384	20,884		\$203,396	1,136		\$11,066	16,278		\$158,535	12,362		\$120,398		\$10	\$164,730
Facilities & Grounds	Persons Served (PS)	18,018	\$14	\$244,747	27,557	\$14	\$374,314	20,884		\$283,675	1,136			16,278					3167,919			\$229,749
Neighborhood Enhancement	Per Household	10,356	\$134	\$1,390,697	16,283	\$134	\$2,186,657	14,602	\$134	1,960,898	909			8,478	\$134 \$	1,138,529	0	\$134	80	1,675		\$224,922
Parks Administration	Per Household	10,356	802	61 007 784	16,283	000	\$101,320	14,002		390,000	909			8,478		\$52,735 \$825,048	00	203	000			\$10,422
PARD Recreation Programs	Per Household	10,356	\$35	\$360,688	16,283	\$32	\$567,126	14,602		\$508,574	909			8,478		\$295,286	0		80			\$58,335
Activity Center	Per Household	10,356	\$41	\$425,414	16,283	7	\$668,898	14,602		\$599,839	909		\$24,833	8,478		\$348,276	0		\$0			\$68,804
Outdoor Pool	Per Household	10,356	25	\$73,438	16,283	\$7	\$115,470	14,602	25	\$103,549	909		\$4,287	8,478		\$60,122	0 (		\$0			\$11,877
Discovery Center	Digrees Posses	10,356	517	\$178,658	16,283	517	\$280,912	74,602	517	920,000	60p		\$10,429	8,478		\$146,263			202 605			\$28,895
Social Services	Persons Served (PS)	18,018	3 5	\$02,14,23	27,557	9	\$140 032	20,004	4	\$106,806	3 2		\$5.811	16.278		283 240	12,302		663 223			\$86 502
Total Expenditures		2	3	\$17,570,397		3	\$24,790,667	10000	3	8,981,892	8	Š	017,638	2	S	14,517,796			.652,941			\$12,403,541
Per Acre	Acres	2,850		\$6,165	3,624		\$6,841	1,372		\$13,835	101		\$10,076	807		\$17,990	2,153		\$4,483	955		\$12,988
Per Person Served	Persons Served (PS)	18,018		\$975	27,557		\$300	20,884		\$300	1,136		\$896	16,278		\$892	12,362		\$781	16,914		\$733
NET BALANCE				\$3,171,952			\$6,047,423		s	\$4,593,954		s	\$452,229		S	\$1,588,864		(\$3)	\$3,556,871)		•	3702,050
PER ACRE	Acres	2,850		\$1,113	3,624		\$1,669	1,372		\$3,348	101		\$4,478	807		\$1,969	2,153		-\$1,652	922		\$735
PER PERSON SERVED	Persons Served (PS)	18,018		\$176	27,557		\$219	20,884		\$220	1,136		\$398	16,278		<b>2</b> 38	12,362		-\$288	16,914		\$42
Source: Economic & Planning Systems																						



Fiscal Impact Model

 $\begin{array}{l} \textbf{APPENDIX B: KEY FINDINGS FROM FISCAL IMPACT ANALYSIS} \\ \textbf{Table 1} \end{array}$ 

**Citywide Data** 

San Marcos Comprehensive Plan Fiscal Impact Analysis

Description	Data	Source	Year	Notes
Population	68,578	US Census	2021	ACS-1 Year
Households	27,105	US Census	2021	ACS-1 Year
Owner (%)	25.8%	US Census	2021	ACS-1 Year
Renter (%)	74.2%	US Census	2021	ACS-1 Year
Avg. HH Size	2.31	US Census	2022	ACS-1 Year
Single Family	2.00	US Census	2020	Demographics (version 2)
Multifamily	1.25	US Census	2020	Demographics (version 2)
Housing Units				
Single Family	10,250	US Census	2021	ACS-1 Year
Attached	4,023	US Census	2021	ACS-1 Year
Multifamily	7,361	US Census	2021	Estimate
Student Multifamily	7,211	US Census	2021	Estimate
Total Housing Units	28,845	US Census	2021	ACS-1 Year
Housing Size (Sq. Ft. per Unit)				
Single Family	2,200	EPS		
Attached	1,700	EPS		
Multifamily	1,100	EPS		
Student Multifamily	800	EPS		
Housing Density (DU per Acre)				
Single Family	2.0	EPS		
Attached	7.5	EPS		
Multifamily	20.0	EPS		
Student Multifamily	30.0	EPS		
Commercial Space (Sq. Ft.)				
Highway Commercial	4,416,891	CoStar	2022	
Local Commercial	2,871,815	CoStar	2022	
Office/Institutional	1,389,534	CoStar	2022	
Industrial/Distribution	4,975,017	CoStar	2022	
Employment				
City Total	38,649	US Census LEHD	2019	
Multiple Job holdings	5.6%	US Census LEHD	2019	
Workers Living in San Marcos	7,546	US Census LEHD	2019	
Workers Living in San Marcos	20%	US Census LEHD	2019	
Square Feet per Employee Fac	tors			
Highway Commercial	300	EPS		
Local Commercial	300	EPS		
Office/Institutional	200	EPS		
Industrial/Distribution	600	EPS		
Floor Area Ratio Factors				
Highway Commercial	0.20	EPS		
Local Commercial	0.30	EPS		
Office/Institutional	0.30	EPS		
Industrial/Distribution	0.15	EPS		
Property Tax				
General Fund Mill Levy	41.560	City of San Marcos	2023	
Debt Service	17.740	City of San Marcos	2023	
Residential Assessment Ratio	95.00%			
Commercial Assessment Ratio	95.00%			
Sales Tax				
General Tax	1.5%	City of San Marcos	2023	
		,	7	

Source: Various; Economic & Planning Systems

Table 2 Forecast Growth by Development Type San Marcos Comprehensive Plan Fiscal Impact Analysis

Description	Preferred Growth	Existing Trends
Population		
Single Family Population	25,086	49,922
Attached Population	17,088	20,755
Multifamily Population	15,264	6,492
Student Population	16,968	6,552
Total Population	74,406	83,721
Residential Units		
Single Family	12,543	24,961
Attached	13,670	16,604
Multifamily	12,211	5,194
Student Multifamily	13,575	5,241
Total Housing Units	52,000	52,000
Employment		
Highway Commercial	13,423	15,217
Local Commercial	7,926	5,408
Office/Institutional	15,703	13,624
Industrial/Distribution	13,945	16,751
Total Jobs	51,000	51,000
Commercial Space		
Highway Commercial	3,141,051	3,560,854
Local Commercial	1,854,740	1,265,539
Office/Institutional	2,449,634	2,125,319
Industrial/Distribution	6,526,208	7,839,257
Total Commercial Space	13,971,633	14,790,969

Source: Economic & Planning Systems

 $Z:\ \ Location \ Loc$ 

# APPENDIX B: KEY FINDINGS FROM FISCAL IMPACT ANALYSIS

Table 3 Forecast Growth by Place Type San Marcos Comprehensive Plan Fiscal Impact Analysis

	Pre	ferred Gro	wth Scenar	rio	Ex	isting Tre	nds Scena	rio
Description	Housing Units	Jobs	Avg HH Size	New Persons Served	Housing Units	Jobs	Avg HH Size	New Persons Served
Place Type								
High Density Neighborhood	14,602	3,464	1.25	20,884	4,588	0	1.25	5,735
Medium Density Neighborhood	16,283	4,658	1.25	27,557	10,816	583	1.25	13,989
Lower Density Neighborhood	10,356	32	2.00	18,018	32,816	0	2.00	65,632
Community Activity Center	8,478	7,058	1.25	16,278	2,994	4,857	1.25	7,651
Neighborhood Commercial/Center	605	501	1.25	1,136	0	80	1.25	65
Campus, Medium Density Employment	1,675	19,012	1.25	16,914	787	22,781	1.25	19,317
Highway Commercial, Lower Density Employment	0	16,272	1.25	12,362	0	22,698	1.25	18,267
Total	52,000	51,000		113,148	52,000	51,000		130,654
Land Use Intensity								
High Density	14,602	3,464		20,884	4,588	0		5,735
Medium Density	17,958	23,670		44,470	11,603	23,364		33,306
Low Density	10,356	16,304		30,380	32,816	22,698		83,898
Mixed Use	9,083	7,559		17,414	2,994	4,937		7,715

Source: Economic & Planning Systems

Table 4
Forecast Growth by High Level Land use
San Marcos Comprehensive Plan Fiscal Impact Analysis

— Description	High Density	Medium Density	Scenario A Low Density Ac	io A / Community / Activity Center	Neighborhood Center	Total	High Density	Medium Density	Scenario B Low C Density Activ	Scenario B Low Community Density Activity Center	Neighborhood Center	Total
New Residential Development	Š			ì	Š		ě	6		ì	Š	
Single Family Attached	0°%	30%	65% 35%	%C	%001 100%		10%	30%	95% 35%	20%	% % O	
Multifamily	30%	20%	%0	20%	%0		30%	20%	%0	20%	%0	
Student Multifamily	%09	15%	%0	25%	%0		%09	15%	%0	25%	%0	
Total	100%	100%	100%	100%	100%		100%	100%	100%	100%	%0	
New Non-Residential Development												
Highway Commercial	%0	20%	40%	30%	10%		%0	20%	40%	30%	10%	
Local Commercial	%59	15%	2%	15%	%09		%59	15%	2%	15%	20%	
Office/Institutional	32%	45%	2%	40%	40%		32%	45%	2%	40%	40%	
Industrial/Distribution	%0	20%	20%	15%	%0		%0	20%	20%	15%	%0	
Total Jobs	100%	100%	100%	100%	100%		100%	100%	100%	100%	100%	
New Residential Development												
Single Family	0	5,387	6,731	424	0	12,543	0	3,481	21,330	150	0	24,961
Attached	1,460	6,285	3,625	1,696	909	13,670	459	4,061	11,486	299	0	16,604
Multifamily	4,381	3,592	0	4,239	0	12,211	1,376	2,321	0	1,497	0	5,194
Student Multifamily	8,761	2,694	0	2,120	0	13,575	2,753	1,740	0	748	0	5,241
Total Units	14,602	17,958	10,356	8,478	909	51,999	4,588	11,603	32,816	2,994	0	52,000
New Non-Residential Development												
Highway Commercial	0	4,734	6,522	2,117	20	13,423	0	4,673	9,079	1,457	80	15,217
Local Commercial	2,251	3,551	815	1,059	250	7,926	0	3,505	1,135	729	40	5,408
Office/Institutional	1,212	10,652	815	2,823	200	15,703	0	10,514	1,135	1,943	32	13,624
Industrial/Distribution	0	4,734	8,152	1,059	0	13,945	0	4,673	11,349	729	0	16,751
Total Jobs	3,464	23,670	16,304	7,058	201	50,997	0	23,364	22,698	4,857	80	51,000

Source: Economic & Planning Systems
Z:\Shared\Projects\Delta Delta Delta

Nexus to Growth Factors San Marcos Comprehensive Plan Fiscal Impact Analysis Table 5

			Scenario Growth (Net New)	(Net New)
Measure	Amount (Current)	Amount (Current) Description	Scenario A Scenario B	Scenario B
Per Resident	68,578	Total population of San Marcos	74,406	83,721
Persons Served (PS)	97,766	Total population plus total employment in San Marcos, less resident workers	112,921	122,236
Per Household	27,105	Total households in San Marcos	52,000	52,000
Per Unit of Space	56,908,182	Total space (housing and employment), square feet	1	1
Case Study	1	A more specific or customized analysis of the expenditures/revenues of a department is performed.	1	!
Park Acreage	1,796		:	1
Lane Miles	330	Lane miles maintained by the City of San Marcos	1,087	1,660
Traffic Signals	29	Signals maintained by the City of San Marcos	149	181
1	!	No revenue or expenditure	:	1
No Nexus	i	No quantifiable nexus to growth	1	1
				Ī

Source: Economic & Planning Systems 2\Shared\Projects\DENZ03045-San Marcos Comprehensive Plan\Models\(203045-FIM 2-16-23.xlsm|\Nexus to Growth

Table 6 **General Fund Revenue Factors** San Marcos Comprehensive Plan Fiscal Impact Analysis

			F	actors		
Description	FY 23 Budget	Nexus Factor F	Nexus Factor Detail	Gross Factor	Variability	Net Factor
Taxes Property Tax Sales Tax Franchise Fees/Other Total General Taxes	\$29,296,727 \$39,406,195 \$11,179,270 \$79,882,192	Case Study Persons Served (PS) Persons Served (PS)	\$ 97,766 \$ 97,766 \$	- 96 114	100% §	 5 96 5 29
Licenses & Permits Fines and Penalties Interest Income Cultural and Recreation Charges for Services Other Revenues Reimbursement from Other Funds	\$5,182,500 \$943,175 \$190,000 \$743,700 \$171,000 \$1,875,226 \$7,027,208	Persons Served (PS) Persons Served (PS) No Nexus Per Household Per Household No Nexus No Nexus	97,766 \$ 97,766 \$ \$ 27,105 \$ 27,105 \$ \$	53 10 - 27 6 -	100% 3 100% 3 100% 3 100% 3 100% 3 25% 3	10 5 - 5 27 6 6
Total Revenue Total Net Transfers	\$96,015,001 \$88,987,793					\$221

Source: City of San Marcos Proposed Budget Book FY 2023; Economic & Planning Systems

Table 7 **General Fund Expenditures Factors** San Marcos Comprehensive Plan Fiscal Impact Analysis

			Factors Nexus		
			Factor	Gross	Net
Description	FY 23 Budget	Nexus Factor	Detail	Factor Variability	Factor
General Fund					
Administrative Services	\$9,823,180	Persons Served (PS)	97,766 \$	100 25%	\$ 25
Technology Services	\$3,504,141	Persons Served (PS)	97,766 \$	36 <b>25</b> %	\$ 9
Community Development	\$9,166,142	Persons Served (PS)	97,766 \$	94 100%	\$ 94
Public Safety	\$39,892,209				
Fire Operations	\$14,972,512	Case Study	\$	- 100%	\$ -
Police Operations	\$22,050,759	Case Study	\$	- 100%	\$ -
Municipal Court	\$999,931	Persons Served (PS)	97,766 \$	10 100%	\$ 10
Office of Emergency Management	\$365,470	Persons Served (PS)	97,766 \$	4 100%	\$ 4
City Marshal	\$1,369,294	Persons Served (PS)	97,766 \$	14 25%	\$ 4
Parking Enforcement	\$134,243	Persons Served (PS)	97,766 \$	1 100%	\$ 1
Public Works	\$10,251,790			-	
Public Works Administration	\$1,294,503	Persons Served (PS)	97,766 \$	13 25%	\$ 3
Traffic Control	\$1,440,285	Case Study	\$	- 100%	\$ -
Streets	\$3,908,832	Case Study	\$	- 100%	\$ -
Fleet Services	\$952,177	Persons Served (PS)	97,766 \$	10 100%	\$ 10
Facilities & Grounds	\$2,655,993	Persons Served (PS)	97,766 \$	27 50%	\$ 14
Neighborhood Enhancement	\$3,639,894	Per Household	27,105 \$	134 100%	\$ 134
Parks and Recreation	\$6,029,611	-		<u></u>	
PARD Administration	\$674,628	Per Household	27,105 \$	25 <b>25</b> %	\$ 6
Parks Operations	\$2,637,689	Per Household	27,105 \$	97 100%	\$ 97
PARD Recreation Programs	\$944,034	Per Household	27,105 \$	35 100%	\$ 35
Activity Center	\$1,113,444	Per Household	27,105 \$	41 100%	\$ 41
Outdoor Pool	\$192,211	Per Household	27,105 \$	7 100%	\$ 7
Discovery Center	\$467,605	Per Household	27,105 \$	17 100%	\$ 17
Government Services	\$25,371,823	Persons Served (PS)	97,766 \$	260 100%	\$ 260
Social Services	\$500,000	Persons Served (PS)	97,766 \$	5 100%	\$ 5
Special Services (net One-Time)	\$24,871,823			•	
Special Services (less Trans&One-Time)	\$14,184,823	Persons Served (PS)	97,766 \$	145 100%	\$ 145
Operating Transfers		No Nexus	\$		
Economic Development		No Nexus	\$		
One-time Retention		No Nexus	\$	-	
Total Expenditures	\$107,678,790				
Total Net Transfers	\$96,991,790				\$921

Source: City of San Marcos Proposed Budget Book FY 2023; Economic & Planning Systems Z:\Shared\Projects\DEN\203045-San Marcos Comprehensive Plan\Models\[203045-FIM 2-16-23.xlsm]GF - Exp

Table 8 General Fund Net Fiscal Impact San Marcos Comprehensive Plan Fiscal Impact Analysis

		Pi	referred G	rowth	F	xisting Tr	ands
		Nexus	elelleu G	TOWLII	Nexus	Albuily III	ciius
		Factor	Net		Factor	Net	Scenario
Described on	Name France			Connecia Total			
Description	Nexus Factor	Detail	Factor	Scenario Total	Detail	Factor	Total
GENERAL FUND REVENUES							
Taxes							
Property Tax	Case Study			\$79.618.031			\$88,406,607
Sales Tax	Persons Served (PS)	112,921	\$96	\$11,010,111	122,236	\$96	\$12,186,475
Franchise Fees/Other	Persons Served (PS)	112,921	\$29	\$3,228,063	122,236	\$29	\$3,494,342
Licenses & Permits	Persons Served (PS)	112,921	\$53	\$5,985,877	122,236	\$53	\$6,479,645
Fines and Penalties	Persons Served (PS)	112,921	\$10	\$1,089,383	122,236	\$10	\$1,179,245
Cultural and Recreation	Per Household	52,000	\$27	\$1,426,763	52,000	\$27	\$1,426,763
Charges for Services	Per Household	52,000	\$6	\$328,058	52,000	\$6	\$328,058
Total GF Revenues		0_,000	**	\$102,686,285	0=,000	**	\$113,501,135
Per Acre				\$9,468			\$6,678
GENERAL FUND EXPENDITURES							
Administrative Services	Persons Served (PS)	112,921	\$25	\$2.836.486	122,236	\$25	\$3.070.464
Technology Services	Persons Served (PS)	112,921	\$9	\$1,011,836	122,236	\$9	\$1,095,301
Community Development	Persons Served (PS)	112.921	\$94	\$10,587,053	122,236	\$94	\$11,460,367
Fire Operations	Case Study			\$5,948,968			\$8,742,255
Police Operations	Case Study			\$25,220,046			\$25,542,168
Municipal Court	Persons Served (PS)	112,921	\$10	\$1,154,938	122,236	\$10	\$1,250,207
Office of Emergency Management	Persons Served (PS)	112,921	\$4	\$422,124	122,236	\$4	\$456,945
City Marshal	Persons Served (PS)	112,921	\$4	\$395,390	122,236	\$4	\$428,005
Parking Enforcement	Persons Served (PS)	112,921	\$1	\$155,053	122,236	\$1	\$167,843
Public Works Administration	Persons Served (PS)	112,921	\$3	\$373,793	122,236	\$3	\$404,627
Traffic Control	Case Study			\$3,201,587			\$3,898,847
Streets	Case Study			\$10,895,694			\$16,638,297
Fleet Services	Persons Served (PS)	112,921	\$10	\$1,099,781	122,236	\$10	\$1,190,501
Facilities & Grounds	Persons Served (PS)	112,921	\$14	\$1,533,859	122,236	\$14	\$1,660,385
Neighborhood Enhancement	Per Household	52,000	\$134	\$6,983,010	52,000	\$134	\$6,983,010
PARD Administration	Per Household	52,000	\$6	\$323,563	52,000	\$6	\$323,563
Parks Operations	Per Household	52,000	\$97	\$5,060,315	52,000	\$97	\$5,060,315
PARD Recreation Programs	Per Household	52,000	\$35	\$1,811,096	52,000	\$35	\$1,811,096
Activity Center	Per Household	52,000	\$41	\$2,136,104	52,000	\$41	\$2,136,104
Outdoor Pool	Per Household	52,000	\$7	\$368,750	52,000	\$7	\$368,750
Discovery Center	Per Household	52,000	\$17	\$897,084	52,000	\$17	\$897,084
Special Services (less Trans&One-Time)	Persons Served (PS)	112,921	\$145	\$16,383,717	122,236	\$145	\$17,735,190
Social Services	Persons Served (PS)	112,921	\$5	\$577,509	122,236	\$5	<u>\$625,147</u>
Total Expenditures				\$98,800,246			\$111,321,323
Per Acre				\$9,109			\$6,550
NET BALANCE				\$3,886,039			\$2,179,812
PER ACRE				\$358	1		\$128
					1		

Source: Economic & Planning Systems

### APPENDIX B: KEY FINDINGS FROM FISCAL IMPACT ANALYSIS

Table 9 Case Study: Retail Sales Tax

San Marcos Comprehensive Plan Fiscal Impact Analysis

Description	Sales Per Capita	Sales Per Employee	Total Sales	Total Sales Tax Revenue
Convenience Goods				
Food and Beverage Stores	\$2,637	\$384	\$211,888,633	\$3,178,329
Health and Personal Care	<u>\$653</u>	<u>\$411</u>	\$65,365,402	\$980,481
Total Convenience Goods	\$3,291	\$794	\$277,254,035	\$4,158,811
Shopper's Goods				
General Merchandise	\$1,584	\$540	\$139,876,741	\$2,098,151
Other Shopper's Goods				
Clothing & Accessories	\$530	\$136	\$44,974,780	\$674,622
Furniture & Home Furnishings	\$246		\$18,313,184	\$274,698
Electronics & Appliances	\$192	\$117	\$19,008,883	\$285,133
Sporting Goods, Hobby, Book, & Music Stores	\$187	\$146	\$19,870,711	\$298,061
Miscellaneous Retail	<u>\$194</u>	<u>\$272</u>	<u>\$25,486,628</u>	\$382,29 <u>9</u>
Subtotal	\$1,348	\$671	\$127,654,186	\$1,914,813
Total Shopper's Goods	\$2,932	\$1,211	\$267,530,927	\$4,012,964
Eating and Drinking	\$1,450	\$631	\$133,609,308	\$2,004,140
Building Material & Garden	\$747	\$0	\$55,613,110	\$834,197
<b>Total Retail Goods</b> Total Sales Tax	<b>\$8,419</b> \$126	<b>\$2,636</b> \$40	\$734,007,380	\$11,010,111

Source: Economic & Planning Systems

Table 10
Case Study: Property Tax Revenue
San Marcos Comprehensive Plan Fiscal Impact Analysis

						Scenario A	rio A	Scenario B	io B
Description	Market Value per Assessment Unit / Sq. Ft. Ratio	Assessment Ratio	Assessed Value per Unit	Mill Levy	Revenue Per Unit	Units/ Sq. Ft.	Revenue	Units/ Sq. Ft.	Revenue
Residential									
Single Family	\$425,000	%00.36	\$403,750	0.416	\$1,678	12,543	\$21,046,596	24,961	\$41,883,932
Attached	\$400,000	%00:56	\$380,000	0.416	\$1,579	13,670	\$21,589,315	16,604	\$26,222,447
Multifamily	\$250,000	%00'56	\$237,500	0.416	\$987	12,211	\$12,053,241	5,194	\$5,126,427
Student Multifamily	\$300,000	%00'56	\$285,000	0.416	\$1,184	13,575	\$16,078,509	5,241	\$6,208,244
Total Residential						51,999	\$70,767,660	52,000	\$79,441,050
Commercial									
Highway Commercial	\$220	92.00%	\$209	0.416	\$0.87	3,141,051	\$2,728,330	3,560,854	\$3,092,972
Local Commercial	\$220	%00.36	\$209	0.416	\$0.87	1,854,740	\$1,611,034	1,265,539	\$1,099,252
Office/Institutional	\$200	%00'56	\$190	0.416	\$0.79	2,449,634	\$1,934,329	2,125,319	\$1,678,237
Industrial/Distribution	\$100	%00:56	\$95	0.416	\$0.39	6,526,208	\$2,576,677	7,839,257	\$3,095,096
Total Commercial						13,971,633	\$8,850,370	14,790,969	\$8,965,557

Source: Zillow; CoStar; Economic & Planning Systems Z:\Shared\Projects\DEN\203045-FIM 2-16-23 xism]CS - R - Property Tax

Table 11 Case Study: Fire Department Cost to Serve San Marcos Comprehensive Plan Fiscal Impact Analysis

			Growth Factors	actors			Scen	Scenario A	Scen	Scenario B
Description	FY 2023 Budget	Nexus Factor	Nexus Factor Detail	Gross Factor	Variability	Net Factor	Persons Served	Cost to Serve	Persons Served	Cost to Serve
Inside 6 Minute Drive Time Personnel (Wages & Benefits)	\$13,756,812	Persons Served	\$ 992,76	140.71	18%	25.33	%08	\$2,288,067	%59	\$2,012,406
Operations Supplies and Equipment Training and Personnel Cost	\$299,584 \$702,006 \$214,109	Persons Served (PS) Persons Served (PS) Persons Served (PS)	97,766 \$ 97,766 \$ 97,766	3.06 7.18 2.19	18% <b>\$</b>	0.55 1.29 0.39		\$49,828 \$116,759 \$35,611		\$43,824 \$102,693 \$31,321
Capital <b>Total</b>	\$14,972,512	-	<b>⇔</b> !		18%	27.57	!	\$0 <b>\$2,490,266</b>	1	\$0 <b>\$2,190,244</b>
Outside 6 Minute Drive Time				<u>.</u> :			20%		35%	
Personnel (Wages & Benefits) Operations	\$13,756,812 \$299,584	Persons Served (PS) Persons Served (PS)	97,766 \$ 97,766	3.06	100% \$	140.71		\$3,177,871		\$6,020,018 \$131,099
Supplies and Equipment	\$702,006	Persons Served (PS)	\$ 95,766	7.18	100%	7.18		\$162,166		\$307,200
Capital	80 4, 13,		8 - 1	2 '	100%	61.7	1	09		0\$
Total	\$14,972,512			L	\$	153.15		\$3,458,702		\$6,552,011
Total Fire Costs								\$5,948,968		\$8,742,255

Source: City of San Marcos; Economic & Planning Systems

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Table 12
Case Study: Police Department Cost to Serve
San Marcos Comprehensive Plan Fiscal Impact Analysis

				Growth	Growth Factors					Scenario A			Scenario B	
	2023 FY Budget	Nexus Factor	Nexus Factor ( Detail	Officer per 1,000 PS	Cost per Officer	Gross	Gross Factor Variability	Net Factor	Persons Served D	ersons Officers Served Demanded	Cost to Serve	Persons Served D	Persons Officers Served Demanded	Cost to Serve
Personnel (Wages & Benefits)	\$19,941,614		92,766	1.1 \$	179,654 \$	179,654	100%	179,654	112,921	128	\$23,032,910	122,236	139	\$24,932,868
	\$1,027,061	Persons Served (PS)	92,766	1.1	9,253 \$	9,253	25% \$	2,313	112,921	128	\$296,568	122,236	139	\$321,032
Equipment	\$910,998		92,766	1.1 \$	8,207 \$	\$ 8,207	100%	8,207	112,921	128	\$1,052,219	122,236	139	\$1,139,015
Personnel Cost	\$171,086		92,766	1.1 \$	1,541 \$	1,541	100%	1,541	112,921	128	\$197,607	122,236	139	\$213,907
	\$0	Persons Served (PS)	92,766	1.1 \$	٠	-	100%		112,921	128	\$0	122,236	139	\$0
	\$0	Persons Served (PS)	92,766	1.1 \$	· <del>/)</del>	-	100%		112,921	128	\$0	122,236	139	\$0
Total	\$22,050,759						\$	191,716			\$24,579,304			\$26,606,822
							49	191,716	95,983	109.0	\$20,892,408	90,337	102.6	\$19,663,443
							\$	224,488	15,809	17.9	\$4,029,325	10,163	11.5	\$2,590,280
							49	238,143	299	9.0	\$152,658	6,775	7.7	\$1,831,893
							49	227,219	292	9.0	\$145,655	5,646	6.4	\$1,456,551

Source: City of San Marcos; Economic & Planning Systems
2:SharedProjectsDEN203045-San Marcos Comprehensive PlanModes(20045-FIN 2-16-23.xsm)CS - E - Police

Table 13
Case Study: Public Works Cost to Serve
San Marcos Comprehensive Plan Fiscal Impact Analysis

			<b>Growth Factors</b>	actors			Scel	Scenario A	Scer	Scenario B
Description	FY 2023 Budget	Nexus Factor	Nexus Factor Detail	Gross Factor	Gross Factor Variability	Net Factor	Factor Detail	Cost to Serve	Factor Detail	Factor Detail Cost to Serve
Expenditures										
Public Works Administration	\$1,294,503	Persons Served (PS)	\$ 992,76	13.24	25% \$	3.31	112,921	\$373,793	122,236	\$404,627
Traffic Control	\$1,440,285	Traffic Signals	\$ 29	21,497	100%	21,497	149	\$3,201,587	181	\$3,898,847
Streets	\$3,908,832	Lane Miles	330 \$	10,023	100%	10,023	1,087	\$10,895,694	1,660	\$16,638,297
Fleet Services	\$952,177	Persons Served (PS)	\$ 992,76	9.74	100%	9.74	112,921	\$1,099,781	122,236	\$1,190,501
Facilities & Grounds	\$2,655,993	Persons Served (PS)	\$ 992,76	27.17	25% \$	6.79	112,921	\$766,929	122,236	\$830,193
Total	\$10,251,790			1				\$16,337,785		\$22,962,464

Source: City of San Marcos; Economic & Planning Systems
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Table 14
Appendix: Lane Miles and Signals Demand Factors
San Marcos Comprehensive Plan Fiscal Impact Analysis

	îî	xisting Infra	structure			Existing	:xisting Demograp	phics		Demand Factors	l Factors
Land Use Category Lane Miles	Lane Miles	Signals	LM per S Acre	.M per Signals per Acre Acre	HU Density (HU/acre)	Emp Density (Jobs/acre)	Est. HU	Est. Jobs S	Persons Served (ps)	Lane Miles per PS	Lane Miles Traffic Signals per PS per PS
High Density	51	က	0.178	0.010	12.5	12.5	3,613	3,613	7,423	0.0069	0.00040
Medium Density	79	14	0.113	0.020	7.0	7.5	4,904	5,254	10,359	0.0076	0.00135
Low Density	324	29	0.038	0.003	2.0	3.0	17,194	25,791	20,755	0.0156	0.00140
Mixed Use	92	27	0.191	0.056	12.5	12.5	6,031	6,031	12,392	0.0074	0.00218

Source: Economic & Planning Systems

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### APPENDIX B: KEY FINDINGS FROM FISCAL IMPACT ANALYSIS

Table 15 **Appendix: New Lane Mile Estimates** San Marcos Comprehensive Plan Fiscal Impact Analysis

	Scen	ario A	Scenar	іо В
Description	New LM	New Signals	New LM	New Signals
New Development				
High Density	145	8	40	2
Medium Density	339	60	254	45
Low Density	474	42	1,309	117
Mixed Use	129	38	57	17
<b>Total New Lane Miles</b>	1,087	149	1,660	181

Source: Economic & Planning Systems

Table 16 **Appendix: Persons Served Calculations San Marcos Comprehensive Plan Fiscal Impact Analysis** 

			Gro	wth
Description	Factor/Source	2019	Scenario A	Scenario B
Population	US Census/ESRI	68,578	74,406	83,721
Non-Resident Workforce				
Total Employment	US Census LEHD	38,649	51,000	51,000
Reduction: Multiple Job holdings [1]	5.6%	<u>-2,164</u>	<u>-2,856</u>	<u>-2,856</u>
Total Jobs		36,485	48,144	48,144
Resident Workforce [2]	20%	7,297	9,629	9,629
Non-Resident Workforce	80%	29,188	38,515	38,515
Persons Served [3]				
Population	100%	68,578	74,406	83,721
Non-Resident Workforce [4]	100%	29,188	<u>38,515</u>	<u>38,515</u>
Persons Served		97,766	112,921	122,236

<sup>[1]</sup> U.S. Bureau of Labor Statistics

Source: U.S. Bureau of Labor Statistics; U.S. Census Bureau; Economic & Planning Systems

<sup>[2]</sup> U.S. Census Bureau, Longitudinal Employer-Household Dynamics Survey, 2019

<sup>[3]</sup> Population plus one half of non-resident workers.

<sup>[4]</sup> Non-resident employees are assumed to have 50 percent of the impact of a permanent resident.

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Table 17 **Appendix: Property Value Inputs** San Marcos Comprehensive Plan Fiscal Impact Analysis

Description	Factor	Estimated Value
Residential Single Family Attached Multifamily	Per Unit Per Unit Per Unit	\$425,000 \$400,000 \$250,000
Multifamily Calculation Avg Unit Units Size Rent per Sq. Ft.		1 865 \$1.35
Revenue  Monthly Revenue  Annual Income  VCL  Operating Expenses  NOI	12 5% 30%	\$1,750 \$21,000 \$1,050 \$6,300 \$13,650
Valuation Value Value per Unit Rent Per Month	5.50%	<b>\$248,182</b> \$248,182 \$1,750
Commercial Highway Commercial Local Commercial Office/Institutional Industrial/Distribution	Per Square Foot Per Square Foot Per Square Foot Per Square Foot	\$220 \$220 \$200 \$100

Source: Zillow; CoStar; Economic & Planning Systems

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Table 18
Appendix: Retail Sales Factors
San Marcos Comprehensive Plan Fiscal Impact Analysis

	Res	Residents		Non-Resident Employees	nployees	
Description	Sales	Sales Per Capita	Employee Expenditure Potential	Ex. Pot. Capture Rate	Est. Sales	Sales Per Capita
Total Residents/Employees (2020)		68,578				31,103
Convenience Goods Food and Beverage Stores Health and Personal Care Total Convenience Goods	\$180,870,268 \$44,794,743 \$225,665,012	\$2,637 \$653 \$3,291	\$23,857,245 \$25,559,201 <b>\$49,416,446</b>	50% 50%	\$11,928,623 \$12,779,601 <b>\$24,708,223</b>	\$384 \$411 <b>\$794</b>
Shopper's Goods General Merchandise	\$108,605,424	\$1,584	\$33,606,169	%09	\$16,803,085	\$540
Clothing & Accessories Furniture & Home Furnishings	\$36,325,873 \$16,878,788	\$530 \$246	\$8,479,922 \$0	20%	\$4,239,961 \$0	\$136 \$0
Electronics & Appliances Sporting Goods Hobby Rook & Music Stores	\$13,133,829	\$192	\$7,255,708 \$9,077,100	50%	\$3,627,854	\$117
Miscellaneous Retail  Subtotal	\$13,274,028 \$13,274,028 \$92,439,618	\$194 <b>\$1,348</b>	\$16,900,126 \$16,900,126 \$41,712,855	20%	\$8,450,063 \$8,450,063 \$20,856,428	\$272 \$272 <b>\$671</b>
Total Shopper's Goods	\$201,045,042	\$2,932	\$75,319,025	20%	\$37,659,512	\$1,211
Eating and Drinking	\$99,417,430	\$1,450	\$39,249,498	%09	\$19,624,749	\$631
Building Material & Garden	\$51,257,165	\$747	80	%0	\$0	\$0
Total Retail Goods	\$577,384,649	\$8,419	\$163,984,969	%09	\$81,992,484	\$2,636
C C C C C C C C C C C C C C C C C C C						

Source: Economic & Planning Systems

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Table 19 Appendix: Resident Retail Sales Capture Estimates San Marcos Comprehensive Plan Fiscal Impact Analysis

	2017 Actual Sales	Resident Retail Spending	City of S Expenditure Potential	City of San Marcos Residents Exp. Pot. Capture tial Rate Est.	Sales	Sales Capture Rate
Description	(\$000\$)	% TPI (2017)	(\$000\$)	% of Total	(\$000\$)	% of Total
Total Personal Income (TPI)		100.0%	\$1,446,360			
Convenience Goods Food and Beverage Stores Health and Personal Care Total Convenience Goods	\$156,352 <u>\$78,322</u> <b>\$234,674</b>	12.5% <u>3.1%</u> <b>15.6%</b>	\$180,870 \$44,795 <b>\$225,665</b>	100% 100% <b>100%</b>	\$180,870 \$44,795 <b>\$225,665</b>	116% 57% <b>96%</b>
Shopper's Goods General Merchandise	\$201,257	7.5%	\$108,605	100%	\$108,605	54%
Other Shopper's Goods Clothing & Accessories Furniture & Home Furnishings Electronics & Appliances Sporting Goods, Hobby, Book, & Music Stores Miscellaneous Retail Subtotal	\$510,345 \$43,067 \$40,000 \$40,000 \$40,000 <b>\$673,412</b>	2.8% 1.3% 1.0% 1.0% 7.1%	\$40,362 \$18,754 \$14,593 \$14,252 \$14,749 \$102,711	%06 %06 %06 %06 %06	\$36,326 \$16,879 \$13,134 \$12,827 \$13,274	7% 39% 33% 32% 33%
Total Shopper's Goods	\$874,669	14.6%	\$211,316	%56	\$201,045	23%
Eating and Drinking	\$259,041	7.6%	\$110,464	<b>%06</b>	\$99,417	38%
Building Material & Garden	\$75,470	3.5%	\$51,257	100%	\$51,257	%89
Total Retail Goods	\$1,443,854	41.4%	\$598,702	<b>%96</b>	\$577,385	40%

Table 20 **Appendix: Worker Retail Spending Factors** San Marcos Comprehensive Plan Fiscal Impact Analysis

Description	Weekly Spending	Annual Spending <sup>1</sup>	Total Annual Expenditure Potential
Employment Non-Resident Employees Non-Resident Employment			38,649 80% 31,103
Restaurants	\$26.29	\$1,262	\$39,249,498
Goods and Services  Department Stores Discount Stores Drug Stores Grocery Clothing Shoe Sporting Goods Electronics/Phone/Compute Jewelry Office Supplies Warehouse Clubs Other Goods Personal Care Personal Services Goods and Services Total	\$6.52 \$8.19 \$6.13 \$15.98 \$3.25 \$2.43 \$2.16 \$4.86 \$3.92 \$7.37 \$7.80 \$3.95 \$7.83 \$3.16 \$83.55	\$313 \$393 \$294 \$767 \$156 \$117 \$104 \$233 \$188 \$354 \$374 \$190 \$376 \$152 \$4,010	\$9,733,995 \$12,227,211 \$9,151,747 \$23,857,245 \$4,852,068 \$3,627,854 \$3,224,759 \$7,255,708 \$5,852,340 \$11,002,997 \$11,644,963 \$5,897,129 \$11,689,752 \$4,717,703 \$124,735,471
Total	\$109.84	\$5,272	\$163,984,969

<sup>1 -</sup> Annual is estimated as 48 weeks to reflect time off

Source: ICSC; Economic & Planning Systems

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# APPENDIX C: POLICY BASELINE AND DEVELOPMENT



# INTRODUCTION

This appendix provides considerations and topics explored with staff and Steering Committee Subcommittees to build a foundation for the development of Draft Goals and Policies in early 2022. It builds on the MIG Team's analysis of the existing 2013 Comprehensive Plan, other source documents, and a series of topic-specific Focus Group conversations. Following the description of the current adopted Comprehensive Plan and Area Plans, content is organized by Plan Elements. The appendix is organized as follows:

- 1. Comprehensive and Area Plan Overview
- 2. Land Use and Community Design & Character Element
- 3. Neighborhoods & Housing Element
- 4. Transportation Element
- 5. Parks, Public Spaces, and Facilities Element
- 6. Environment & Resource Protection Element
- 7. Economic Development Element
- 8. Arts & Culture Element
- 9. Downtown Area Plan (2008)

# COMPREHENSIVE AND AREA PLAN OVERVIEW

# **Existing Source Documents**

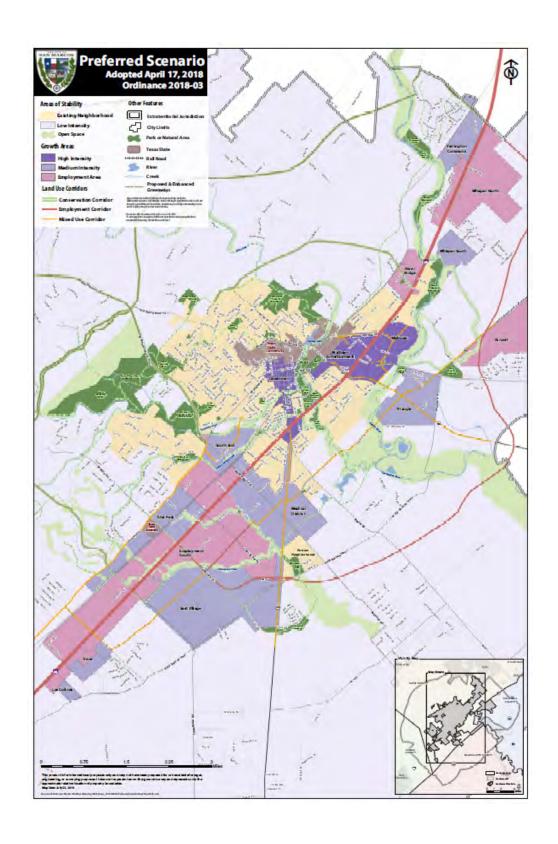
- Vision San Marcos: A River Runs Through Us, City of San Marcos, 2013; updated 2018
- Area Plan Program; City of San Marcos, Ongoing

# **Summary of Relevant Policies**

The City's Comprehensive Plan Vision *San Marcos: A River Runs Through Us* was adopted by the City of San Marcos City Council on April 16, 2013, following over a year of public outreach and involvement. The purpose of this plan was to serve as a guide for future development focusing on the following six plan elements:

- Economic Development
- Environment and Resource Protection
- Land Use
- Neighborhood and Housing
- Parks, Public Spaces and Facilities
- Transportation

Throughout the planning process, the public indicated a preference for some redevelopment in the urban core and for new development along east side corridors and IH-35. The preferred scenario distributed new population and development in two redevelopment sites, as well as areas predominately along the SH-123, Wonder world Drive and IH-35 corridors (see the Preferred Scenario Map to the right).



The Preferred Scenario Map was updated in 2018 alongside the 2018 Development Code Update to ensure the new code and map aligned more accurately. The 2018 Preferred Scenario Map added "Existing Neighborhood", shown in yellow, which differentiated between "low intensity" to create a different designation for areas that already had established residential areas.

## **Growth Areas**

The following are identified "Growth Areas" or development zones identified in the Preferred Scenario Map and existing Comprehensive Plan:

# **Downtown Zone (High Intensity)**

• Maintaining the unique character of downtown was identified a priority. Buildings around the square and adjacent to historic neighborhoods should maintain their current scale. Connectivity and accessibility to the San Marcos River and Texas State University was also an important factor.

# **Midtown Zone (High Intensity)**

 To be a high-density mixed-use area with housing for many household types, diverse options for transportation, and accessibility. This area should complement, not compete with downtown, where a more contemporary architecture would be appropriate.

# **East Village (Medium Density)**

• Area with high potential for growth, East village will offer a variety of commercial, retail, and service-oriented activity as well as multiple housing options.

# **Medical District (Medium Density)**

· Has the potential to become an economic hub and bring additional healthcare related employment. Mixed-uses will allow people to live and work in close proximity

# **Triangle (Medium Density)**

• Envisioned as a zone for commercial activity and residential development on the east side of IH-35. Land uses will reflect a mix of office, commercial, and light industrial.

# **South End (Medium Density)**

 New connection between downtown and the southern part of the city with a mix of commercial and residential at different densities.

# **Star Park (Medium Density)**

 Business incubator and collaboration space designed to foster commercialization and entrepreneurship. An area that will provide higher skilled job opportunities and helping retain graduates.

# Blanco Vista (Low Intensity)

• Planned development district with a base zoning of mixed-use. A southern section within this PDD is envisioned as a retail and entertainment destination.

# Paso Robles (Low Intensity)

 Planned development district that will provide 3,450 dwelling units as well as a golf course. A combination of housing types as well as limited neighborhood commercial.

# **Areas of Stability**

# **Existing Neighborhood Areas**

• These make up the majority of developed land within the City Limits and consist of a variety of residential uses and neighborhood serving commercial uses and are envisioned as walkable areas. Compatibility with existing residential and the scale of development are key factors to be considered when analyzing future development requests in this area. As a next step, Neighborhood Character Studies will be conducted to determine the types of projects that would be supported within the Existing Neighborhood Areas. These studies will include considerable public input and involvement.

# **Low Intensity Areas**

Low Intensity Areas include undeveloped or agricultural land, and the majority of the City's ETJ. Land Use Suitability, preservation of agricultural lands, and floodplain management are the key factors to be considered when analyzing future development requests in Low Intensity Areas. Conservation Developments or Cluster Developments that shift more intensive development away from sensitive areas should play a key role in the development of Low Intensity Areas.

# **Land Use Corridors**

Land Use Corridors on the Preferred Scenario Map serve to guide zoning and infrastructure improvements on major transportation networks as they move through different development contexts of the City.

# **Mixed Use Corridors**

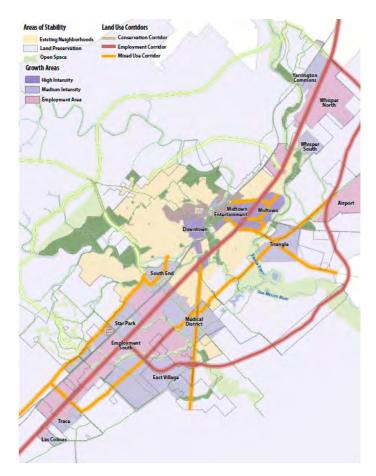
 Mixed use corridors are intended as complete streets where pedestrian activity and safe bicycle accessibility should be a priority for design in order to support a mixture of higher density residential and commercial uses in close proximity.

# **Employment Corridors**

Employment corridors are primarily intended to serve major employment related land uses.
 Some mixture in uses including limited residential and supportive pedestrian and bicycle facilities should be incorporated.

# **Conservation Corridors**

 Conservation corridors are primarily located over the Edwards Aquifer Recharge Zone and are not intended for new development. These streets should prioritize the infiltration of stormwater and serve to keep major transportation corridors open while preserving the land from development.



# **Area Planning**

The City of San Marcos collected input from the community in 2018 regarding the framework and criteria for a Small Area Plan program. The Area Plan program offers an opportunity for residents to take a proactive role in planning for their neighborhood. Area plans gather resident's ideas about how to improve the quality of life in their neighborhoods and outline specific ways to apply the goals of Vision San Marcos at the neighborhood scale. This document provides a general overview of program description, eligibility requirements, and outcomes. Program benefits include strengthening neighborhoods and plan for growth by:

- Preserving neighborhood character
- Shaping new development
- Improving access to services and amenities
- Addressing nuisances
- Implementing better design and beautiful places

The City's Comprehensive Plan directs most of the growth and all high-density development to Intensity Zones identified on the Preferred Scenario Map. Existing neighborhoods are identified as areas of stability in which they are generally to maintain their existing character. Changes to these areas should be carefully planned and implemented.

Areas that are more likely to be selected for a Small Area Plan are:

- Neighborhoods adjacent to high intensity zones
- Neighborhoods lacking access to sidewalks, trees, parks, safe housing, or neighborhood services
- Areas that are growing or changing rapidly due to increased development pressure
- Areas located along current or planned streets or within nodes that contain a mixture of uses

Area plans shall address and advance:

- Housing affordability
- Shaping development
- Transportation and access
- Beautification

# LAND USE, COMMUNITY DESIGN AND CHARACTER ELEMENT

# **Existing Source Documents**

- Downtown Architectural Standards & Guidelines, City of San Marcos, 2021
- Community Risk Assessment, City of San Marcos Fire Department, 2020
- Fire Training Center Master Plan, City of San Marcos Fire Department, 2019
- Texas State University 2017-2027 Master Plan, Texas State University, 2017
- The City Historic Resources Survey Report, City of San Marcos, 2019

# **Summary of Relevant Policies**

The 2012 *Downtown Architectural Standards and Guidelines* regulate the look and feel of new buildings in the downtown area. As presented in 2012, the purpose of the design standards was "to enhance the effectiveness of the Smartcode in downtown by adding context-sensitive design standards, supplemented with design guidelines for special cases, and revising the signage standards for the downtown area." The standards and guidelines adopted in 2012 were carried over into the new San Marcos Development Code in 2018 and into Appendix A of the San Marcos Design Manual. Both standards and guidelines are utilized when reviewing new development in the downtown area.

The 2021 Downtown Architectural Standards & Guidelines Update was adopted in March of 2021. In January 2020, the San Marcos City Council provided direction to update the design standards and guidelines using the guidance of the previous consultants, Winter & Company. The year-long project included community input, policy guidance, and stakeholder expertise to create new standards and guidelines for Downtown San Marcos.

Key topics addressed in the update included:

- Massing of larger buildings to promote compatibility with traditional scale of downtown
- Variety in articulation of facades to be more in scale with design traditions
- Treatment of building materials
- Street level design to provide sense of place and activate the public realm
- Transitions from higher density zones to abutting sensitive edges

The City Fire Department Community Risk Assessment, conducted in 2020, determines the probability and risk of occurrence of fire according to land uses. For example, open space zoning and low-density residential development are considered low risk. Moderate risk zoning would include medium-density residential development, low-intensity retail, and professional office or business. High-risk zoning includes mixed-use areas, high-density residential, industrial, warehousing, and large retail, or mercantile centers.

Fire stations play an integral role in the delivery of emergency services for several reasons. A station's location will dictate, to a large degree, response times to emergencies. A poorly located station can mean the difference between confining a fire to a single room and losing the structure. Fire stations also need to be designed to adequately house equipment and apparatus, as well as meet the needs of the organization and its personnel. It is important to research needs based on service-demand, response times, types of emergencies, and projected growth prior to making a station placement commitment.

The San Marcos Fire Department (SMFD) operates in one of the fastest-growing metropolitan regions in the nation. Additionally, the SMFD and community maintain a unique composition that includes the following:

- Multiple geographic restriction zones that impact response times and reliability.
- 58% of residential properties are multi-unit and multi-story dwelling units.
- A large student population combined with low to moderate-income families.
- A major distribution and transportation pipeline via the Amazon fulfillment center, H.E.B. distribution center, and the soon-to-be-built and expanded San Marcos Air, Rail, and Truck (SMART) terminal.
- Large retail presence with regionally recognized outlet mall that serves as a major attraction for visitors and retail shoppers.
- Limited staffing within the SMFD that challenges the Department's ability to effectively manage large and/or expanding fire events.

The Risk Analysis section highlighted a broad range of community risks and identified the highest concentration of occurrence related to pre-hospital medical incidents. However, the greatest potential risk is associated with flooding events and structural fires in non-sprinklered, multi-family buildings.

Recommendations outlined in this report include:

# **Flooding Preparation**

 The City should engage SMFD in discussions related to resiliency measures and ensure that operational deployment plans are aligned with the critical staffing requirements for swift-water and flooding events.

# **Geographic Restriction Zones**

The City and SMFD should continue to review future site development plans with a goal to improve current thoroughfare conditions. Numerous grade-level rail-crossings were noted to impact SMFD unit responses due to congestion and the lack of alternate routes. This is most discernible when a multi-unit response is required because it extends the time to assemble an effective response force and the critical staffing needed to manage an escalating incident. Reduced road widths and reduced turning radius due to residential street parking were also noted within some new subdivisions. City development projects should consider compliance with the International Fire Code.

• The City of San Marcos has designated approximately 16 acres adjacent to the city owned airport to become the future home of a fire training center as well as a future fire station that could house an Aircraft Rescue Fire Apparatus to serve the airport.

The *Texas State University Master Plan* defines a vision and a collective framework to guide the responsible growth and development of its three campuses: San Marcos, Round Rock, and the Science, Technology, and Advanced Research (STAR) Park. The five guiding principles followed include:

- Identity
- Community
- Natural Environment
- Architecture
- Mobility



This master plan was approved by the Board of Regents and Texas higher Education Board in 2017. The framework outlined in this plan provides campus growth and development patterns that should be considered in our work.

The City Historic Resources Survey Report was developed to identify and document historic resources within San Marcos, Texas. A draft report was submitted to the City of San Marcos and the Texas Historical Commission (THC) in June 2019. The scope of the survey initiative involved three main priorities:



- Reevaluation: evaluation and update to the three existing historic resources surveys that were conducted in the 1990s
- Reconnaissance and Windshield Surveys: identification, documentation, and prioritization of new resources that had not been surveyed within the identified survey boundary areas
- Historic Resources Survey Report: development of a survey report with valuable recommendations to assist the city with future designations, to review and assess future planning initiatives and development proposals, and to provide guidance on resources that are most threatened.

## Survey Overview includes:

- A total of 204 individual resources (approximately 10 percent of the surveyed historic age properties) within the reconnaissance survey area are recommended as high preservation priority based on their architectural integrity and significance and known historical associations. These resources are considered either individually eligible for National Register listing and/or local landmark designation or are contributing resources to potential or existing historic districts.
- Approximately 474 properties (or approximately 23 percent) of the surveyed historic-age properties are recommended as medium preservation priority. Most of these resources have experienced some exterior alterations but have retained enough integrity to still convey their historical significance.
- The majority of surveyed historic-age resources (approximately 728 properties or 36 percent) are recommended as low preservation priority. These are resources that have either experienced significant alterations that have severely undermined their historic integrity or are typical or non-significant examples of common building types or styles.

This comprehensive survey report is intended to assist the city in its assessment of future planning and development initiatives and provide guidance on historically and culturally significant resources that are most threatened by current development pressures.

- How can we ensure the second mixed-use activity center doesn't detract from or compete with Downtown?
- How can the City and its partners streamline permitting, zoning and fees to facilitate development?
- How can we plan so that the mixed-use activity center model doesn't increase segregation and disparities?
- What lessons can SMTX learn from Virginia Beach and other "second city center" communities?
- What should the phasing look like for the development of the Draft Preferred Growth Scenario?
- In addition to Character Studies for additional areas of the community, how should the City help to maintain and enhance community character?

## NEIGHBORHOODS AND HOUSING ELEMENT

## **Existing Source Documents**

- San Marcos Housing Needs Assessment and Housing Choice Survey, City of San Marcos, 2019
- SMTX 4 All- Strategic Housing Action Plan; City of San Marcos, "Finalized" in 2019, Pending Adoption

## **Summary of Relevant Policies**

The city conducted a *Housing Needs Assessment and Housing Choice Survey* in 2018-2019, which included a demographic and housing market analysis, as well as a detailed community survey. The Housing Needs Assessment provides an essential understanding of the housing challenges facing the community, which are referred to throughout the Strategic Housing Action Plan.



SAN MARCOS STRATEGIC HOUSING ACTION PLAN:
ADDRESSING THE CONTINUUM OF HOUSING NEED
MACCOS STRATEGIC HOUSING OF HOUSING NEED
MACCOS STRATEGIC HOUSING ACTION PLAN:

Based on the results from the housing needs assessment, The City Council identified Workforce Housing as one of its five strategic initiatives. To address this initiative, a Housing Task Force has been formed to assist the City Council Workforce Housing Committee in developing a strategic action plan aimed at addressing the housing needs in San Marcos. The Draft Plan was developed in 2019 and strives to:

- Expand opportunities for housing
- Preserve and enhance existing housing stock
- Leverage community and regional partners, and
- Quantify and meet the housing needs of current and future residents

The top housing needs identified were:

- Affordable housing
- Displacement Prevention
- Family homes priced near or below \$200,000 and increased ownership product diversity
- Improve condition and accessibility of existing housing stock

The Workforce Housing Task Force, City Council Housing Committee and City staff developed four goals, six strategies, and 23 actions to steer the City's efforts towards addressing the community's four key housing needs. The goals include:

- Expand opportunities for housing
- Preserve and enhance existing housing stock
- Leverage community and regional partners
- Quantify and meet the housing need of current and future residents

Strategies describe what is needed to move the community towards completion of its goals. They are used by the City and other implementers to guide decisions and future actions. The strategies and actions considered are as follows:

- Advance home maintenance and repair programs
  - Rental Registry to promote safety and well-being of renter
  - Owner occupied rehabilitation programs
  - Community partnerships with cause driven businesses
  - Sustainable funding source like Tax Increment Finance (TIF) fund allocations, Fee-inlieu program
  - Enhanced code enforcement efforts
- Implement lifestyle and diverse housing principles by increasing ownership product diversity
  - Development codes and zoning tools used to expand building types within neighborhoods to accommodate residents through all stages of life (proposed to be removed by the Planning and Zoning Commission)
  - Public lands leveraged for diverse affordable housing developments by taking a comprehensive inventory of land and its suitability for affordable housing development.

- Assist builders with fee waivers, clear path permitting, and other regulatory incentives in exchange for permanently affordable housing in pre-determined infill sites (proposed to be removed by the Planning and Zoning Commission)
- Focus on programs that create, preserve, and extend long-term affordability and individual wealth creation
  - Community Advisory Group that will implement and administer strategies
  - Stabilize households by implementing affordable housing tax and appraisal protection measures
  - Expand down payment assistance and homebuyer counseling programs
  - Land banking to acquire vacant flood prone structures and transition into open space
  - Shared equity in the form of community land trust or other shared equity ownership
  - Legislative adjustments to ensure that laws are compatible to meet local needs
- Pre-approve residential development in strategic locations
  - Opt-in zoning overlay districts in high and medium intensity zones
  - Proactive creation of housing through zoning in accordance with the Comprehensive Plan (proposed to be removed by the Planning and Zoning Commission)
  - Utilize tax increment financing mechanisms in strategic growth areas
- Remove regulatory and procedural barriers to encourage diverse and affordable housing
  - Manufactured homes should be allowed by the city
  - The city should modify land-use and zoning regulations to encourage tiny home ownership
  - Clear path permitting that minimizes the time to permit mixed income and affordable communities
  - Remove regulatory barriers to affordable housing
- Promote San Marcos as a place for all types of housing in all types of places for all types of people through a robust education and marketing campaign
  - Pursue direct marketing of affordable housing to the community and stakeholders
  - Provide educational opportunities for households experiencing housing vulnerability

- How can we diversify the housing stock to provide more housing options and greater affordability?
- How can we support "workforce" housing that is not subsidized, but affordable to more low to medium wage earners, including first-time homebuyers?
- How can we stabilize neighborhoods prior to major investments to minimize displacement? For example, would a City Displacement Officer position be appropriate?
- What lessons learned can SMTX take from Austin's rapid growth, especially in East Austin?
- How can the City support affordable housing/missing middle developers through the development and community review process?
- How do we best ensure that all areas of San Marcos maintain or increase housing options for various household incomes, sizes, and configurations?
- How do we ensure that the aging population in San Marcos can age in place and/or has appropriate housing options in the future?
- What standards should be put in place to ensure all neighborhoods have access to essential services and amenities? What are those essential services and amenities?
- How can we address homelessness and protect those at risk for homelessness?

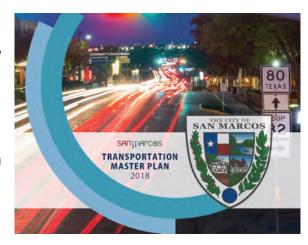
## TRANSPORTATION ELEMENT

## **Existing Policy and Programs**

- San Marcos Transportation Master Plan; City of San Marcos, 2018
- San Marcos Transportation Corridors Study; City of San Marcos and the Capital Area Metropolitan Planning Organization (CAMPO), Ongoing
- Capital-Alamo Connections Study; Texas Department of Transportation, Study Finalized in 2019
- Transit Plan; City of San Marcos, 2019

## **Summary of Relevant Policies**

The *Transportation Master Plan* guides the development of transportation infrastructure in the City of San Marcos by outlining improvements that will help to enhance transportation safety, minimize congestion, preserve local character, and protect the rivers and the San Marcos environment. Goals identified in the plan include a comprehensive and integrated transportation network that is multimodal, compact, and sustainable. This plan was adopted by City Council in December 2018.



Goals and recommendations provided by this plan include:

- Develop roadways that preserve the character of neighborhoods, encourage alternative modes, and support economic development.
  - Street trees, curbside parking along residential streets, and use of rain garden and other low-impact drainage facilities is encouraged

- Encourage shifts to active modes of transportation
  - Incorporate complete streets strategies
- Identify green solutions that can be considered for public and private developments
  - Reduce urban run-off from impervious surfaces
  - Implement cost-effective and environmental landscape standards
- Build a multimodal transportation network that is safe and efficient for all users with direct connection to key land uses.
  - Utilize the Thoroughfare Plan as a guideline on right-of-way (ROW) needs
  - The seven thoroughfare types proposed are:
    - Highways
    - Boulevards
    - Avenues
    - Commercial street
    - Residential street
    - Roads
    - Alley
- Expand bicycle lanes and trails throughout the city
  - Desired types of bike facilities include:
    - Protected bicycle lane
    - Buffered bicycle lane
    - Shared-use path
    - Sharrows
- Maintain and complete the sidewalk system to form a well-connected, safe, accessible, and continuous pedestrian network throughout the city.
  - Provide sidewalks on both sides of all thoroughfares
  - Provide medians where pedestrian crossings are more than 40 feet
  - Where ROW is limited, building setback should be adequate to provide pedestrian area

- Materials appropriate for sidewalks include:
  - Concrete
  - Asphalt
  - Brick pavers
- Expand the greenway system to provide alternative modes of travel
  - Greenways should be 8'-12' wide
  - Easements for off-street greenways are recommended to be 30'-80' wide
  - Utilize a variety of materials depending on location and use
- Plan a transit network that serves downtown and key intensity zones
  - Enhance the existing bus service system
  - Connect activity centers
- Invest in wayfinding that provide useful information to visitors and residents
- Establish an access management policy that controls access along roadway and manages placement of driveways
  - Limit direct access to major roadways
  - Encourage joint access driveways
  - Provide medians to control access
- Utilize intelligent transportation systems to build a responsive, adaptive, and informative transportation network
  - Develop smart phone applications to provide real time information on travel times
  - Consider variable speed limits that adjust in response to road congestion
- Expand rideshare programs as a transportation alternative

The City of San Marcos/CAMPO Transportation Corridors Study focuses on land use and development strategies for corridors and centers.

> The Corridors portion of the study will generate potential transportation concepts and strategies for Guadalupe Street (SH 123), Hopkins Street (SH 80), and a future north/south corridor east of IH 35. These corridors will be examined to provide



- connections between activities that include safe, high-quality transportation options with supportive land-uses to connect key activity centers.
- The Centers portion of the study will examine Downtown and Midtown Centers (including the Government Complex), as well as the Medical Center near SH 123 and Wonder World Drive for mixed-use development opportunities where housing, jobs, and services can be in close proximity to high-quality transportation choices and connections.

This report is set to present final recommendations in the Spring of 2022.

The study recommendations will address:

- Increasing transportation options that support walking, biking, and transit
- Improving local and regional connectivity
- Protecting the character and environment of San Marcos
- Transforming transportation corridors and activity centers into mixed-use vibrant places
- Increase access to a wider range of destinations

The three study area corridors being analyzed include:

- Guadalupe Street/ SH 123
  - This high volume road links downtown with neighborhoods, IH 35, the Medical District
- SH 80/ Hopkins Road
  - This high volume road links downtown with city government complex, midtown, IH-35, and rural areas to the east of the Blanco River

- North-South Connector East of IH-35
  - This proposed high volume road will provide a critical connection south of IH-35, supporting regional commerce and local roadway connectivity

Proposed concepts for the corridors include:

- Hopkins Street/ SH 80
  - Downtown to San Marcos River
    - Urban street section that allows for 4 travel lanes with a separated cycle track and wide sidewalks
  - San Marcos River to Thorpe Ln (in front of City Hall)
    - Reconstruct Hopkins Street as a "bio-boulevard" that incorporates landscaped parkways and medians that would help retain and filter stormwater runoff



- Thorpe Ln to River Rd
  - This suburban street section provides facilities for four travel lanes, a median for landscaping and turn lanes, multiuse paths, sidewalks, and planting strips.

- Guadalupe Street / Hwy 123
  - Guadalupe Street downtown to IH-35
    - On street parking lanes on either one or both sides of the street separated by curb extensions and landscaping with a separated two-way or one-way bike path.
  - SH 123 from IH-35 to SH 110
    - This suburban street section includes two northbound and two southbound travels lanes, a wide median to accommodate
      - landscaping, turn lanes, and multi-use paths separated from the travel lanes with landscaping.
    - There is also a potential option for a street section between De Zavala and Wonder World Dr that accommodates the existing 4-lane alignment of SH123 with the addition of transit facilities within the existing right-of-way. Local access roads with parallel parking, two-way separated bike paths, and wide sidewalks with street trees to absorb stormwater runoff are in additional right-of-way on both sides of SH123.
- North-South Connector
  - Develop a four-lane divided regional parkway with a multi-use path on one side between SH 80 and Staples Road.
  - Between Staples Road and Wonderworld Dr (through the medical district) four travel lanes with parallel parking, a wide median for landscaping and turn lanes. separated bike paths, and sidewalks with planting strips.



Between Wonderworld to Posey Dr primarily be in an industrial area and accommodates four travel lanes, a wide median for turn lanes and landscaping, and multi-use paths separated from the travel lanes with planting strips.

## Proposed options for centers include:

- City Government Complex
  - Proposed Option A: Option A includes an upgraded City Hall building that combines the City's current administrative offices into a modern three-story building. The new development would surround a welcoming central plaza with ample green space for gathering or for small events.
  - Proposed Option B: Option B includes a new City Hall Complex that is relocated north of Hopkins Street. The dog park is relocated to the property across from Thorpe Lane and incorporates the skate park into an urban plaza.
- Guadalupe Street City-owned Parcels
  - This center concept includes redevelopment ideas for City-owned land along Guadalupe Street with a multi-story mixed-use building that has flexible commercial space on the ground floor and urban lofts on the upper-floors. A mid-block alley allows for more connectivity to downtown and allows pedestrians to access the ground floor businesses. A wide sidewalk is designed for multiple uses and adds space for outdoor café tables, benches, and tree cover.

### Medical Center

This concept includes SH 123 with planted medians and parkways to improve safety and reduce traffic speed along SH 123. Frontage roads are proposed for easier access to development and housing. A new North-South Boulevard is proposed connecting both sides of SH 123 with landscaping, safe crossings, sidewalks, and bike lanes. An underpass to the North-South Connector corridor is proposed and greenspaces and neighborhood parks are proposed throughout the center. The recommendations provided in this study develop ideas on how to promote and direct future growth along key corridors.

The Capital-Alamo Connections Study identifies inter-regional travel patterns, assesses current market conditions, and defines future transportation needs to inform the development of strategies that address mobility between regions. The most common issues and opportunities expressed by stakeholders were, use of technology, increase in local transit services, and highway improvements.









### Related to San Marcos:

- New developed lands are forecasted to concentrate along the I-35 corridor with notable changes in and around the localities of San Marcos.
- Weekday trips originating in communities like San Marcos and New Braunfels tend to travel to nearby communities.
- Most morning trips originating in San Marcos are headed to San Antonio's I-410 N, followed by SH 45 S and US 290 S in Austin. The rest use I-35 to travel within the community.

This study was completed in January 2019. It showed that there is a need and desire for the Capital-Alamo region to address mobility challenges that will require coordination from multiple partners, including the City of San Marcos. A series of well-coordinated policies, strategies and improvements will be required to enhance the mobility in the region contingent on the investment of resources by planning partners.

The City of San Marcos Transit Plan identifies the opportunities and challenges associated with transit today based on community feedback and detailed analysis. The plan details the actions required to coordinate San Marcos Transit "The Bus" and Texas State University Bobcat Shuttle into one transit system that better serves the entire community. Stakeholder and community meetings were held throughout the development of the strategic plan to get public input.



The City of San Marcos partners with the Capital

Area Rural Transportation System (CARTS) to provide weekday fixed route and paratransit service in San Marcos. Paratransit service is limited to San Marcos residents that are unable to ride fixed-route service

due to a physical or functional disability, as well as seniors aged 65 or older. CARTS provides weekday regional intercity bus service between Austin and San Marcos with stops at San Marcos Station, Texas State University, and Tanger Outlets.

Bobcat Shuttle is managed by Texas State University Transportation Services. The primary purpose of the Bobcat Shuttle is to transport students between student housing and on-campus destinations when classes or finals are in session. Bobcat Shuttle is funded by student fees and a portion of faculty/staff parking permit fees. Bobcat Shuttle is open to Texas State University students, faculty, staff, and the general public.

The City of San Marcos and Texas State University are interested in coordinating their transit systems to leverage federal and state grant funding opportunities and expand transit access for the entire community. In February 2019, the City and University completed a Coordinated Transit Study, which recommended that the City become the direct recipient of state and federal transit funds for the San Marcos urbanized area, and for both entities to coordinate transit systems.

## Existing challenges include:

- Ridership impacts of COVID-19
  - Due to changes in employment, enrollment, activity, and attitudes it is unclear if transit demand and ridership will return to levels prior to COVID-19.
- Infrequent local service
  - Municipal bus service in San Marcos has historically been scarce in terms of frequency, hours of operation, and days of service.
- Limited street connectivity and pedestrian barriers
  - The Union Pacific Railroad and I-35 system along with high-speed state highways, farm-to-market roads, and ranch roads create significant barriers to transit. Gaps in the sidewalk and bike network further limit access to transit.
- An isolated transit hub
  - San Marcos Station is the primary transfer point for San Marcos Transit, CARTS regional service, Greyhound, and Amtrak. The station location is situated approximately ½-mile south of Downtown San Marcos between two tracks and adjacent to a one-way road, resulting in out-of-direction travel, frequent train delays, and impacts to speed and reliability.

- Divergent transit services
  - San Marcos Transit bus service is currently designed to provide San Marcos residents with access to a variety of destinations across the city on weekdays only.
  - Bobcat Shuttle is designed to transport students between university housing or private apartments and several points on campus. Service levels and availability are tied to the university academic calendar. Connectivity between San Marcos Transit and Bobcat Shuttle routes is limited to a few on-street locations.

## Key opportunities include:

- Qualify for additional Federal funding
  - Federal Transit Administration (FTA) Small Transit Intensive Communities (STIC) funding is awarded to small urban transit operators that exceed specific performance measures. STIC funding may be used for operations, vehicle replacement, planning, engineering, design, and capital projects.
- Expand transit access for the entire community
  - Employment and social services destinations not currently served by San Marcos Transit include an Amazon Fulfillment Center and the Village of San Marcos, which is home to San Marcos Women, Infants, and Children (WIC), Any Baby Can, Community Action of Central Texas, and the San Marcos-Hays County Family Justice Center.
- Improve multi-modal connectivity
  - Relocating San Marcos Transit connections to downtown would be a major step towards achieving the Comprehensive Plan's objective of creating a connected network of efficient, safe, and convenient multimodal transportation options.
- Respond to continued population and enrollment growth
  - Over the past decade, San Marcos' population has increased at a greater rate than Texas State University's student enrollment. The rapidly growing non-student population will likely increase demand for local bus service.

## Recommendations outlined in the plan include:

- Adopt service expansion plan
- Establish a downtown transit plaza
- Adopt a paratransit policy
- Eliminate on-board fare collection
- Upgrade and standardize bus stops
- Improve pedestrian access
- Enter an interlocal agreement with Texas State University
- Offer real-time bus arrival app
- Develop a unified brand
- Expand marketing and communications

- What basic improvements are still needed to support safe and convenient mobility (e.g., sidewalks, bus shelters)?
- How can we ensure new transportation networks / infrastructure don't create barriers and segregate neighborhoods?
- Do we want to encourage consolidation of the two transit systems (City and University)?
- What should the major armature of the transit system look like?
- How can we support high-frequency transit service through land use planning (e.g., transitsupportive density standard)?
- How can the city institutionalize development patterns and standards that are less autooriented?
- How can we improve the safety of travel routes along and across I-35 for pedestrians and cyclists?
- What are the priority improvements identified in the Transportation Master Plan?
- How do we ensure a sufficient multi-modal network to support new growth beyond the major thoroughfares?

# PARKS, PUBLIC SPACES, AND FACILITIES ELEMENT

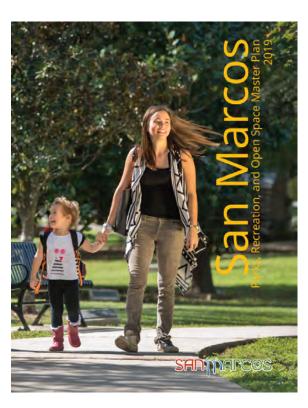
## **Existing Policy and Programs**

• San Marcos Parks, Recreation, and Open Space Master Plan; City of San Marcos, 2019

## **Summary of Relevant Policies**

The Parks, Recreation, and Open Space Master Plan was adopted in May 2019 and included evaluating and understanding the existing conditions and developing appropriate goals for the parks and recreation system; identifying local resources and opportunities; analyzing needs based on population growth and community input; developing recommendations and priorities; and identifying potential implementation strategies.

- Park Facility Needs
  - Current deficiencies in the park system include picnic pavilions. Picnic facilities, and splash pads.
  - Cape's Dam is in poor condition and needs to be repaired or removed.
  - An appropriate balance of access and protection of the river needs to be reassessed



### Recommendations:

- Continue acquiring park land in the city
- Evaluate/ implement improvements to existing park land
- Continue to develop existing park land
- Continue to diversify the parks system by providing culture and art opportunities
- Continue improving the riverfront parks system
- **Athletics Needs** 
  - There is a deficiency in San Marcos for lighted practice space for adult recreation
  - Recommendations:
    - Continue to evaluate and improve athletic facilities
- Recreation Programming and Events
  - Deficiencies in recreational programming include basketball courts, tennis courts, and volleyball courts.
  - There is a need for more water-based recreation
  - Recommendations:
    - Maximize opportunities for creating educational and recreational amenities
- Greenspace and Resource Protection Needs
  - Protection of the San Marcos and Blanco Rivers
  - Protection of the Edwards Aquifer recharge areas
  - Addition of nature trails for walking or hiking and better trailhead kiosks/ wayfinding
  - Recommendations:
    - Encourage natural resource protection and continued improvements of the park system

- Trail Needs
  - Trails close to where people live connecting them to destination
  - Trails developed as an alternative means of transportation
  - Recommendations:
    - Expand and improve the trail system in San Marcos
- Maintenance and Operations Needs
  - Poor quality of sports courts and fields, swimming pool, and dog park
  - Recommendations:
    - Continue keeping San Marcos a beautiful community
    - Evaluate the need for more equipment to improve efficiency in maintenance operations
- Funding and Financing
  - Recommendations:
    - Provide adequate funding to allow for a well-maintained parks and trails system

The recommendations outlined in this plan will assist in planning for parks, recreation and open space areas moving forward. It also helps identify potential land for acquisition, and better informs the city in establishing open space priorities.

- How can we best protect open spaces as the city grows?
- Is there a need for a recreation/community center east of I-35? If so, what features should it prioritize?
- How can we improve access to existing parks and open spaces, particularly bicyclists and pedestrians?
- What is the best strategy to implement the vision of a robust park system connected by greenways and trails?
- What partnerships (e.g., school district, County, nonprofits) would benefit the City's park and recreation system?
- What additional community facilities are necessary to support future growth over the next 30 years?

## ENVIRONMENT AND RESOURCE PROTECTION ELEMENT

## **Existing Policy and Programs**

- San Marcos Stormwater Master Plan; City of San Marcos, 2018
- Water Master Plan, City of San Marcos, 2020
- Wastewater Master Plan, City of San Marcos, 2014

## **Summary of Relevant Policies**

The San Marcos Stormwater Master Plan summarizes recent efforts by various agencies that make up the City of San Marcos' Watershed Master Plan. It is intended to "time stamp" these efforts and identify the "next steps."

The purpose of this master plan is to:

- Improve regulations to guide development
- Ensure compliance with local, state, and federal regulations
- Emergency preparedness.



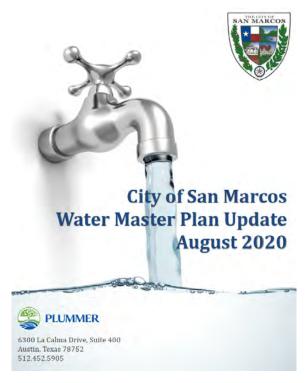
The major challenges facing the city include:

- Projected growth in population
- Threats to water quality and endangered species
- Increased frequency of flooding
- Sustainability.

San Marcos has significant challenges when it comes to managing the quantity of stormwater runoff. Urban flooding (local drainage) as well as creek and riverine flooding can threaten lives and property with very little notice in central Texas. The stated goals and objectives are the community's direction for implementing the plan and achieving the preferred future development scenario as outlined in the Vision San Marcos: A River Runs Through Us document. This master plan was completed in March 2018.

The City developed a *Water Master Plan* in 2016 for its water distribution system and to guide the growth and development of the distribution system. Since that time the system has seen significant changes and the city has experienced rapid growth. The 2020 Water Master Plan Update provides a revised capital infrastructure plan through 2035 as well as an updated hydraulic model of the potable water distribution system that incorporates new planned developments and water supplies. The city's rapid growth has changed the water service area from the previous master plan.

Most of the City's water supply originates from surface water and is treated at the Surface Water Treatment Plan (SWTP). The surface water is delivered from the Guadalupe River via a raw water pipeline from an intake on a canal extending from Lake Dunlap. Groundwater extracted at each of the five well sites provide additional supply as needed. In 2019,



groundwater made up 21 percent of the total water production with the other 79 percent coming from the SWTP. The City operates and maintains six wells as follows:

- Two wells at the Spring Lake Pump Station
- One well each at the following facilities:
  - Comanche
  - McCarty
  - Soyars
  - Kingswood

It should be noted that since completion of the 2016 WMP, the two wells at the Oakridge Pump Station have been decommissioned due to influences of surface water and lack of available treatment.

The *City Wastewater Master Plan* is to add capacity to the existing wastewater service area and extend infrastructure to new service areas in an efficient and cost-effective manner.

The City of San Marcos's wastewater collection system consists of a network of 219 miles of collector mains, interceptors, and force mains, 40 lift stations, and a wastewater treatment plant along the San Marcos River. Lift stations are necessary when wastewater needs to be pumped to a higher elevation where



the flow can resume flowing by gravity to the outfall of the system. Due to the varying topography, San Marcos operates 40 lift stations and 27 miles of force main throughout the service area.

Projects recommended within the first phase are the most critical to the system. These projects resolve existing deficiencies or accommodate impending growth. The first phase includes 21 projects from 2014-2020 and the second phase encompasses 12 projects from 2021-2025. The third phase involves 21 projects in 2026-2035.

- How can we manage stormwater sustainably and best protect open spaces as the city grows?
- How do we best minimize impervious surfaces?
- What policies should be put in place to provide the necessary nuance to various opportunities and constraints associated with the draft Environmental Overlay?
- What is the City's policy around public access and private development near the River and other waterways and drainage systems?
- Should we pursue a regional stormwater management model? What would that mean for watersheds in San Marcos? What would it mean for regional coordination with the Counties and other jurisdictions?
- What additional best practices for environment and resource protection should be "built in" to the City's zoning and development standards?

## ECONOMIC DEVELOPMENT ELEMENT

## **Existing Policy and Programs**

- Vision 2025, Greater San Marcos Partnership, 2020
- San Marcos Regional Airport Master Plan Update, City of San Marcos, 2020
- San Marcos Youth Master Plan, City of San Marcos, 2013

## **Summary of Relevant Policies**

The *Greater San Marcos Partnership's (GSMP) Vision* 2025 is a collaborative community and economic development strategic planning process that will make the region a more prosperous, successful, and vibrant place to live, work, and do business. The process has resulted in a new five-year Economic Development Strategy that will be a consensus-based blueprint to guide the community's actions in the years to come. This plan builds upon Vision 2020, which the community developed through a similar process in 2014 and has helped catalyze numerous community improvements in recent years.

The process addressed the full range of issues that influence a region's competitiveness, including its talent, education and training resources, infrastructure



and mobility, quality of place, resiliency, and so on. The resulting Strategy includes actions and tactics designed to address challenges, capitalize on opportunities, and advance the region and its distinct communities, residents, and businesses forward to a new period of heightened competitiveness and prosperity, and, where appropriate, worked to integrate some of the emerging, though still uncertain, implications of COVID-19.

The following are regional assessment key findings:

- A top destination for residents
  - The greater San Marcos region continues to grow rapidly. Factors that attribute to this include population growth in Texas and the state's los cost business environment and abundant job creation.
- Quality of life and place
  - Features and items that promote a good quality of life and place include the San Marcos River, social offerings, safety, and family recreation. Mobility and housing affordability were items that needed more focus and improvements.
- Regional talent and community patterns
  - While the educational attainment rate is growing, data shows that many residents are not working in the region. This demonstrates that the region is not yet a major job center.
- Economic growth and target sector performance
  - Wages in the Greater San Marcos region have roughly the same pace as national wage growth even though jobs have been growing rapidly. Job sectors that saw growth include business service and support, destination attraction, IT, life sciences, materials sciences, regional distribution.
- Planning for quality growth and development: Business climate factors
  - Greater San Marcos needs the necessary infrastructure to support knowledge-based jobs as well as maximizing the economic impact of the regional airport.

- Innovation and entrepreneurship
  - Data on small business and entrepreneurial activity indicates that the region has been successful at fostering growth in new and small businesses. Areas of emphasis such as creating a more business-friendly environment through greater ease of permitting, additional incentives, and more affordable commercial real estate were mentioned as necessary to enhance capacity. Additionally, a greater focus on small business retention and greater collaboration with regional partners must be areas of intentionality for Hays and Caldwell counties.

Following the regional assessment key findings, a strategic framework and recommendations were created and will set the direction for the next five years of the region's collective economic development prioritization and activity. Several workgroups have been created around these strategies with regional participation and are ongoing. The 4 strategies are:

- Support Quality Employment Growth
- Optimize the Local Talent Base
- Accommodate and Manage Quality Growth
- Enhance Community Appeal

The Airport Master Plan, conducted in 2020, focused on examining existing facilities, forecasting future aviation demands, identifying the projects necessary to meet that demand, and examined the financial means to achieve the short- and long-term goals for San Marcos Regional Airport. Additionally, the master plan served as a tool to aid airport officials in their decision-making regarding San Marcos Regional Airport's upkeep and future development. The Master Plan also identified and documented portions of the airport's existing property that can be used for future development. Development at airports can be either aeronautical (e.g., hangars, FBOs, aeronautical businesses, etc.) or non-aeronautical (e.g., gas stations, retail, industrial, etc.).



Various alternatives were created by reviewing the facility requirements of the Airport and devising numerous development options that could potentially satisfy those requirements. These preliminary development alternatives were then consolidated into:

- Runway/Approach Alternatives
- Taxiway Alternatives
- Land-Use Alternatives
- Ramp Re-Development Alternatives

The Master Plan provided a detailed summary of the City's Capital Improvement Program (CIP) and Financial Plan for the San Marcos Regional Airport. The CIP describes the near, mid, and long-term capital improvements necessary to migrate from the airport's existing infrastructure to the future development plan. A Financial Plan was also created to proposed funding for the programs/projects identified in the CIP.

The City's Youth Master Plan, conducted in 2013, focuses on young people from birth through age 24 who live within the 210-square-mile geographic footprint of the San Marcos Consolidated Independent School District (SMCISD), which serves over 7,500 youth in Hays County and portions of neighboring Guadalupe and Caldwell counties. This plan was created with input from and a focus on the private school and home-school populations, as well as children and youth from the SMCISD.



Priority areas and strategies that were identified in the plan include:

- Increase and improve economic opportunities, conditions, and preparation for young people and their families
  - Support families to become financially self-sufficient and support youth.
  - Prepare Students in developing the non-technical workforce skills needed to be
    effective in today's collaborative, communication-rich and systemically complex work
    environments.

- Develop a systemic program of career exploration in partnership with local businesses for all education partners that creates student excitement for colleges, trade schools and soft skills learning.
- Equip and empower parents/ families to support child development and success
  - Develop neighborhood networks of parent liaisons to engage parents and improve communication, awareness and involvement with education and youth services.
  - Engage parents in their children's academic and future success.
  - Institute teacher home visits to engage parents with the goal of getting every student on grade level in math and language arts/ reading.
  - Create or coordinate opportunities for parent training.
- Increase and improve availability and access to developmental activities, opportunities and supports
  - Invest in and coordinate/ align existing successful programs to expand and ensure access for young people across the community.
  - Develop and strengthen partnerships that will improve the availability and efficacy of out-of-school activities.
  - Improve the public transportation system to ensure that youth of all ages can safely, easily and affordably get to and from, school and out-of-school activities and/or work throughout the year, including evenings and weekends.
  - Develop and staff teen centers and/ or events that provide safe, free places for teens to gather after school and on weekend to have fun, do homework and participate in a variety of clubs and activities.
- Increase and improve mental health, resilience, wellness, and healthy life choices
  - Expand opportunities and services geared toward improving mental health and wellness to prevent risky behaviors.
  - Communities, schools and other institutions increase opportunities for physical activity and healthy nutrition for youth.
  - Review and develop child abuse prevention strategies, including bullying prevention, to emphasize both development needs of children and the importance of communitybased supports for families.

- Ensure that every child has a medical home: a regular medical care provider that can monitor a child's health and wellness.
- Build engaging and supportive networks and systems throughout the education lifecycle
  - Provide full-day, universal pre-k for 4-year-olds in the SMCISD (based on recommendations by the core four's early childhood subcommittee.)
  - Support teachers, principals, and schools in improving student and teacher engagement in the learning environment.
  - Establish a collaborative and universal mentorship and tutoring program to reach students from elementary to early college, utilizing peer-based and mentoring models that emphasize social interaction during out-of-school time in community-based programs.
  - Expand modes of learning and what counts as learning and instruction from elementary school age through high school — both in schools and within the broader community — through expanded learning opportunities and in partnership with community-based organizations, community colleges and cultural institutions.
- Improve communications, coordination, and community engagement in support of children and youth
  - Increase community awareness about available programs and services.
  - Develop a strategic plan of implementation across the age continuum that coordinates services and increases involvement of key organizations and institutions.
  - Create youth positions for city government, school board, and other councils and commissions, modeled after the existing city council associated student government student liaison position or the planning and zoning commission university student liaison position.

The San Marcos Commission on Children and Youth and the San Marcos Youth Commission have been dissolved as City Boards and are now under the leadership of the Youth Services Director at Community Action, Inc.

- What types of jobs and what industries do we want to attract to San Marcos over the next 30 years?
- What can the City and other partners do to attract those jobs and industries to the area?
- How can we support the affordability of commercial spaces for small and medium-sized businesses?
- How can we ensure employment centers have multi-modal access to mitigate congestion and improve access to jobs? Consider transportation and land use to be hand-in-hand with economic development.
- How do we foster even more place-based economic development?
- How can we support small business growth as well as continue to recruit primary sector jobs?
- How can we support access to affordable childcare as an economic development strategy?
- How should we be changing our economic development strategies in light of a new normal during and post pandemic?
- What can we do to support San Marcos youth development, engagement, and education? Are there program needs that are not being met?

## **ARTS AND CULTURE ELEMENT**

## **Existing Policy and Programs**

Arts Master Plan, City of San Marcos, 2021

## **Summary of Relevant Policies**

The City of San Marcos Arts Master Plan is currently being updated to define the role the city has in supporting arts and culture to improve the quality of life and economic development in San Marcos and to quide the City's strategic plans. This document is not yet finalized.

## Preliminary Key Findings include:

 San Marcos residents are passionate about their community and have a deep appreciation for the natural environment



- Although San Marcos is perceived to have diverse arts and culture offerings, some feel that the arts and culture offerings do not sufficiently serve diverse populations
- Arts and culture offerings need to be expanded outside of the downtown area
- There is a perceived disconnect between the university and city residents
- Arts and culture organizations need more support
- Better awareness and communication efforts are needed to promote arts and culture events
- There is a need for dedicated performance venues
- Parking is a barrier to participating in arts and culture offerings
- Availability of City funds for art and culture should be considered

## Preliminary Recommendations include:

- Establish and promote a principal location to share information about arts and culture
- Promote and refine a central point of contact regarding arts and culture
- Develop and support cultural offerings that better represent minority communities
- Develop and support offerings that serve families and K-12 youth
- Foster partnerships and collaboration
- Make what is already good, even better
- Keep the future in mind

- How can we improve coordination and partnerships among arts groups?
- What cultural centers need protection and preservation?
- Are there areas that should be considered for designation as a State of Texas cultural district?
- What are the opportunities to infuse or embed more arts and culture outside of the historic City core?
- What role can/should the City play in arts and culture programming and space provision?
- How can other Plan Elements support arts and culture goals and strategies?

## **DOWNTOWN AREA PLAN**

## **Existing Policy and Programs**

- Downtown Master Plan, City of San Marcos, 2008
- Parking Program Framework Plan, 2018

## **Summary of Relevant Policies**

The City's *Downtown Master Plan* is conceptualized as a "big-picture" vision that will direct City projects and involvement for the revitalization of Downtown.

Throughout the Master Planning Process, San Marcos citizens agreed that the City should assume an active role in the revitalization of Downtown as a vibrant, regionally-competitive town center. Participants also strongly agreed that San Marcos' Downtown has a unique quality of character that the city should protect and enhance through future development.

CITY OF SAN MARCOS DOWNTOWN MASTER PLAN



These main goals as expressed by the community became the foundation for the Downtown Master Plan. Future City Policies and follow-on Capital Improvement Projects should support the Downtown Master Plan vision described within this document, as it is a direct representation of the combined opinions of San Marcos citizens.

The recommendations in this plan include:

- San Marcos Identity and Placemaking
  - Build a Strong Brand and Image for the Downtown that is unique but ties-into San Marcos' overall marketing strategy.
  - Generate well-developed products (websites, media campaigns) to promote Downtown.

- Market Downtown to a wide range of groups: investors, developers, business owners, workers, homebuyers, and tourists.
- Develop and implement a comprehensive wayfinding plan that includes signage.
- Develop an icon for San Marcos' Downtown as a part of the brand.
- Work with Texas Department of Transportation (TxDOT) to establish Downtown signage on IH-35.
- Construct unique gateway markers and landscaping to denote key access corridors.
- Establish directional signage at both vehicular and pedestrian scales.
- Unify the public experience with street trees, benches, and other landscaping improvements.
- Continue to increase the promotion of cultural events that draw people Downtown.
- Establish and enhance centers of activity within each neighborhood.
- **Downtown Business Development** 
  - Conduct retail recruitment analysis and devise retail strategy.
  - Generate a city-wide economic development strategic plan.
  - Conduct a more extensive niche market analysis for commercial and retail growth.
  - Target employers who have markets in both Austin and San Antonio.
  - Capture at least 1.5% of regional commercial growth in next five vears.
  - Commit to recruitment with incentives.
  - Promote local, specialty retail, entertainment, and dining.

- Encourage the establishment of "third place" businesses. (A third place is a place outside your home or work where you can connect and collaborate with others. Examples of a third place are churches, cafes, libraries, parks, galleries, coffee shops, or other areas where people can gather and interact naturally)
- **Development Standards and Processes** 
  - Revisit existing development ordinance.
  - Offer options to make codes more flexible. Establish a fee in-lieu of meeting parking development requirements.
  - Implement an 80-foot height overlay along half-block adjacent to CM Allen to encourage mid-rise residential development without impacting historic Courthouse Square. (The remainder of the Downtown overlays should be unaltered.)
  - Replace "use-based" zoning development standards with "Form Based" Codes or Urban Code for Downtown.
  - Make development Downtown easier and faster than anywhere in the city. Set a high bar and expedite approvals for Downtown development.
  - Focus on infill-development.
  - Work closely with developers to ensure development meets Downtown visions.
  - Consider creative public/private partnerships for façade restoration, pollution mitigation, or land packaging.
  - Take leadership role in acquiring properties and assembling land for development.
- Streets and Roadways Network
  - Implement a comprehensive wayfinding plan with signage.
  - Work with TxDOT to properly sign transportation bypass routes such as Wonder World Drive.
  - Conceptually identify routes as Primary, Secondary & Tertiary

- Reinforce the character of primary and secondary streets by implementing Form Based Codes.
- Convert Downtown Streets into Two Way streets.
- Seek TxDOT cooperation in converting Guadalupe & LBJ to 2-way streets.
- Time lights to improve traffic flow.
- Create parking management plan and corresponding parking district.
- Begin by instating a metered parking plan.
- Use revenues as a way to finance future parking options, such as lot acquisition for surface lots and later construction of parking garages.
- Make streetscapes pedestrian and bicycle friendly.
- Incorporate consistent streetscaping elements, i.e., street trees, paving, benches, and lighting.
- Create corridor plan from each gateway & coordinate with signage, wayfinding, & branding.

### **Public Transit**

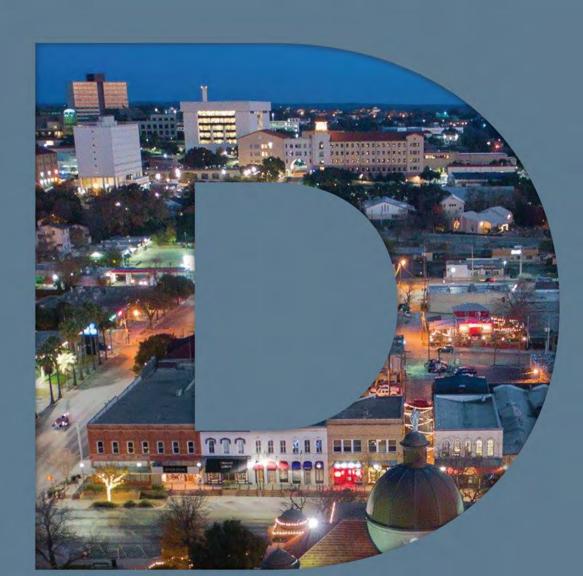
- Promote the commuter rail stop
- Fund the operation and maintenance of a commuter rail stop.
- Finance the construction of a commuter rail station.
- Conduct further studies to determine demand, feasibility, and partnership options.
- Consider rising fuel costs and their impact on citizens' access to jobs & education when evaluating demand.
- Locate bus stops to coincide with neighborhood nodes and commercial areas as well as proposed transit hubs.
- Water Quality and Stormwater Management
  - Implement a water quality and detention system to address street flooding, pollution & abatement.

- Structure the construction of the system to coincide with street upgrades throughout Downtown.
- Consider the formation of a Voter Approved District.
- Finance the district with voter-approved taxes, grants, and loans.
- Establish stormwater impact fees for new development to finance
- Utilities Infrastructure
  - Prepare a utility upgrade and maintenance strategy that supports Downtown development.
  - Develop utility capacity in TOD area, especially improving water lines to support commercial density.
  - Take advantage of redevelopment and utility improvements to expand capacities in other areas.
  - Replace aerial electric and telecommunication lines as other street projects are undertaken.
  - Partner with private telecommunications companies to coordinate implementation.

The Parking Program Framework Plan provides a high-level program overview for the development of a comprehensive and strategic approach to managing parking in Downtown. It includes the following recommended "Primary Action Items". Following adoption of this Plan, the City began developing and On-Street Paid Parking Implementation Plan and created a Parking Advisory Board, which meets regularly while implementation is ongoing.

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# APPENDIX D: PREFFERED GROWTH SCENARIO DEVELOPMENT



# INTRODUCTION

A three-step process was used to arrive at the preferred growth scenario that guided policy development and other aspect of plan recommendations. That process consisted of sketch level scenarios with four preliminary discussion alternatives, detailed scenarios with a trend scenario and two alternative growth concepts, and lastly a preferred scenario. This appendix summarizes the development of the preferred growth scenario in more detail and is organized into the following sections:

- Sketch Level Scenarios
- Detailed Alternative Scenarios
- Preferred Scenario

# SKETCH LEVEL **SCENARIOS**

#### **Overview**

As the City of San Marcos continues to grow, it will need to accommodate housing and employment needs. The following approaches to create new housing and employment were presented to the community:

- Conserve
  - Maintain neighborhoods and districts that are built out and largely complete.
- Complement
  - Infill existing neighborhoods and districts with additional housing and employment opportunities.
- Complete
  - Add missing amenities and services to existing areas and intensify remaining development opportunities.
- Create
  - Develop new neighborhoods and districts with sufficient infrastructure and access to amenities and services.

These approaches along with community and stakeholder input helped develop the Sketch Level Scenarios. The initial phase included four scenarios, which consisted of a Current Entitlements option. This option was largely market driven with most new commercial development along corridors and residential on the edges of the community. During this phase the scenarios were narrowed down to three Preliminary Sketch Scenarios.

#### **Scenario 1**

Growth Constrained to City Limits was focused on accommodating most of the growth within the city limits, with limited annexation to achieve community conservation and protection goals. This scenario focused on complementing and completing by maintaining historic downtown assets and identifying opportunities for higher density residential and mixed-use development in downtown and surrounding neighborhoods. It would increase the amount of infill and redevelopment throughout the existing footprint of the city and intensify major corridors with higher density residential and commercial mixed-use development. Scenario 1 proposed to build out current entitled subdivisions.



#### Scenario 2

Strategic Eastward Growth & Second City Center proposed to expand the city in certain areas of the extraterritorial jurisdiction (ETJ) and certificate of convenience and necessity (CCN's) to allow for a better land use pattern, focusing on areas that could more easily be serviced and help protect other sensitive areas. It prioritized expansion in areas that were both in the City's ETJ and water/ sewer CCN's in priority growth areas. This scenario helped facilitate nodal development along corridors and planned for an additional "city center" east of IH-35. The second city center would increase residential density. Other considerations for the location of the second city center included the Medical District, High School, Centerpoint, Old Bastrop and old Smart Code area. Furthermore, this scenario provided a conservation approach to strategic development of new areas east of IH-35 to preserve and protect large portions of Blackland Prairie ecosystem, create greenway, and trail connections, and establish a pattern of urban villages connected to Second Center and the rest of San Marcos.



### **Scenario 3**

Corridor Focused Development, served to mostly conserve, complete, and create. It called for the expansion of the city in the ETJ/CCNs to allow for a better land use pattern. It focused higher intensity development along the IH-35 corridor and employment areas and facilitated the building of complete neighborhoods with smaller commercial and mixed-use nodes at strategic locations. This scenario proposed multimodal connectivity along corridors to leverage investments and connect people to their destinations.



#### **Summary of Stakeholder Input**

The Steering Committee expressed no interest in continuing to support exploring Scenario 1 Growth Constrained to City Limits. They did however expressed interest in the Second City Center Scenario, but had reservations on determining the best location for the second city center and its relationship to downtown and other employment centers. The corridor focused scenario, Scenario 3, brought forth both interest and concerns regarding how it focuses growth along existing and new transportation investments. There was also a strong sentiment that historic assets needed to be of higher priority as well as a stronger consideration for environmental resources and constraints. The committee demonstrated support for the scenarios that helped relieve development pressures in the downtown and historic areas.

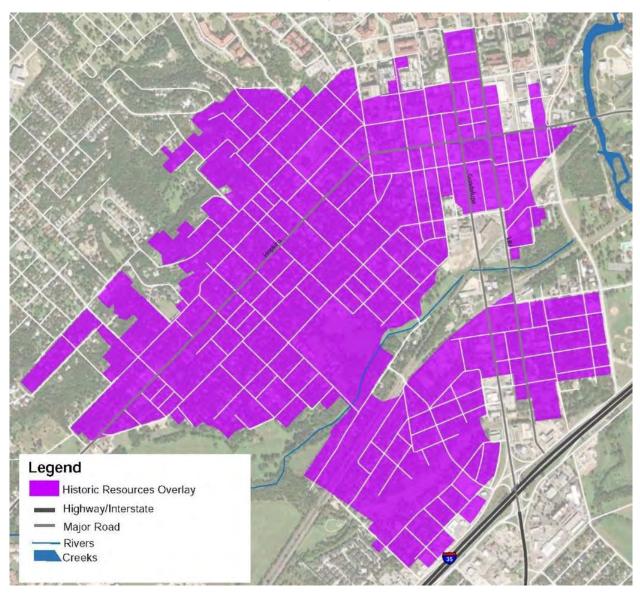
# DETAILED **ALTERNATIVE SCENARIOS**

#### **Overview**

The next step of the process involved refining the previous scenarios and adding more detail to each of the alternatives based on the feedback received. In response to historic, cultural, and environmental concerns three overlays were generated. Each of the overlays looked at different ways to allocate employment and housing. Additionally, development types were formulated that considered land use, built form, parks and open space, and mobility and access. Prior to drafting any detailed growth scenarios, it was important to identify those areas with historical, cultural, and environmental assets. The project team worked to access and update available data for each of these three categories to develop the three overlay layers.

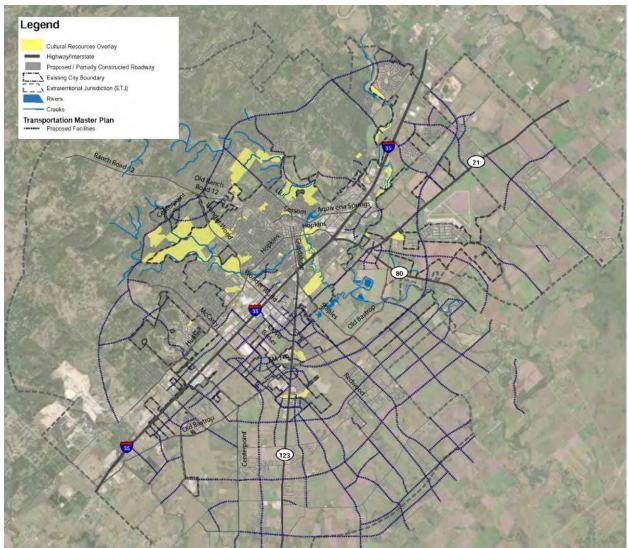
# **Historic Resource Overlay**

The My Historic SMTX Resources Survey was utilized to help shape the overlay. A contiguous area was created that included all properties ranked medium and high priority for other areas in the Historic Resource Survey. For the scenario mapping and modeling exercise, jobs and housing were only allocated to vacant parcels within the Historic Resources Overlay.



# **Cultural Resource Overlay**

To help inform the boundaries for the Cultural Resource Overlay, the Cultural Resource data layers from the prior Land Use Suitability map were used. These did not include Historic Districts as those were included in the Historic Resource Overlay. Additionally, no housing or jobs were allocated to any area mapped within the Cultural Resource Overlay. Items that were included in the overlay were city parks, fish hatcheries, and cemeteries.

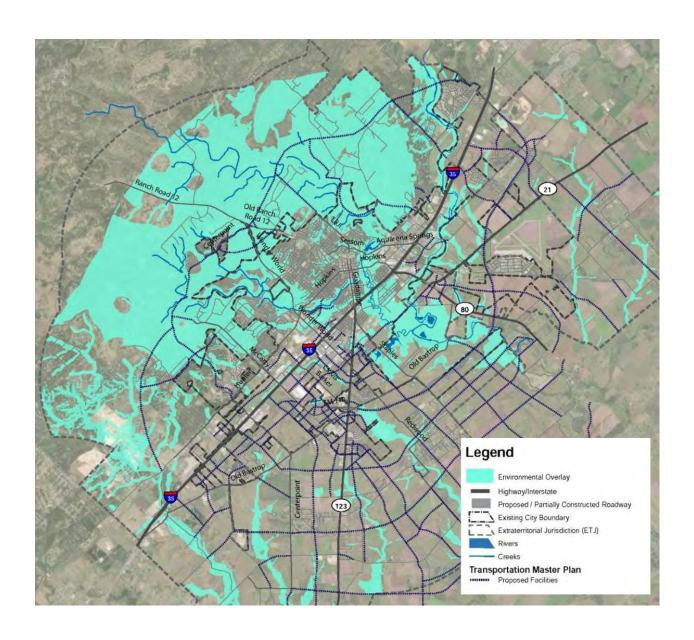


#### **Environmental Overlay**

For the Environmental Overlay, updated portions of the City's Land Use Suitability Map (LUS) were utilized. The input layers included in the draft LUS were related to:

- The Edwards Aquifer;
- Endangered and Threatened Species;
- Floodplains;
- Priority Watersheds;
- Sensitive Feature Protection Zone;
- Steep Slopes;
- Erosive Soils:
- Vegetation;
- Water Quality Zone and Buffer; and
- the River Corridor and Protection Zone.

These inputs were used to recalculate environmentally constrained areas on a scale of 1 to 5.1 being the least constrained and 5 being the most constrained. The Environmental Overlay includes all areas scoring a 5 within the City Limits and all areas scoring a 4 or 5 outside the City Limits, but within the Extraterritorial Jurisdiction (ETJ). A maximum of 50% of areas within the environmental overlay were "developed" with allocations of housing and jobs.



The draft alternative scenarios also introduced ten development types:

# **Lower Density Neighborhoods**

This development type proposed three to six dwelling units per acre with detached single family residential as a primary land use and attached single family, public/institutional, and parks as a secondary land use. It introduced a low-density road network with local street, sidewalks and/ or multiuse pathways and transit connections typically on the periphery. New development would be allowed on vacant lots only within the Historic Overlay and would be limited to fifty percent of the land area in the Environmental Overlay.

# **Medium Density Neighborhoods**

Medium density neighborhoods included single family and low to medium scale multifamily residential primary land uses and public/institutional, parks and open space, and mixed-use commercial as secondary land uses. It proposed 6-12 dwelling units per acre with a job density of .5 jobs per acre. Mobility consisted of a medium density road network with primarily collector and local streets and dedicated bike facilities on higher order street. New development would be allowed on vacant lots and along major roadways on lots greater than one acre within the Historic Overlay and would be limited to fifty percent of the land area in the Environmental Overlay.

# **Higher Density Neighborhoods**

This development type included primary land uses of medium to higher-scale multifamily developments and attached single family. As secondary land use it proposed public/institutional, parks and open space, and mixed-use commercial developments. The housing density and would increase to 17+ dwelling units per acre with a job density of two jobs per acre. This development required a higher density road network with full complemented street types, sidewalks and bike facilities throughout, and transit connections at mobility hubs.

# **Neighborhood Commercial/ Center**

The Neighborhood Commercial/ Center development type would primarily consist of small to medium scale general commercial and mixed-uses with secondary land uses of small-scale office, live-work, parks and open space, and public/institutional developments. In this development type job density increased to ten jobs per acre with development typically along arterial or collector street. The road network consists of well-connected mobility hubs, sidewalks, and bike facilities.

# **Community Activity Center**

The primary land uses for this development type include medium to higher-scale mixed-use, hospitality, and medium to higher-scale multifamily. As secondary land uses, public/institutional, parks and open space, mixed-use commercial, attached single family and parks were designated for this zone. Job density increased to 25 jobs per acre and housing density resulted in 12 dwelling units per acre. Within the Historic Overlay, these development types would occur downtown, and its approach would vary by scenario.

# **Highway Commercial**

In the areas designated Highway Commercial primary land uses consist of small to large scale general commercial and hospitality with secondary land uses of medium scale multifamily, parks and open space. This development type introduces a lower density road network with a heavy reliance on frontage roads and internal site circulation.

# **Lower Density Employment**

This development type is primarily light to heavy industrial, warehouse and distribution, and lower density office. Secondary uses include supportive services commercial and parks and open space. Mobility consists of lower density road networks with accommodations for large vehicles.

# **Medium Density Employment**

The Medium Density Employment development type established medium to higher scale office and other commercial primary land uses. Secondary land uses include supportive service commercial, general commercial, medium to higher intensity mixed use, parks and open space, and hospitality. This development types would create the highest density of jobs per acre with 30 jobs per acre.

## **Campus**

In areas designated Campus, the primary land uses are public/institutional, medical, and parks and open space. This development type has a housing density of eight dwelling units per acre and a job density of 20 jobs per acre. In terms of mobility this development types places a heavy emphasis on pedestrian facilities and amenities.

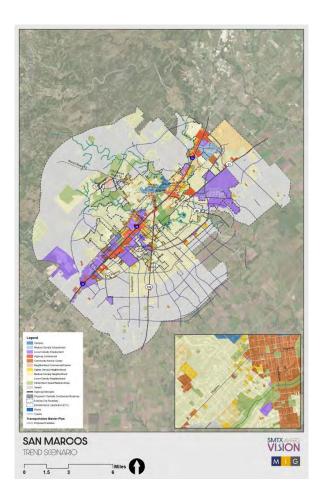
#### Parks, Open Space, Natural Areas

This development type is primarily parks and open space land use with public/institutional as a secondary use. Mobility would be limited and would typically limit higher order streets, place a heavy emphasis on pedestrian facilities in the shape of trails and pathways.

Each development type had a designated primary and secondary land use(s), housing density, job density, mobility characteristics, and historic and conservation considerations. Please refer to the development types table in the supporting documents for more details on each of the development type categories.

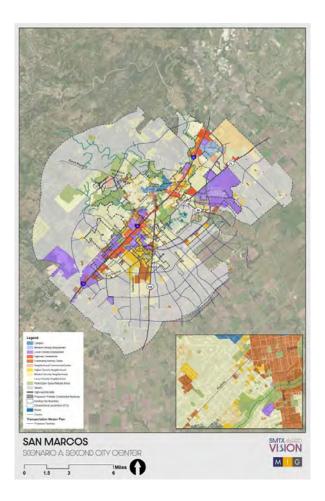
The detailed alternative scenarios consisted of:

A Trend Scenario which outlined how the city would continue to grow if no updates were made to the Comprehensive Plan. The Trend Scenario would keep a single historic downtown area with auto-oriented commercial development along major corridors. In this scenario traditional subdivisions and multifamily housing would continue being placed where opportunities exist or where they can be created, with a likely suburban style expansion east of IH-35 and the appropriateness of development would continue to be contested on a projectby-project basis. Vehicular congestion on roads would continue increasing as reliance on key corridor would need to accommodate new residents and walkability would remain a desired condition only realized in downtown or in specific subdivisions and projects. San Marcos would remain in a position of staying as a "bedroom community", with

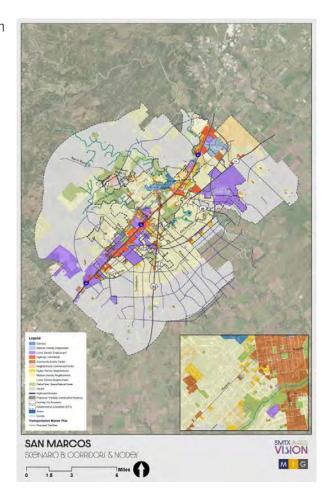


housing demands outpacing employment growth. Environmental sensitive areas would likely be impacted as continued pressure to develop in a piecemeal fashion grows and a reactive approach to growth in the ETJ would strain requests for water and sewer services. Refer to the supporting documents for a full-page map.

Scenario A which proposed a concentrated dense development in a second city center that expanded eastward of the existing city. The second city center would be anchored by a new employment center with adjacent dense housing. This approach would help relieve development pressures on historic downtown assets and core neighborhoods and would establish a pattern of urban villages connected to the second city center and the rest of San Marcos. Additionally, development would be reserved to strategic infill opportunities and redevelopment in select parts of the existing city footprint. For strategic development in new area east of IH-35, a conservation approach would help to preserve and protect large portions of the Blackland Prairie ecosystem. Refer to the supporting documents for a full-page map.



Scenario B maintained historic downtown assets and core neighborhoods to the extent possible with continued development pressures in and around downtown and the university. There was a strong focus of higher intensity development along the IH-35 corridor, FM 110, and in employment areas. Additionally, there was an emphasis on placing higher density residential and commercial and mix-use developments along major arterial, thoroughfare corridors, and at key nodes. This scenario proposed multimodal connectivity along corridors to leverage investments and connect people to their destinations alongside creating safe and comfortable bicycle connections. New employment opportunities were largely focused in existing and emerging employment areas. Refer to the supporting documents for a full-page map.



#### **Summary of Community and Stakeholder Input**

The community gravitated to Scenario A and appreciated the efforts to reduce growth pressures on Downtown and historic neighborhoods. They emphasized the need for the new activity center to be highly walkable with a mix of amenities and encouraged a strong transit connection between the two centers.

The community showed support for some level of small and more distributed neighborhood centers; however, they were concerned that this scenario would not relieve enough pressures in the downtown area. The disbursement of medium density developments was also an area of concern. They expressed not wanting to turn San Marcos into a mini-Austin by allowing the spread of these types of developments. The community did show interest in providing more housing and shopping along FM 110 and responded positively to the disbursement of amenities throughout the city.

Overall, the community expressed a general preference to combine scenarios A & B. They thought that the historic resource overlay, cultural resource overlay, and environmental overlay should continue to be priority. They requested to continue exploring placing medium and higher density commercial at strategic locations as well as making places more walkable, not just by adding a sidewalk network, but also creating destinations to walk to. Additionally, there was a strong desire to minimize acres developed and impervious cover and wanted to note that a heavy emphasis on new growth east of I-35 would likely require the need to invest in new infrastructures such as roads, utilities, treatment plant, etc.

When asked about the top four most important development types for new development in the City, respondents chose Parks/Open Space, Natural Areas; Medium Density Neighborhood; Community Activity Center; and Neighborhood Commercial/Center.

During the Council Lunch and Learn, Council expressed wanting to be fully informed when making decisions on the future of San Marcos and asked for more insight on the impacts of COVID-19 on the proposed growth forecasts. Additionally, Council and the City Manager mentioned that more outreach to youth and Spanish speaking community was needed and that social events and gatherings in parks or other areas should be a focus of engagement moving forward.

Through the community survey crowdsourcing map, the community identified locations of opportunity and/or needs for new housing, a new town center, art, or more jobs. Existing areas and development of concern were also identified, e.g. unsafe intersections for both vehicles and pedestrians.

# DRAFT PREFERRED **SCENARIO**

#### **Overview**

When developing the preferred scenario, we considered certain elements from the previously adopted preferred growth scenario. The previously adopted growth scenario promoted growth to the east and provided general direction on land use intensity, however, did not provide any direction in terms of land use. Additionally, the existing and proposed neighborhoods in that scenario would not be enough to support projected housing needs. The draft preferred scenario looks to intensify new growth east of IH-35 and along corridors and provides better direction on land use while allowing flexibility.

The draft preferred scenario also looks to minimize the development of environmentally sensitive areas and reduce the pressure of development in existing established neighborhoods and historic zones. The proposed mixed-use activity center would also help alleviate development pressures by capturing and accommodating much of the future housing and employment needs. The scenario centers around the notion of providing equitable access to amenities. With the creation of a mixed-use activity center east of IH-35, access to amenities and services will be provided to an area that is currently lacking access to these types of services. The addition and enhancement of amenities and services in other parts of the city will also be analyzed to achieve equitable access throughout. Similarly, strategic infill development will be distributed throughout the community to help minimize adding further unnecessary building footprints. Vacant or under-utilized parcels will be considered for future infill development. The draft preferred scenario proposes to establish high-capacity corridors that are interconnected to sidewalk and bike lane networks and help connect people to destinations. The establishment of high-capacity corridors is essential to creating transit supportive development patterns. Lastly, the scenario would help advance the introduction of a diverse mix of housing types and missing middle housing such as townhomes, carriage houses, courtyard apartments, duplexes, etc.

The draft preferred scenario finds the right balance of land consumption at just over 19 thousand acres, which is slightly more than Scenario A, but well below the projected land consumption in the Trend Scenario and Scenario B. The lane miles of new roadways are also significantly lower compared to the other scenarios at 315 lane miles, which ultimately means less development of new roads. Walkability in the preferred scenario is higher compared to the previous scenarios at 234 per square mile. Overall, this scenario aims to combines elements that the community and steering committee enjoyed from previous detailed scenarios A and B.

Metric	Trends Scenario	Scenario A	Scenario B	Preferred
Land Consumption (acres)	23,664	18,518	24,368	19,019
Jobs-Housing Balance	1.01	0.99	0.94	0.84
Lane Miles of New Roadways (lane miles)	450	374	504	315
Acres of New Impervious Cover (acres)	10,929	10,104	11,946	10,551
Walkability (Intersection Density per Square Mile)	122	166	147	234
Development in Overlays				
Historic Resource (housing units + jobs)	243	237	243	237
Cultural Resource	0	0	0	0
Environmental (housing units + jobs)	38,148	28,764	44,996	20,393

The draft preferred scenario translated the ten development types into two categories. One of the categories borrows from the currently adopted preferred scenario, which looks at land use intensity. Land use intensity includes three categories:

#### **Low and Areas of Stability**

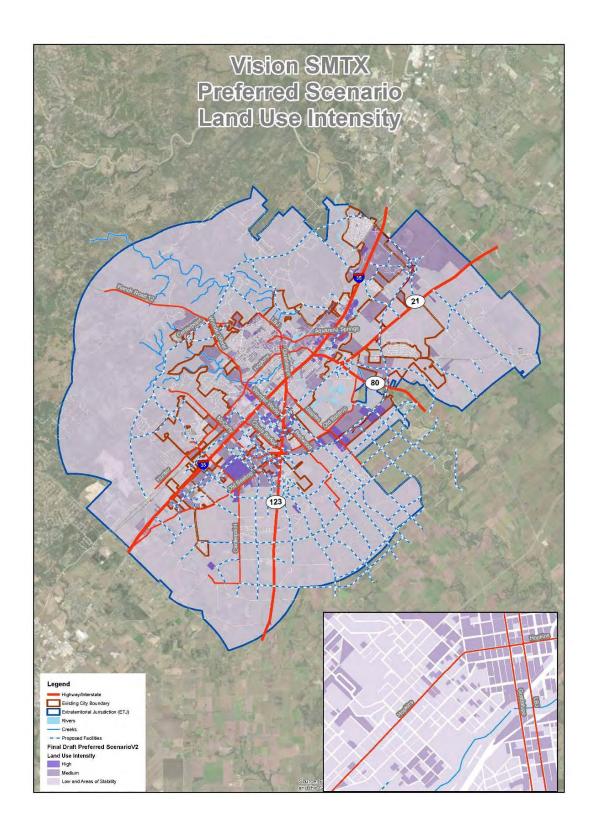
These are mostly areas that need improvements and enhancements and will generally maintain their existing character. Development in this area should be carefully planned and implemented so that the character of the area remains.

#### Medium

This scenario proposes a large pocket of medium density toward the north of the city and in the downtown area. Building types for this category include 1-5 stories, mixed-use at nodes and along corridors.

# High

In high intensity areas the intent is to develop and/or redevelop. These areas should be designed to have their own distinct character. This scenario proposes high density along 110, the second city center and smaller pockets throughout.



The other category looked at High Level Land Use. The 10 development types from the Detailed Alternative Scenarios we grouped into four categories:

# **Commercial/Employment**

Highway Commercial, Lower Density Employment, Medium Density Employment, and Campus categories were grouped into this classification. The map below illustrates large concentrations of this high-level land use up north and along corridors

#### **Mixed-Use Center**

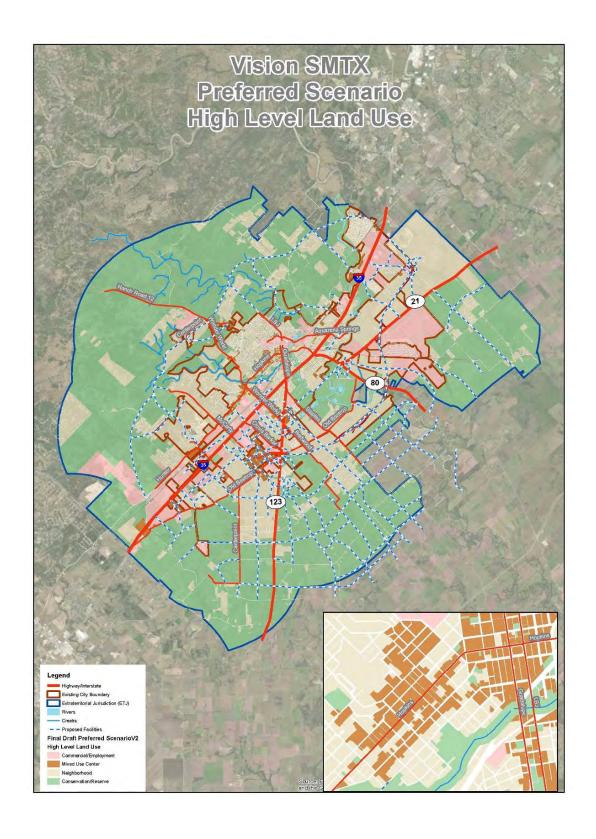
The Community Activity Center development type was translated into the Mixed-Use Center high level land use. The intention for this land use was to distribute neighborhood centers throughout the city rather than concentrating them to a specific location by placing them at the second city center, downtown, and along corridors.

# Neighborhood

The Development type categories that were grouped into the Neighborhood high-level land use classification includes Lower Density Neighborhood, Medium Density Neighborhood, Higher Density Neighborhood, and Neighborhood Commercial/ Center.

#### **Conservation/Reserve**

The Parks/ Open Space/ Natural Areas and Vacant development types were translated into the Conservation/ Reserve high-level land use category. This category includes areas that should be held off on developing.



From the previous detailed scenarios, potential goals were formulated, which were then refined using feedback received and were developed into preliminary goals. The preliminary goals of the Preferred Scenario are broken up into six initial categories, but the Steering Committee and community will be charged with developing additional goals for these and the remaining Plan elements.

#### **Land Use**

Is aimed at conserving historical assets and reduce pressure on existing developed and undeveloped areas by establishing a second, higher density activity center east of existing city development and medium intensity development along transportation corridors.

# **Community Design and Character**

Which encourages distinct places and neighborhood character across San Marcos with a hierarchy of destinations with services and amenities.

# **Economic Development**

Promotes a new regional employment hub in and around the eastern activity center while supporting existing businesses and employment areas with improved access, services, and amenities.

# Housing

Concentrates medium-to-high density housing in and adjacent to the second City Center and along corridors to meet a large portion of projected housing needs.

# **Transportation**

Minimizes the need for cross-city and cross-regional driving trips by locating goods, services, and employment closer to where people live.

#### **Environment and Resource Protection**

Limits planned development in environmentally sensitive areas by planning and developing higher intensity places in San Marcos.

# **Summary of Stakeholder Input To Date**

Focus group meeting were held with stakeholders, experts, and community leaders that centered around the seven topics below:

# **Transportation**

There is a need for additional outdoor spaces that are well connected via bike lanes and sidewalk networks, including along IH-35. Focus group attendees were concerned with the infrastructure needed for a well-connected second city center. Another point brought up was to make sure that the transit network is supported by the development at destination points and to ensure an efficient transit system by increasing the bus frequency to 15 minutes. Additionally, it was mentioned that public transportation should be well integrated with a sidewalk and bike network. The stakeholders expressed the need to establish and enforce codified regulations that wouldn't allow variances.

# Parks, Public Spaces & Amenities + Health, Safety & Wellness

New growth should allow additional opportunities for more open space, youth programs, and community centers, especially east of IH-35. Consider incorporating educational signage along trails to encourage early childhood development and activities. There was a strong push to collaborate and form partnerships with the private sector to create more parks, public spaces, and amenities. Connecting to the river was another topic of discussion, where the river could serve as community hub.

# **Economic Development**

Should establish a plan that drives growth in primary sector jobs and include the airport in the growth models. If a second city center is established, it's important to provide employment opportunities that support the growth and that center. From a small business perspective there's a need to provide spaces that are affordable and that small business owners can own.

#### **Arts & Culture**

There is a concern with preserving pre-existing homeownership and make sure that growth doesn't lead to the removal of marginalized populations, including along the IH-35 corridor. Many of the comments centered around incorporating the eastside community to determine what they're needs and wants are and to reassure those new developments don't encroach into existing neighborhoods. The need to help retain existing residents was also strongly expressed.

#### **Environmental and Resource Protection**

There needs to be a big focus on storm water management using green-infrastructure and nature-based solutions that incorporate pervious ground cover. Focus needs to be placed on areas where we have existing flooding and work towards improving land protection. Additionally, land needs to be set aside for protection and conservation that is focused on flood prone areas and recharge areas. There was also mention of keeping connectivity/connectedness of protected places in mind which will provide multiple benefits to people and nature. There was a strong push to move medium and high density away from the river.

# Housing

There should be an emphasis on providing all types of housing that promotes homeownership opportunities for all residents. With land prices and the cost of building homes increasing there needs to be a program that not only incentivizes affordable housing, but also helps these organizations navigate through the permitting process. The stakeholders also mentioned the importance of collaborating with the development community and providing a mix of housing types to help ease the pressures of housing affordability.

# **Land Use & Community Design & Character**

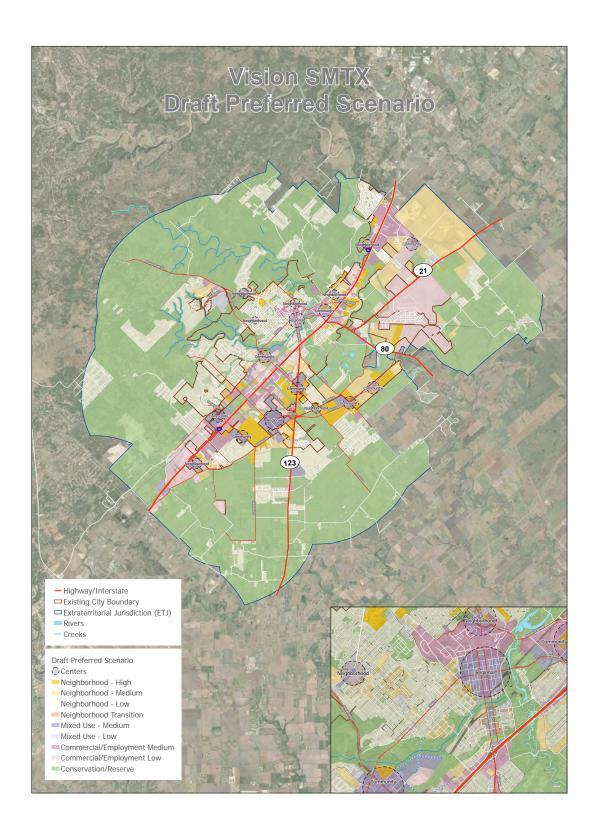
The second city center brought forth some concerns regarding the infrastructure, density, and activity needed to make it successful. There was also mention of Thorpe Lane being envisioned as a high-density area and the need to keep the identity of San Marcos.

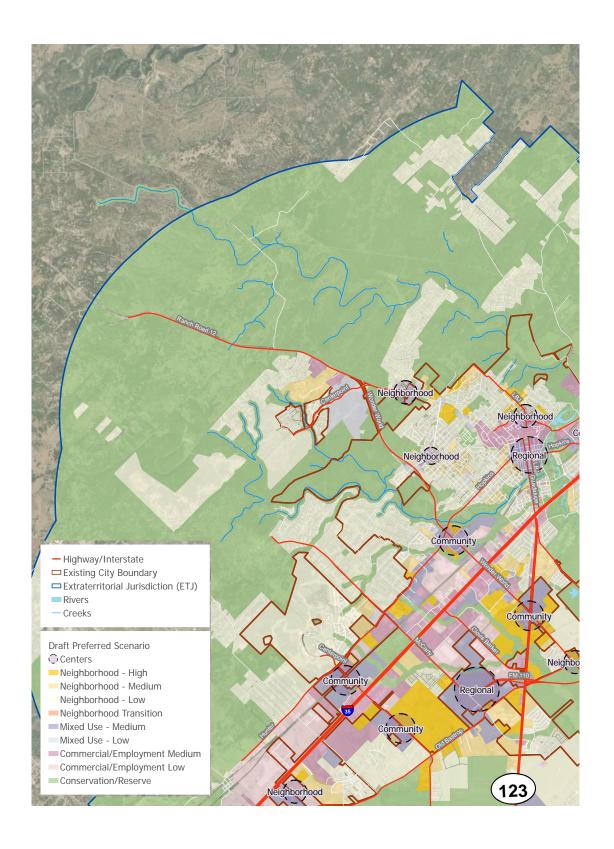
# **PREFERRED GROWTH SCENARIO**

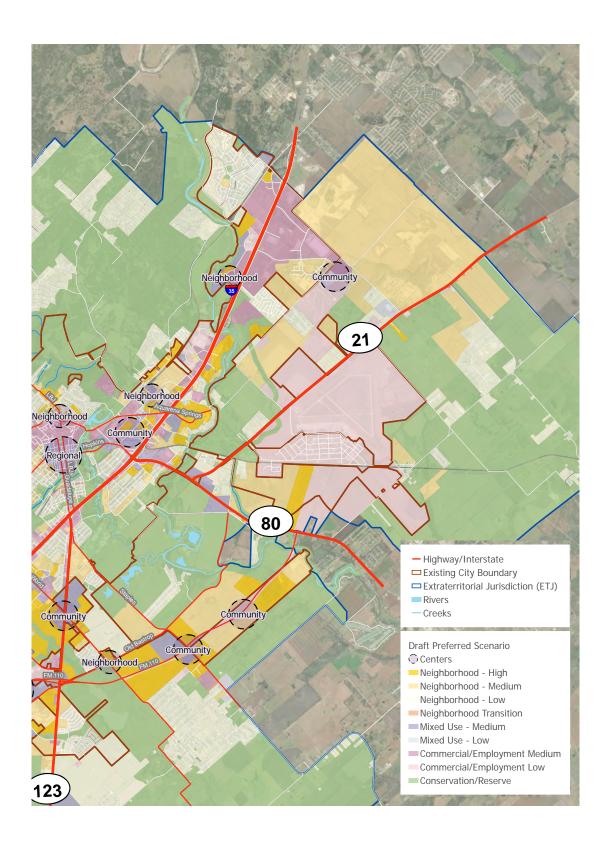
#### **Overview**

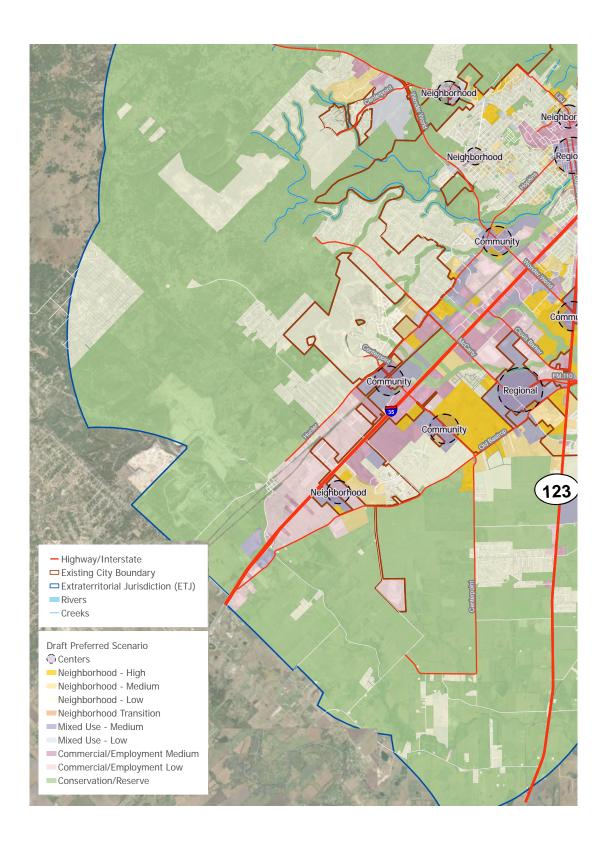
Based upon feedback from the community and Steering Committee, the draft Preferred Growth Scenario was revised to create the final Preferred Growth Scenario. The Preferred Growth Scenario is built on the goal of providing equitable access to amenities. With the creation of a larger and more intense mixed-use activity center east of IH-35, access to amenities and services will be provided to an area that is currently lacking access to these types of services. The addition and enhancement of amenities and services in other parts of the city is also achieved through the designation of multiple mixed use places and centers distributed throughout San Marcos.

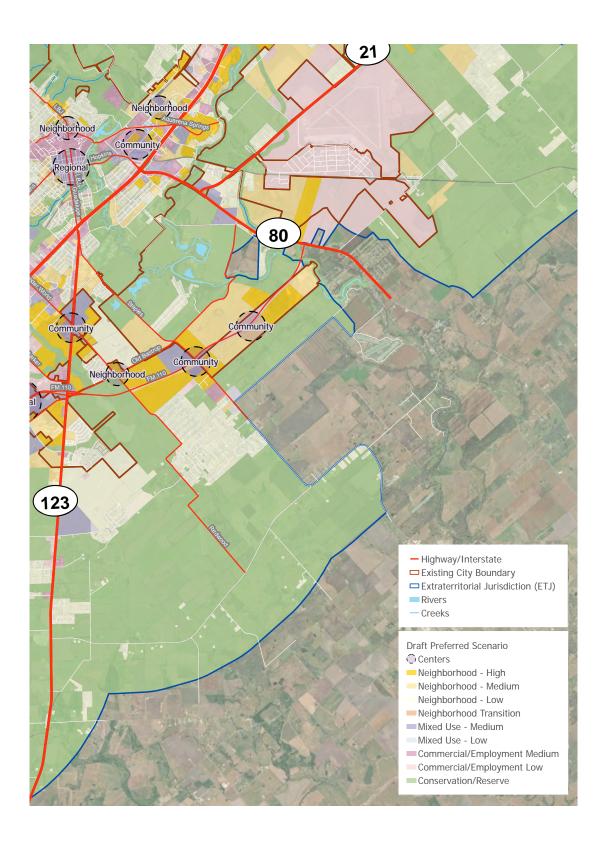
The Preferred Growth Scenario paired with the Place Types help to ensure a high level of walkability with places to walk to near most residences. Creating transit supportive development patterns is a prerequisite to establishing of high-capacity transit corridors. The realization of multiple regional and community centers will support such investment in San Marcos and to other regional destinations moving forward. The Preferred Growth Scenario and associated Place Types also promote a diverse mix of housing types and missing middle housing with townhomes, accessory dwelling units, courtyard apartments, duplexes, etc.











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