SMTX VISION

COMPREHENSIVE PLAN:
APPENDICES

ADOPTED _____

MIG

THE CITY OF SAN MARCOS

CONTENTS

APPENDIX A: SUMMARY OF COMMUNITY ENGAGEMENT

KEY EVENTS & OUTREACH

City staff and them project team collected input from a number of groups throughout the Vision SMTX Comperhensive Plan process, including the Comprehensive Plan Steering Committee (CPSC), focus groups, and the broader community and various events throughout San Marcos. This section provides a summary of the events. In total, approximately 3,400 comments have been collected to date.

Community members participating at various outreach events.

The above image is a Word Cloud from the March 2021 Virtual Open House in response to the question "In one word, what is your vision for San Marcos?". The larger the word appears, the more often it was submitted by the open house participants.

SPRING 2021: KICK-OFF COMMUNITY WORKSHOP & OPEN HOUSE

The kick-off events focused on orienting the community to the Vision SMTX project and collecting input on vision, goals, and guiding principles as well as spatial data on opportunities and constraints.

- February 25, 2021 Virtual Community Workshop – The City hosted a virtual community workshop to introduce the community to the Vision SMTX project objectives and present existing conditions in San Marcos. The workshop gathered citizen comments through a written and verbal Q&A process. The meeting included a total of 52 participants and 128 comments were collected.
- March 2021 Virtual Open House – the City invited the community to participate in a "Virtual Open House" in which participants could engage with various workshop boards, mapping exercises, and surveys. The Virtual Open House was offered in both English and Spanish. The Virtual Open House included 419 participants, 862 total views to the site, and 878 total comments. A physical take-home toolkit of the Virtual Open House was also offered.

FALL 2021: COMMUNITY WORKSHOP, SURVEYS, & POP-UP EVENTS

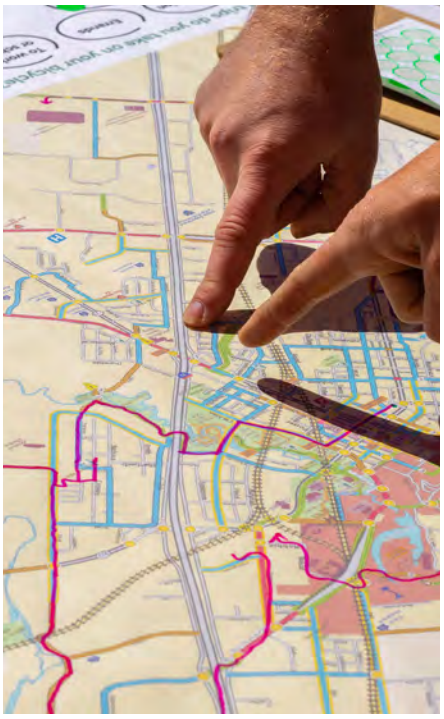
These series of events focused on introducing the development of the Draft Preferred Growth Scenario Map and associated overlays and development types.

- September 15, 2021 Community Meeting – The City hosted an in-person community meeting to present community and CPSC input received so far. The workshop gathered citizen comments through maps, boards, and comment cards. The meeting included a total of 70 community participants and 233 comments were collected. The event was also supplemented with additional ways to participate. A Virtual ArcGIS StoryMap provided the community an option to participate virtually, a physical take-home toolkit was offered to participants who preferred a paper copy of the activities, and an in-person pop-up event was hosted at the San Marcos Farmers Market following the workshop.

SPRING 2022: COMMUNITY WORKSHOP, PRESENTATION, & SURVEY

These events focused on presenting to the community changes made to the Draft Preferred Growth Scenario Map using feedback from the Fall 2021 public outreach period.

- March, 2022 Map Survey – The City released a virtual map survey and take-home toolkit to gather input on the revised Draft Preferred Growth Scenario Map. The City also supplemented the survey by hosting a pop-up event at the San Marcos Farmers Market. A total of 143 comments were submitted during this stage of public input.
- April 6, 2022 Virtual Community Presentation – The City hosted a virtual presentation on the Draft Preferred Growth Scenario Map online as a supplement to the virtual map survey.



Resident participating in a Vision SMTX community workshop. (top)

Residents discussing the San Marcos Bike Map. (bottom)

- May 4, 2022 Open House – The City hosted an in-person community Open House to present community and steering committee input received so far. The workshop gathered citizen comments through maps, interactive boards, and comment cards. The meeting included a total of 45 community participants and 460 comments were collected.

SUMMER 2022: DOWNTOWN AREA PLAN KICK-OFF

These events focused on engaging the community in the creation of the Downtown Area Plan, a component of the larger Comprehensive Plan. The events focused on envisioning the future of Downtown San Marcos and discussed topics related to downtown such as housing, public spaces, streetscapes, and mobility. While these events were focused on Downtown, it also provided opportunities to discuss the Vision SMTX Comprehensive Plan with the community and the role of downtown in the overall future of San Marcos.

- June 22, 2022 Downtown Workshop – The City hosted an in-person workshop to kick off the Downtown Area Plan at the Price Center. Prior to the meeting, attendees engaged in a social gathering, interactive activities, and a brief staff presentation. Participants were able to visit a variety of interactive stations on topics related to downtown, including historic and cultural character, multimodal connectivity, public spaces, streetscapes, housing, small businesses, and building design. Community input received will help shape the vision and goals for the downtown area. The event included approximately 80-100 total attendees and 280 comments were collected.
- July 2022, Downtown Virtual Survey – The virtual survey mirrored the questions and topics of the in-person downtown workshop from June 22, 2022 and provided the community a virtual option for those that missed the event.
- October 12, 2022 Downtown Open House – An in-person Open House on the Downtown Area Plan was hosted at the San Marcos Activity Center to present draft recommendations for various topics being addressed in the plan. These recommendations were developed using community feedback from the Community Workshop in June, pop-up events, appointed boards, and elected officials so far in the process. The event included approximately 80-100 total attendees and approximately 400 comments were collected.

- Additional Audiences: The following committees were formed to help create or "steer" the development of the plan as well as ensure consistency between the Downtown Plan and the overall goals of the Comprehensive Plan.
- Downtown Stakeholder Committee – The downtown stakeholder committee is comprised of downtown business owners, property owners, residents, and other key stakeholders who are assisting in providing guidance and expertise on downtown needs. This committee met for a total of 5 meetings from May – November, 2022.
- Downtown Oversight Committee – this committee is a sub-set of the Comprehensive Plan Steering Committee and ensures that the Downtown Plan aligns with the Comprehensive Plan.

Residents providing input at a Vision SMTX outreach event at Plaza Park.

FALL/WINTER 2022: NEIGHBORHOOD AREA PLANS KICK-OFF AND PUBLIC REVIEW OF THE DOWNTOWN AREA PLAN AND THE VISION SMTX COMPREHENSIVE PLAN

These meetings focused on engaging community members living and/or interested in the Dunbar, Heritage, and Blanco Gardens neighborhoods in discussions about assets, issues, and challenges facing their neighborhoods. The Public Review Draft Plan event for the Downtown Area Plan and the Comprehensive Plan introduced the draft documents and kicked off the public review period.

Resident providing input at a Vision SMTX outreach event at Plaza Park.

- November 16, 2022 Dunbar/Heritage Neighborhood Area Plan Community Meeting – The City hosted an in-person workshop to kick off the Neighborhood Area Plan process for the Dunbar and Heritage Neighborhoods. After a brief presentation, participants engaged in a series of activities to provide input that will inform the vision, goals, character studies, and other recommendations for the area. The event was supplemented with a Virtual Community Workshop and take-home toolkit activities.
- November 17, 2022 Blanco Gardens Neighborhood Area Plan Community Meeting – The City hosted an in-person workshop to kick off the Neighborhood Area Plan process for the Blanco Gardens Neighborhood. After a brief presentation, participants engaged in a series of activities to provide input that will inform the vision, goals, character studies, and other recommendations for the area. The event was supplemented with a Virtual Community Workshop and take-home toolkit activities.
- January 12, 2023 Draft Plans Open House & Engagement Events – The City hosted an open house introducing the Public Review Drafts of the Downtown Area Plan and the Vision SMTX Comprehensive Plan. The event provided opportunities for feedback and discussion, and kicked off the public review period for both plans. The Open House was supplemented with a pop-up event at the San Marcos Farmers Market as well as opportunities for the community to pick-up copies of the draft plans.

COMPREHENSIVE PLAN STEERING COMMITTEE

The Comprehensive Plan Steering Committee (CPSC) is a diverse collection of 31 community members appointed by City Council that represent different geographic areas and varying demographics within the City. Committee members provided input and feedback. The Committee has met regularly at a combination of virtual meetings, in-person socials, volunteer events, and provided input via short virtual surveys and emails. Staff has also facilitated virtual 1-on-1 meetings with members to further discuss a variety of topics related to the Plan. In addition to the regularly scheduled meetings, subcommittees were formed to refine the Planning Elements outlined in Section 2. A total of 23 subcommittee meetings were held.

Meetings:

- CPSC Virtual Meeting #1: November 12, 2020
- CPSC Virtual Meeting #2: January 14, 2021
- CPSC In-person Social Event: April 22, 2021
- CPSC Virtual Meeting #3: May 27, 2021
- CPSC Virtual Meeting #4: August 25, 2021
- CPSC Virtual Meeting #5: January 13, 2022
- CPSC Virtual Meeting #6: April 27, 2022
- CPSC Virtual Meeting #7: July 14, 2022
- CPSC Virtual Meeting #8: January 23, 2023

Residents providing input at a Vision SMTX outreach booth at the Arts Master Plan community workshop.

FOCUS GROUPS

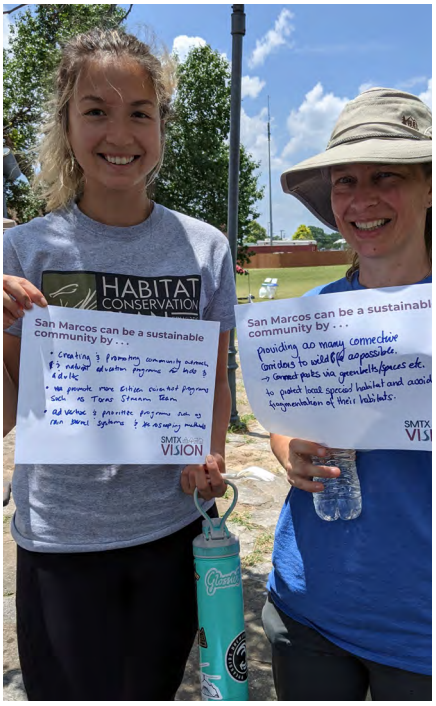
Focus Groups represent a diverse group of direct stakeholders in the Plan's outcomes, including owners or representatives from San Marcos businesses, organizations, neighborhoods, or institutions. The purpose of these groups was to provide specific input and guidance on each step of the Planning process. The following 9 focus groups were conducted throughout the process:

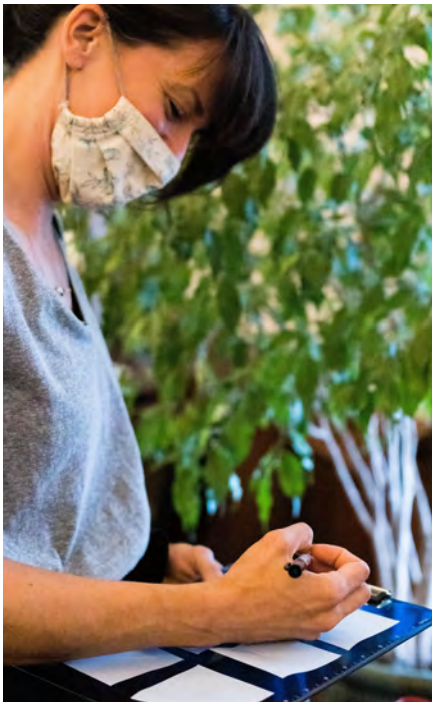
- Focus Group #1 – Vision & Goals: April 28, 2021
- Focus Group #2 – Guiding Principles: May 12, 2021
- Focus Group #3 – Transportation: November 29, 2021
- Focus Group #4 – Parks, Public Spaces & Amenities + Health, Safety, & Wellness: November 30, 2021
- Focus Group #5 – Economic Development: December 1, 2021
- Focus Group #6 – Arts & Culture: December 2, 2021
- Focus Group #7 – Environment & Resource Protection: December 2, 2021
- Focus Group #8 – Housing: December 2, 2021
- Focus Group #9 – Land Use & Community Design & Character: December 3, 2021

CITY COUNCIL WORKSHOPS/MEETINGS

Staff and the project team provided updates and received direction from the San Marcos City Council at key stages in the development of Vision SMTX.

- City Council Work Session #1 – November 17, 2020
- City Council Work Session #2 – September 16, 2021
- City Council Work Session #3 – August 2, 2022
- City Council Work Session #4 – February 7, 2023





Residents providing input at a Vision SMTX outreach booth. (top)

Resident providing input at a Vision SMTX outreach booth at the Arts Master Plan community workshop. (bottom)

COMMUNITY EVENTS

Public engagement is a critical component to the success of Vision SMTX and ensures that the vision for the future of San Marcos is inclusive of all voices. In addition to scheduled outreach, city staff has attended several events and organization meetings to gather input on Vision SMTX:

Event	Date
Democracy for Texas @ Virtual Event	March 18, 2021
San Marcos Historic Preservation Commission Regular Meeting @ Virtual Event	April 1, 2021
Sustainable San Marcos Board Meeting @ Virtual Event	April 14, 2021
Student Urban Planning Organization (SUPO) Regular Meeting @ Virtual Event	April 7, 2021
Council of Neighborhood Associations (CONA) @ Virtual Event	May 17, 2021
San Marcos Main Street Advisory Board Regular Meeting @ Virtual Event	May 19, 2021
San Marcos Parks Board Regular Meeting @ Virtual Event	May 20, 2021
City of San Marcos Employee Fly Into Summer Event @ Fire Station No. 5	June 22-24, 2021
Neighborhood Commission Regular Meeting @ Virtual Event	June 16, 2021
Summer in the Park Concert Event @ San Marcos Activity Center	July 3, 2021
Sustainable Film Series “Motherload” and Stelos Scholars Event @ Plaza Park	July 16, 2021
Summer in the Park Concert Event @ San Marcos Activity Center	July 22, 2021
Arts Master Plan Open House @ Price Center	July 28, 2021
Summer in the Park Concert Event @ Plaza Park	August 12, 2021
San Marcos Area Chamber of Commerce Business Expo @ San Marcos Conference Center	August 18, 2021
Kissing Alley Concert Event @ Kissing Alley	August 19, 2021
Sustainable Film Series “Yakona” @ Plaza Park	August 20, 2021
San Marcos Convention & Visitor Bureau (CVB) Regular Meeting @ Virtual	September 15, 2021
San Marcos Farmers Market Pop-up Event @ Downtown Farmers Market	September 18, 2021
San Marcos Food Bank Distribution @ San Marcos Library	September 20, 2021
San Marcos Fall Native Plant Sale @ Discovery Center	October 16, 2021
Belvin Street Block Party @ Belvin Street	November 4, 2021

Residents providing input at a Vision SMTX outreach booth at the San Marcos Farmers Market.

Dunbar Neighborhood Open House @ Dunbar Recreation Building	November 16, 2021
Kissing Alley Open House @ Kissing Alley	January 12, 2022
Greenbelt Alliance Organization Meeting Presentation @ Wake the Dead Coffee	January 13, 2022
San Marcos Farmers Market Pop-up Event @ Downtown Farmers Market	March 19, 2022
Blanco Gardens Neighborhood Community Presentation @ KAD Store	March 29, 2022
Downtown Association Meeting @ Aquabrew	June 13, 2022
Downtown TIRZ Board Meeting @ Virtual Event	June 23, 2022
Back to School Bash @ Cuauhtemoc Hall	August 14, 2022
Neighborhood Commission Meeting @ Virtual Event	August 17, 2022
San Marcos Area Chamber of Commerce Business Expo @ San Marcos Conference Center	August 18, 2022
Main Street Advisory Board Meeting @ Chamber of Commerce	September 21, 2022
Eddie Durham Jazz Fest @ Eddie Durham Park	October 15, 2022
Blanco Gardens Neighborhood Community Presentation @ KAD Store	October 20, 2022
Historic Preservation Commission Meeting	January 5, 2023
Main Street Advisory Board Meeting	January 18, 2023
Parks Advisory Board Meeting	January 19, 2023
Farmers Market Pop-up Booth	January 21, 2023

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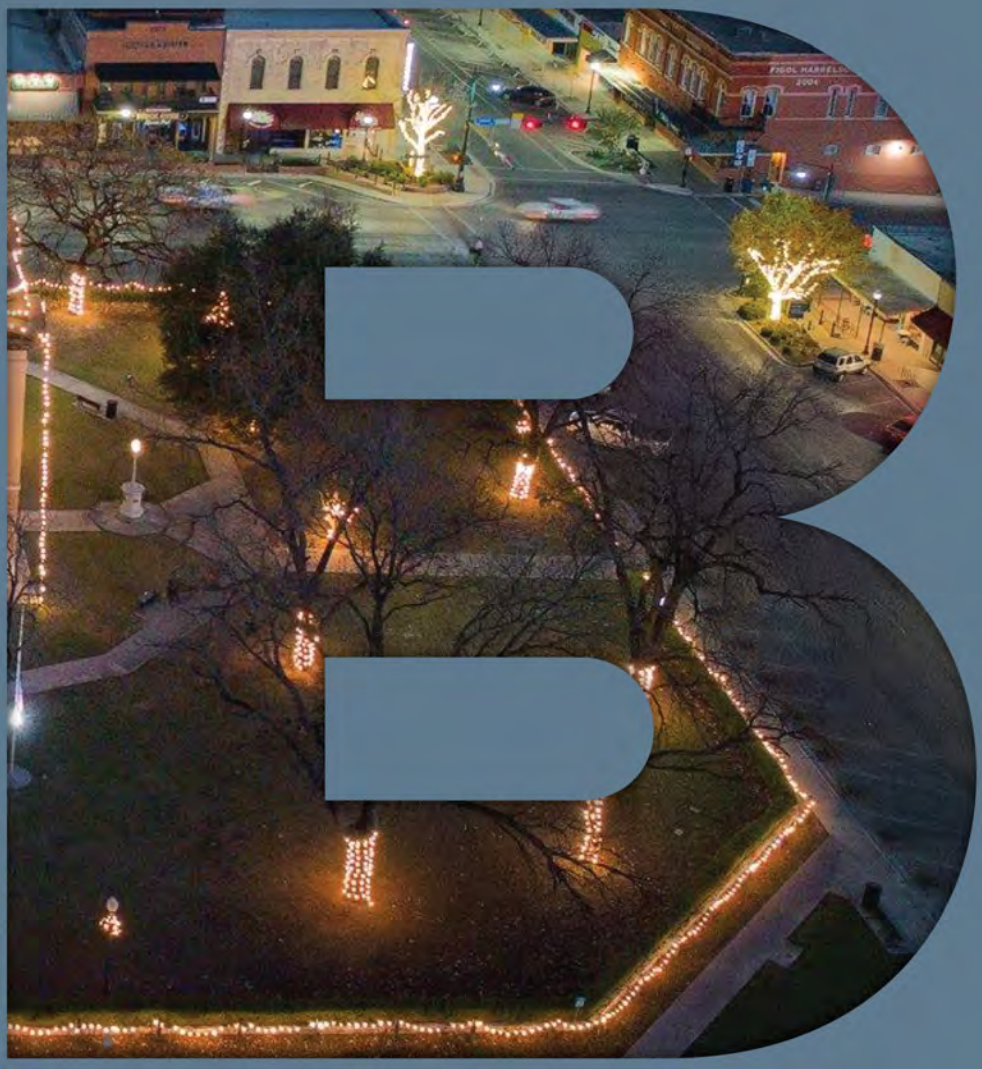
APPENDIX B: SUMMARY OF ELEMENT OBJECTIVES AND METRICS



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 4) 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 objectives 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

- Number of arts and culture-related City programs and events
- Increased attendance at arts and culture events
- Increased participation in arts and culture programming
- Increase use of dedicated funding streams/ levels
- Increase economic impact of arts and culture
- Monitor resident and visitor survey data (quantitative and qualitative), including:
    - Awareness of programs and events
    - Increase perception of San Marcos arts and culture
    - Positive feedback on programs and events
    - Address more artist housing needs

Economic Development

- Seek better jobs-housing balance
- Increase student retention rate
- Decrease unemployment rates
- Encourage employment opportunities at or above a living wage
- Increase incomes compared to housing affordability levels
- Increase percent of San Marcos residents who also work in the city
- Review job vacancies in target industries, by income level, and compared to regional data
- Increase workforce development program placements
- Increase median household income
- Utilize vacant commercial space in employment centers including Downtown

Environmental and Natural Resource Protection

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

- Monitor percent impervious cover per subwatershed with quarterly update reports
- Monitor potable water use
- Increase proportion of open space to population
- Monitor per capita and citywide energy use
- Increase proportion of new open spaces and parks to new developed land
- Increase area of urban tree canopy
- Monitor water quality and pollutants data (rivers, etc.)
- Increase endangered and threatened species protection measures
- Increase amount of recreational uses of natural spaces
- Continue flood mitigation

Housing + Neighborhoods

- Monitor number of permits and certificates of occupancy by unit size, type and location
- Monitor jobs to housing balance
- Increase number of affordable (subsidized) and senior units
- Monitor tenancy rates (proportion of owner-occupied versus rental units)
- Review periodic update of Housing Needs Assessments
- Monitor vacancy rates of rental units
- Increase proportion of homes within a 15-minute walk of basic services and amenities (e.g., grocery, pharmacy, parks, etc.)
- Increase number of new residential units created through infill development
- Monitor number of new housing units built by category/type
- Monitor cause for denied applications related to housing and certificates of appropriateness

Land Use + Community Design and Character

- Increase share of households within a 15-minute walk, bike ride, vehicle trip, or transit trip of mixed-use neighborhood centers
- Increase number of developments using conservation design, low-impact development, and green building practices
- Increase surface water quality treatment and decrease pollutants (rivers, etc.)
- Monitor fiscal sustainability of city as growth occurs
- Approve location of growth as it relates to the Preferred Scenario Map

Parks and Public Space + Health, Safety, and Wellness

- Recognize Parks Master Plan Actions completed or underway
- Increase level of service standards for emergency services
- Increase number of parks, open spaces and facilities connected to a trail or greenway
- Increase resident access to parks and open spaces
- Increase park maintenance funding level and staffing

Transportation

- Increase mode share of travel other than vehicles
- Decrease congestion
- Increase miles of continuous pedestrian / bike infrastructure
- Decrease crashes and injuries
- Increase transit ridership and frequency
- Increase number of Transportation Management Plan actions implemented
- Increase share of homes within a 15-minute walk of a transit stop
- Improve “walk score” grades

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APPENDIX C: KEY FINDINGS FROM FISCAL IMPACT ANALYSIS

Final Report

Fiscal Impact Analysis Methodology and Findings:

The Economics of Land Use

San Marcos Comprehensive Plan

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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.

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

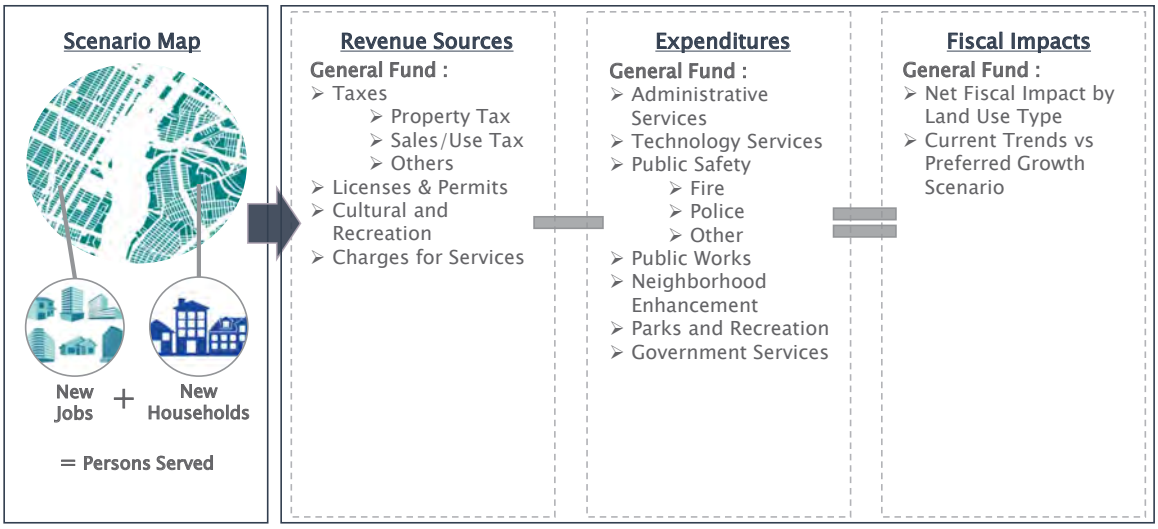
For this analysis, EPS utilized a static approach to modeling future revenues and costs. This means that we did not use growth or escalation rates for revenues or costs, and estimated impacts in constant dollars. The static model approach is preferred for several reasons. First, identifying reliable 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.

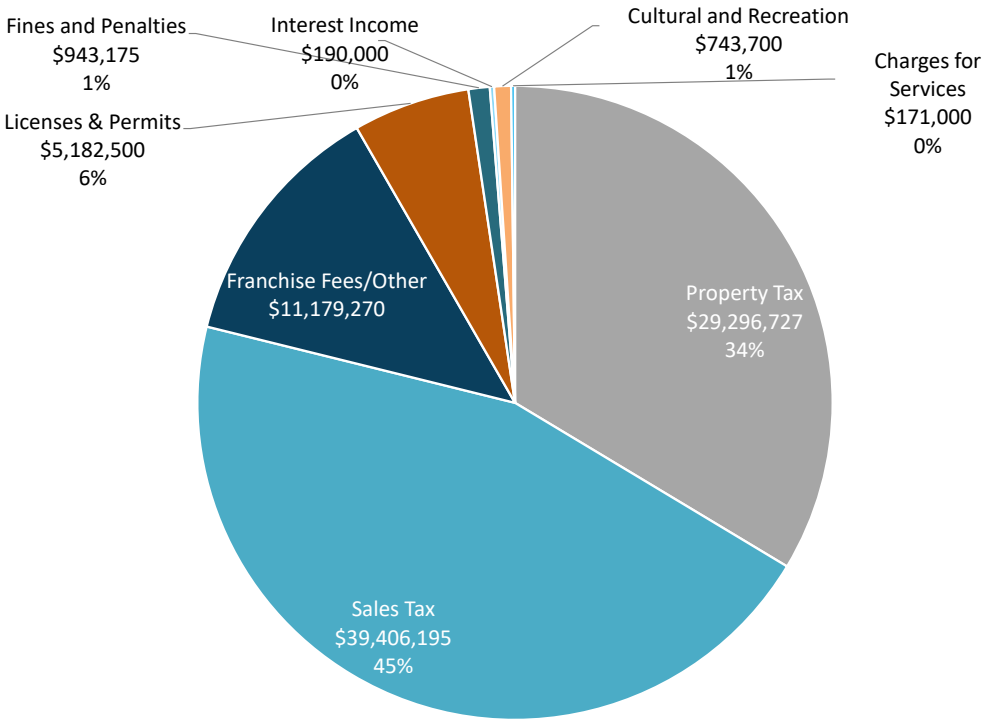
Figure 1. City of San Marcos Fiscal Impact Model Approach Summary



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.

Table 1. 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					
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	$100	95.00%	$95	0.416	$0.39
Total Commercial					

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	**$3,291**	**$794**
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	$194	$272
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

Description	FY 23 Budget	Factors					
		Nexus Factor	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).

Figure 3. City of San Marcos General Fund Expenditures, FY 2023 Budget

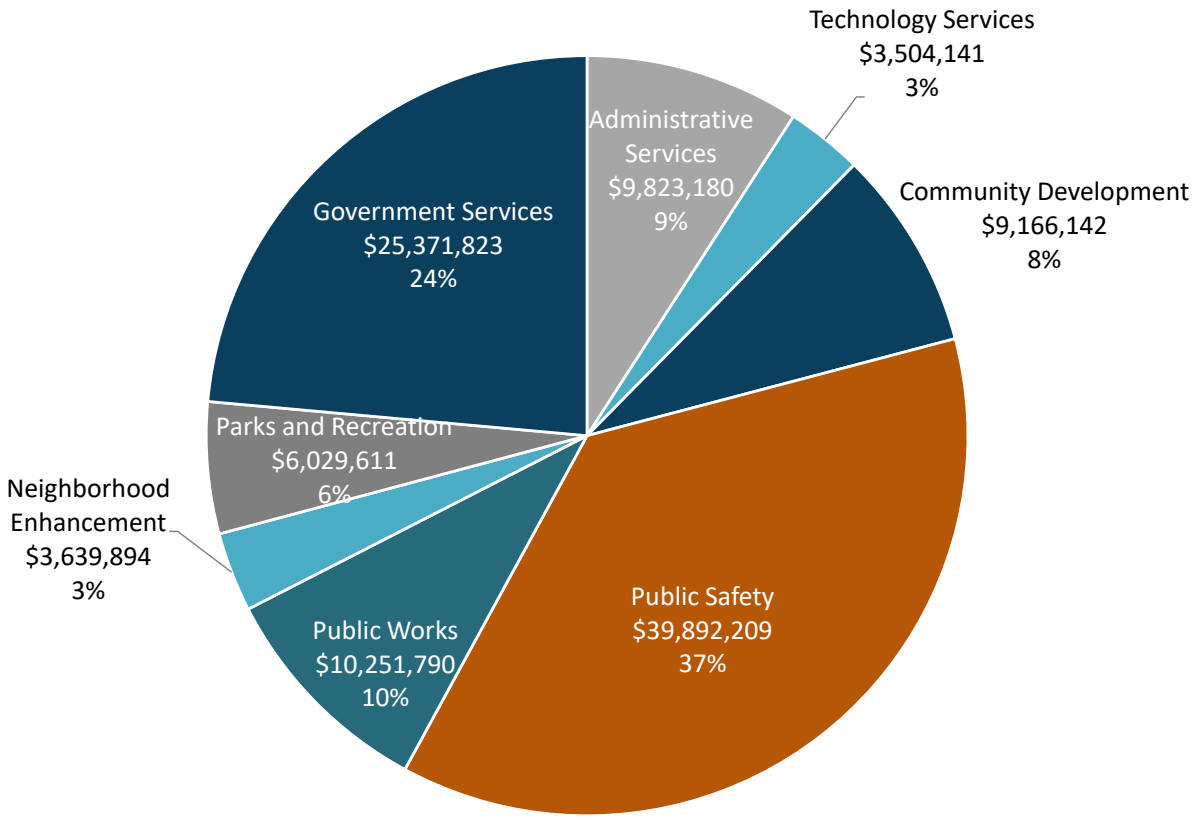


Table 4 provides a summary of the modeling approach used for each major expenditure category. Case studies were developed for four categories and are described below in more detail. An average cost factor with a corresponding variability estimate were used to estimate annual expenditures for the remaining 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

Description	FY 23 Budget	Factors				
		Nexus Factor	Nexus Factor Detail	Gross Factor	Variability	Net 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	25%	$ 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 Enforceent	$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					
PARD Administration	$674,628	Per Household	27,105	$ 25	25%	$ 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

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 123 officers providing police services to the community and manages more than 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	Gross Factor	Variability	Net Factor
Expenditures								
Personnel (Wages & Benefits)	$19,941,614	Persons Served (PS)	97,766	1.1	$ 179,654	$ 179,654	100%	$ 179,654
Operations	$1,027,061	Persons Served (PS)	97,766	1.1	$ 9,253	$ 9,253	25%	$ 2,313
Supplies and Equipment	$910,998	Persons Served (PS)	97,766	1.1	$ 8,207	$ 8,207	100%	$ 8,207
Training and Personnel Cost	$171,086	Persons Served (PS)	97,766	1.1	$ 1,541	$ 1,541	100%	$ 1,541
Capital	$0	Persons Served (PS)	97,766	1.1	$ -	$ -	100%	$ -
Operating	$0	Persons Served (PS)	97,766	1.1	$ -	$ -	100%	$ -
Total	**$22,050,759**							**$ 191,716**
By County								
Hays								**$ 191,716**
Caldwell								**$ 224,488**
Comal								**$ 238,143**
Guadalupe								**$ 227,219**

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

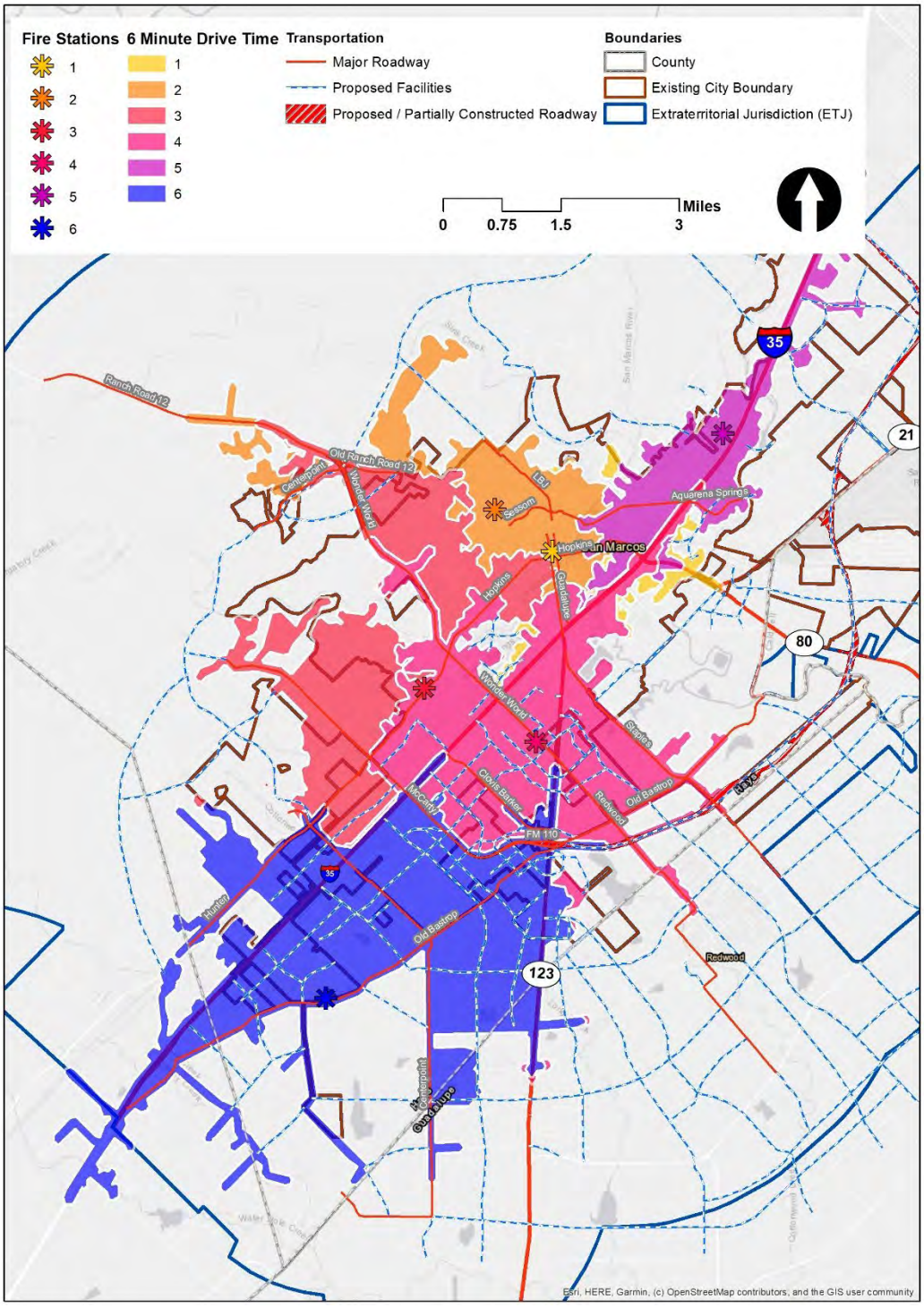
The San Marcos Fire Department has an annual budget of $15 million. Most of this budget (92%) is used for personnel costs, similar to the Police Department. The department uses six fire stations spread throughout the community to provide services. Fire stations 1, 2, 4 and 6 have fire engines, and stations 3 and 5 have a fire truck (ladder truck). Generally, each fire apparatus (engine or truck) is supported by a four-firefighter team (1 captain, 1 engineer, and 2 fire fighters) with three shifts, meaning 12 personnel are needed for each apparatus. In total, the department has 110 fire fighters plus 10 command and administration positions that include the battalion chiefs and captains. 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

Description	*FY 2023 Budget*	Growth Factors					
		Nexus Factor	Nexus Factor Detail		Gross Factor	Variability	Net Factor
Inside 6 Minute Drive Time							
Personnel (Wages & Benefits)	$13,756,812	Persons Served (PS)	97,766	$	140.71	18%	$ 25.33
Operations	$299,584	Persons Served (PS)	97,766	$	3.06	18%	$ 0.55
Supplies and Equipment	$702,006	Persons Served (PS)	97,766	$	7.18	18%	$ 1.29
Training and Personnel Cost	$214,109	Persons Served (PS)	97,766	$	2.19	18%	$ 0.39
Capital	$0	---	---	$	-	18%	$ -
Total	**$14,972,512**						**$ 27.57**
Outside 6 Minute Drive Time							
Personnel (Wages & Benefits)	$13,756,812	Persons Served (PS)	97,766	$	140.71	100%	$ 140.71
Operations	$299,584	Persons Served (PS)	97,766	$	3.06	100%	$ 3.06
Supplies and Equipment	$702,006	Persons Served (PS)	97,766	$	7.18	100%	$ 7.18
Training and Personnel Cost	$214,109	Persons Served (PS)	97,766	$	2.19	100%	$ 2.19
Capital	$0	---	---	$	-	100%	$ -
Total	**$14,972,512**						**$ 153.15**
Total Fire Costs							

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

Description	*FY 2023 Budget*	Growth Factors				
		Nexus Factor				
		Nexus Factor	Detail	Gross Factor	Variability	Net Factor
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**					

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 Acre*	*Signals per Acre*	*HU Density* (HU/acre)	*Emp Density* (Jobs/acre)	*Est. HU*	*Est. Jobs*	*Persons Served (ps)*	*Lane Miles per PS*	*Traffic Signals per PS*
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

	Preferred Growth Scenario				Existing Trends Scenario			
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
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

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

Description	Nexus Factor	Preferred Growth			Existing Trends		
		Nexus Factor Detail	Net Factor	Scenario Total	Nexus Factor Detail	Net Factor	Scenario 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**

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 Existing and New Considerations

- Highest cost to serve (per new person) of all Place Types; generates largest increase in new streets to maintain.
- The greater housing diversity and density within Neighborhood Low-New reduces cost to serve.
- Greater cost to serve if located far from existing fire stations, outside of Hays County, or outside existing water and sewer service areas.

Neighborhood Medium Considerations

- Higher housing diversity and density generally reduces cost to serve; location of development can vary impact significantly.
- Greater cost to serve if located far from existing fire stations, outside of Hays County, or outside existing water and sewer service areas**.**

Neighborhood High Considerations

- Most efficient Place Type in terms of infrastructure demand for housing; generates highest concentration of potential service needs.
- Greater cost to serve if located far from existing fire stations, outside of Hays County, or outside existing water and sewer service areas.

Neighborhood Transition

- Limited future development potential within transition locations.
- Fiscal impact dependent on uses and intensity of development.

Mixed Use Low

- Generates greatest net positive impact of all Place Types (per acre and per new person).
- There is limited potential for growth in this Place Type.

Mixed Use Medium

- Generates most value and revenue per acre of all Place Types.
- Denser concentration and variety of uses also requires a greater level of service.

Commercial/Employment Low

- Place Type with greatest potential to capture employment growth.
- Lower density uses generate less efficient infrastructure investment, but value of non-residential development will vary fiscal impact.
- Impact on calls for service varies by use (e.g., retail more, industrial less).

Commercial/Employment Medium

- Higher density of employment uses offsets cost to serve and provide infrastructure compared to Commercial/Employment Low.

Conservation/Cluster

- None or has potential to perform like a Neighborhood Low or Medium Place Type if a cluster-style development is pursued.

Table 12. Fiscal Impact Per Place Type

Description	Nexus Factor	Neighborhood Low			Neighborhood Medium			Neighborhood High			Mixed Use Low			Mixed Use Medium			Commercial/Employment Low			Commercial/Employment Medium		
		Nexus Factor Detail	Net Factor	Scenario Growth	Nexus Factor Detail	Net Factor	Scenario Growth	Nexus Factor Detail	Net Factor	Scenario Growth	Nexus Factor Detail	Net Factor	Scenario Growth	Nexus Factor Detail	Net Factor	Scenario Growth	Nexus Factor Detail	Net Factor	Scenario Growth	Nexus Factor Detail	Net Factor	Scenario Growth
GENERAL FUND REVENUES																						
Taxes																						
Property Tax	Property Tax	17,025,509	---	$17,025,509	24,066,707	---	$24,066,707	17,614,268	---	$17,614,268	1,040,482	---	$1,040,482	11,272,944	---	$11,272,944	3,091,949	---	$3,091,949	5,506,172	---	$5,506,172
Sales Tax	Persons Served (PS)	18,018	$96	$1,721,981	27,557	$96	$2,633,587	20,884	$96	$1,995,871	1,136	$96	$108,584	16,278	$96	$1,555,667	12,362	$96	$1,181,439	16,914	$96	$1,616,459
Franchise Fees/Other	Persons Served (PS)	18,018	$29	$515,078	27,557	$29	$787,758	20,884	$29	$597,004	1,136	$29	$32,480	16,278	$29	$465,331	12,362	$29	$353,392	16,914	$29	$483,515
Licenses & Permits	Persons Served (PS)	18,018	$53	$955,123	27,557	$53	$1,460,759	20,884	$53	$1,107,040	1,136	$53	$60,228	16,278	$53	$862,874	12,362	$53	$655,303	16,914	$53	$896,594
Fines and Penalties	Persons Served (PS)	18,018	$10	$173,825	27,557	$10	$265,847	20,884	$10	$201,473	1,136	$10	$10,961	16,278	$10	$157,036	12,362	$10	$119,260	16,914	$10	$163,173
Cultural and Recreation	Per Household	10,356	$27	$284,146	16,283	$27	$446,776	14,602	$27	$400,649	605	$27	$16,587	8,478	$27	$232,623	0	$27	$0	1,675	$27	$45,956
Charges for Services	Per Household	10,356	$6	$65,334	16,283	$6	$102,728	14,602	$6	$92,122	605	$6	$3,814	8,478	$6	$53,487	0	$6	$0	1,675	$6	$10,567
Total GF Revenues				**$20,742,349**			**$30,838,090**			**$23,575,845**			**$1,469,867**			**$16,106,660**			**$6,096,070**			**$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**	955		**$13,723**
Per Person Served	Persons Served (PS)			**$1,151**			**$1,119**			**$1,129**			**$1,294**			**$989**			**$493**			**$775**
GENERAL FUND EXPENDITURES																						
Administrative Services	Persons Served (PS)	18,018	$25	$452,597	27,557	$25	$692,200	20,884	$25	$524,585	1,136	$25	$28,540	16,278	$25	$408,884	12,362	$25	$310,524	16,914	$25	$424,863
Technology Services	Persons Served (PS)	18,018	$9	$161,451	27,557	$9	$246,923	20,884	$9	$187,131	1,136	$9	$10,181	16,278	$9	$145,858	12,362	$9	$110,771	16,914	$9	$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	$1,159,016	16,914	$94	$1,585,780
Fire Operations	Fire	949,215	---	$949,215	1,451,752	---	$1,451,752	1,100,214	---	$1,100,214	59,856	---	$59,856	857,554	---	$857,554	651,262	---	$651,262	891,065	---	$891,065
Police Operations	Police	4,024,102	---	$4,024,102	6,154,554	---	$6,154,554	4,664,244	---	$4,664,244	253,754	---	$253,754	3,635,512	---	$3,635,512	2,760,961	---	$2,760,961	3,777,580	---	$3,777,580
Municipal Court	Persons Served (PS)	18,018	$10	$184,285	27,557	$10	$281,844	20,884	$10	$213,596	1,136	$10	$11,621	16,278	$10	$166,486	12,362	$10	$126,437	16,914	$10	$172,992
Office of Emergency Management	Persons Served (PS)	18,018	$4	$67,355	27,557	$4	$103,013	20,884	$4	$78,068	1,136	$4	$4,247	16,278	$4	$60,850	12,362	$4	$46,212	16,914	$4	$63,228
City Marshal	Persons Served (PS)	18,018	$4	$63,089	27,557	$4	$96,489	20,884	$4	$73,124	1,136	$4	$3,978	16,278	$4	$56,996	12,362	$4	$43,285	16,914	$4	$59,223
Parking Enforceent	Persons Served (PS)	18,018	$1	$24,741	27,557	$1	$37,838	20,884	$1	$28,676	1,136	$1	$1,560	16,278	$1	$22,351	12,362	$1	$16,974	16,914	$1	$23,225
Public Works Administration	Persons Served (PS)	18,018	$3	$59,643	27,557	$3	$91,218	20,884	$3	$69,130	1,136	$3	$3,761	16,278	$3	$53,883	12,362	$3	$40,921	16,914	$3	$55,989
Traffic Control	Traffic	541,182	---	$541,182	800,624	---	$800,624	181,442	---	$181,442	53,215	---	$53,215	762,405	---	$762,405	371,308	---	$371,308	491,412	---	$491,412
Streets	Streets	2,817,857	---	$2,817,857	2,104,756	---	$2,104,756	1,449,971	---	$1,449,971	84,681	---	$84,681	1,213,212	---	$1,213,212	1,933,348	---	$1,933,348	1,291,870	---	$1,291,870
Fleet Services	Persons Served (PS)	18,018	$10	$175,484	27,557	$10	$268,384	20,884	$10	$203,396	1,136	$10	$11,066	16,278	$10	$158,535	12,362	$10	$120,398	16,914	$10	$164,730
Facilities & Grounds	Persons Served (PS)	18,018	$14	$244,747	27,557	$14	$374,314	20,884	$14	$283,675	1,136	$14	$15,433	16,278	$14	$221,108	12,362	$14	$167,919	16,914	$14	$229,749
Neighborhood Enhancement	Per Household	10,356	$134	$1,390,697	16,283	$134	$2,186,657	14,602	$134	$1,960,898	605	$134	$81,181	8,478	$134	$1,138,529	0	$134	$0	1,675	$134	$224,922
PARD Administration	Per Household	10,356	$6	$64,439	16,283	$6	$101,320	14,602	$6	$90,860	605	$6	$3,762	8,478	$6	$52,755	0	$6	$0	1,675	$6	$10,422
Parks Operations	Per Household	10,356	$97	$1,007,784	16,283	$97	$1,584,585	14,602	$97	$1,420,986	605	$97	$58,829	8,478	$97	$825,048	0	$97	$0	1,675	$97	$162,992
PARD Recreation Programs	Per Household	10,356	$35	$360,688	16,283	$35	$567,126	14,602	$35	$508,574	605	$35	$21,055	8,478	$35	$295,286	0	$35	$0	1,675	$35	$58,335
Activity Center	Per Household	10,356	$41	$425,414	16,283	$41	$668,898	14,602	$41	$599,839	605	$41	$24,833	8,478	$41	$348,276	0	$41	$0	1,675	$41	$68,804
Outdoor Pool	Per Household	10,356	$7	$73,438	16,283	$7	$115,470	14,602	$7	$103,549	605	$7	$4,287	8,478	$7	$60,122	0	$7	$0	1,675	$7	$11,877
Discovery Center	Per Household	10,356	$17	$178,658	16,283	$17	$280,912	14,602	$17	$251,910	605	$17	$10,429	8,478	$17	$146,263	0	$17	$0	1,675	$17	$28,895
Special Services (less Trans&One-Time)	Persons Served (PS)	18,018	$145	$2,614,231	27,557	$145	$3,998,187	20,884	$145	$3,030,036	1,136	$145	$164,847	16,278	$145	$2,361,740	12,362	$145	$1,793,605	16,914	$145	$2,454,032
Social Services	Persons Served (PS)	18,018	$5	$92,149	27,557	$5	$140,932	20,884	$5	$106,806	1,136	$5	$5,811	16,278	$5	$83,249	12,362	$5	$63,223	16,914	$5	$86,502
Total Expenditures				**$17,570,397**			**$24,790,667**			**$18,981,892**			**$1,017,638**			**$14,517,796**			**$9,652,941**			**$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		**$900**	20,884		**$909**	1,136		**$896**	16,278		**$892**	12,362		**$781**	16,914		**$733**
NET BALANCE				**$3,171,952**			**$6,047,423**			**$4,593,954**			**$452,229**			**$1,588,864**			**($3,556,871)**			**$702,050**
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**	955		**$735**
PER PERSON SERVED	Persons Served (PS)	18,018		**$176**	27,557		**$219**	20,884		**$220**	1,136		**$398**	16,278		**$98**	12,362		**-$288**	16,914		**$42**

Source: Economic & Planning Systems

Fiscal Impact Model

Table 1
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 Factors				
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	

Source: Various; Economic & Planning Systems

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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

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

Description	Preferred Growth Scenario				Existing Trends Scenario			
	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	Scenario A High Density	Medium Density	Low Density	Community Activity Center	Neighborhood Center	Total	Scenario B High Density	Medium Density	Low Density	Community Activity Center	Neighborhood Center	Total
New Residential Development												
Single Family	0%	30%	65%	5%	0%		0%	30%	65%	5%	0%	
Attached	10%	35%	35%	20%	100%		10%	35%	35%	20%	0%	
Multifamily	30%	20%	0%	50%	0%		30%	20%	0%	50%	0%	
Student Multifamily	60%	15%	0%	25%	0%		60%	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	65%	15%	5%	15%	50%		65%	15%	5%	15%	50%	
Office/Institutional	35%	45%	5%	40%	40%		35%	45%	5%	40%	40%	
Industrial/Distribution	0%	20%	50%	15%	0%		0%	20%	50%	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	605	13,670	459	4,061	11,486	599	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**	**605**	**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	50	13,423	0	4,673	9,079	1,457	8	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**	**501**	**50,997**	**0**	**23,364**	**22,698**	**4,857**	**80**	**51,000**

Source: Economic & Planning Systems

Z:\Shared\Projects\DEN\203045-San Marcos Comprehensive Plan\Models\[203045-FIM 2-16-23.xlsm]Land Use to Building Type

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

Measure	Amount (Current)	Description	Scenario Growth (Net New)	
			Scenario A	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	---	---
Case Study	---	A more specific or customized analysis of the expenditures/revenues of a department is performed.	---	---
Park Acreage	1,796	Park Acreage Maintained by City of San Marcos	---	---
Lane Miles	390	Lane miles maintained by the City of San Marcos	1,087	1,660
Traffic Signals	67	Signals maintained by the City of San Marcos	149	181
---	---	No revenue or expenditure	---	---
No Nexus	---	No quantifiable nexus to growth	---	---

Source: Economic & Planning Systems

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

Description	FY 23 Budget	Factors				
		Nexus Factor	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

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

Description	FY 23 Budget	Factors: Nexus Factor	Nexus Factor Detail		Gross Factor	Variability		Net 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	25%	$	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							
PARD Administration	$674,628	Per Household	27,105	$	25	25%	$	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
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Table 8
General Fund Net Fiscal Impact
San Marcos Comprehensive Plan Fiscal Impact Analysis

Description	Nexus Factor	Preferred Growth			Existing Trends		
		Nexus Factor Detail	Net Factor	Scenario Total	Nexus Factor Detail	Net Factor	Scenario 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 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	$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**

Source: Economic & Planning Systems

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	$653	$411	$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	$194	$272	$25,486,628	$382,299
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**
Total Retail Goods	**$8,419**	**$2,636**	**$734,007,380**	**$11,010,111**
Total Sales Tax	$126	$40		

Source: Economic & Planning Systems

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

Description	Market Value per Unit / Sq. Ft.	Assessment Ratio	Assessed Value per Unit	Mill Levy	Revenue Per Unit	Scenario A Units/ Sq. Ft.	Scenario A Revenue	Scenario B Units/ Sq. Ft.	Scenario B Revenue
Residential									
Single Family	$425,000	95.00%	$403,750	0.416	$1,678	12,543	$21,046,596	24,961	$41,883,932
Attached	$400,000	95.00%	$380,000	0.416	$1,579	13,670	$21,589,315	16,604	$26,222,447
Multifamily	$250,000	95.00%	$237,500	0.416	$987	12,211	$12,053,241	5,194	$5,126,427
Student Multifamily	$300,000	95.00%	$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	95.00%	$209	0.416	$0.87	3,141,051	$2,728,330	3,560,854	$3,092,972
Local Commercial	$220	95.00%	$209	0.416	$0.87	1,854,740	$1,611,034	1,265,539	$1,099,252
Office/Institutional	$200	95.00%	$190	0.416	$0.79	2,449,634	$1,934,329	2,125,319	$1,678,237
Industrial/Distribution	$100	95.00%	$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

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

Description	*FY 2023 Budget*	Growth Factors: Nexus Factor	Nexus Factor Detail		Gross Factor	Variability		Net Factor	Scenario A: Persons Served	Scenario A: Cost to Serve	Scenario B: Persons Served	Scenario B: Cost to Serve
Inside 6 Minute Drive Time									80%		65%	
Personnel (Wages & Benefits)	$13,756,812	Persons Served (PS)	97,766	$	140.71	18%	$	25.33		$2,288,067		$2,012,406
Operations	$299,584	Persons Served (PS)	97,766	$	3.06	18%	$	0.55		$49,828		$43,824
Supplies and Equipment	$702,006	Persons Served (PS)	97,766	$	7.18	18%	$	1.29		$116,759		$102,693
Training and Personnel Cost	$214,109	Persons Served (PS)	97,766	$	2.19	18%	$	0.39		$35,611		$31,321
Capital	$0	---	---	$	-	18%	$	-	---	$0	---	$0
Total	**$14,972,512**						**$**	**27.57**		**$2,490,266**		**$2,190,244**
Outside 6 Minute Drive Time									20%		35%	
Personnel (Wages & Benefits)	$13,756,812	Persons Served (PS)	97,766	$	140.71	100%	$	140.71		$3,177,871		$6,020,018
Operations	$299,584	Persons Served (PS)	97,766	$	3.06	100%	$	3.06		$69,205		$131,099
Supplies and Equipment	$702,006	Persons Served (PS)	97,766	$	7.18	100%	$	7.18		$162,166		$307,200
Training and Personnel Cost	$214,109	Persons Served (PS)	97,766	$	2.19	100%	$	2.19		$49,460		$93,695
Capital	$0	---	---	$	-	100%	$	-	---	$0	---	$0
Total	**$14,972,512**						**$**	**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

Description	*2023 FY Budget*	Growth Factors							Scenario A			Scenario B		
		Nexus Factor	Nexus Factor Detail	Officer per 1,000 PS	Cost per Officer	Gross Factor	Variability	Net Factor	Persons Served	Officers Demanded	Cost to Serve	Persons Served	Officers Demanded	Cost to Serve
Expenditures														
Personnel (Wages & Benefits)	$19,941,614	Persons Served (PS)	97,766	1.1	$ 179,654	$ 179,654	100%	$ 179,654	112,921	128	$23,032,910	122,236	139	$24,932,868
Operations	$1,027,061	Persons Served (PS)	97,766	1.1	$ 9,253	$ 9,253	25%	$ 2,313	112,921	128	$296,568	122,236	139	$321,032
Supplies and Equipment	$910,998	Persons Served (PS)	97,766	1.1	$ 8,207	$ 8,207	100%	$ 8,207	112,921	128	$1,052,219	122,236	139	$1,139,015
Training and Personnel Cost	$171,086	Persons Served (PS)	97,766	1.1	$ 1,541	$ 1,541	100%	$ 1,541	112,921	128	$197,607	122,236	139	$213,907
Capital	$0	Persons Served (PS)	97,766	1.1	$ -	$ -	100%	$ -	112,921	128	$0	122,236	139	$0
Operating	$0	Persons Served (PS)	97,766	1.1	$ -	$ -	100%	$ -	112,921	128	$0	122,236	139	$0
Total	**$22,050,759**							**$ 191,716**			**$24,579,304**			**$26,606,822**
By County														
Hays								**$ 191,716**	95,983	109.0	$20,892,408	90,337	102.6	$19,663,443
Caldwell								**$ 224,488**	15,809	17.9	$4,029,325	10,163	11.5	$2,590,280
Comal								**$ 238,143**	565	0.6	$152,658	6,775	7.7	$1,831,893
Guadalupe								**$ 227,219**	565	0.6	$145,655	5,646	6.4	$1,456,551

Source: City of San Marcos; Economic & Planning Systems

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

Description	*FY 2023 Budget*	Growth Factors: Nexus Factor	Nexus Factor Detail		Gross Factor	Variability		Net Factor	Scenario A: Factor Detail	Scenario A: Cost to Serve	Scenario B: Factor Detail	Scenario B: Cost to Serve
Expenditures												
Public Works Administration	$1,294,503	Persons Served (PS)	97,766	$	13.24	25%	$	3.31	112,921	$373,793	122,236	$404,627
Traffic Control	$1,440,285	Traffic Signals	67	$	21,497	100%	$	21,497	149	$3,201,587	181	$3,898,847
Streets	$3,908,832	Lane Miles	390	$	10,023	100%	$	10,023	1,087	$10,895,694	1,660	$16,638,297
Fleet Services	$952,177	Persons Served (PS)	97,766	$	9.74	100%	$	9.74	112,921	$1,099,781	122,236	$1,190,501
Facilities & Grounds	$2,655,993	Persons Served (PS)	97,766	$	27.17	25%	$	6.79	112,921	$766,929	122,236	$830,193
Total	**$10,251,790**									**$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

Land Use Category	Existing Infrastructure				Existing Demographics					Demand Factors	
	Lane Miles	*Signals*	*LM per Acre*	*Signals per Acre*	*HU Density (HU/acre)*	*Emp Density (Jobs/acre)*	*Est. HU*	*Est. Jobs*	*Persons Served (ps)*	*Lane Miles per PS*	*Traffic Signals per PS*
High Density	51	3	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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Table 15
Appendix: New Lane Mile Estimates
San Marcos Comprehensive Plan Fiscal Impact Analysis

Description	Scenario A		Scenario B	
	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
Total New Lane Miles	**1,087**	**149**	**1,660**	**181**

Source: Economic & Planning Systems

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

Description	Factor/Source	2019	Growth	
			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%*	-2,164	-2,856	-2,856
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	38,515	38,515
Persons Served		**97,766**	**112,921**	**122,236**

[1] U.S. Bureau of Labor Statistics

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

[3] Population plus one half of non-resident workers.

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

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

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

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

Source: Zillow; CoStar; Economic & Planning Systems

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

Description	Residents		Non-Resident Employees			
	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	$180,870,268	$2,637	$23,857,245	50%	$11,928,623	$384
Health and Personal Care	$44,794,743	$653	$25,559,201	50%	$12,779,601	$411
Total Convenience Goods	**$225,665,012**	**$3,291**	**$49,416,446**		**$24,708,223**	**$794**
Shopper's Goods						
General Merchandise	**$108,605,424**	**$1,584**	**$33,606,169**	50%	$16,803,085	**$540**
Other Shopper's Goods						
Clothing & Accessories	$36,325,873	$530	$8,479,922	50%	$4,239,961	$136
Furniture & Home Furnishings	$16,878,788	$246	$0	0%	$0	$0
Electronics & Appliances	$13,133,829	$192	$7,255,708	50%	$3,627,854	$117
Sporting Goods, Hobby, Book, & Music Stores	$12,827,100	$187	$9,077,100	50%	$4,538,550	$146
Miscellaneous Retail	$13,274,028	$194	$16,900,126	50%	$8,450,063	$272
Subtotal	**$92,439,618**	**$1,348**	**$41,712,855**		**$20,856,428**	**$671**
Total Shopper's Goods	**$201,045,042**	**$2,932**	**$75,319,025**	50%	**$37,659,512**	**$1,211**
Eating and Drinking	**$99,417,430**	**$1,450**	**$39,249,498**	50%	**$19,624,749**	**$631**
Building Material & Garden	**$51,257,165**	**$747**	**$0**	0%	**$0**	**$0**
Total Retail Goods	**$577,384,649**	**$8,419**	**$163,984,969**	50%	**$81,992,484**	**$2,636**

Source: Economic & Planning Systems

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

Description	2017 Actual Sales ($000s)	Resident Retail Spending % TPI (2017)	City of San Marcos Residents			
			Expenditure Potential ($000s)	Exp. Pot. Capture Rate % of Total	Est. Sales ($000s)	Sales Capture Rate % of Total
Total Personal Income (TPI)		100.0%	**$1,446,360**			
Convenience Goods						
Food and Beverage Stores	$156,352	12.5%	$180,870	100%	$180,870	116%
Health and Personal Care	$78,322	3.1%	$44,795	100%	$44,795	57%
Total Convenience Goods	**$234,674**	**15.6%**	**$225,665**	**100%**	**$225,665**	**96%**
Shopper's Goods						
General Merchandise	**$201,257**	**7.5%**	**$108,605**	**100%**	**$108,605**	**54%**
Other Shopper's Goods						
Clothing & Accessories	$510,345	2.8%	$40,362	90%	$36,326	7%
Furniture & Home Furnishings	$43,067	1.3%	$18,754	90%	$16,879	39%
Electronics & Appliances	$40,000	1.0%	$14,593	90%	$13,134	33%
Sporting Goods, Hobby, Book, & Music Stores	$40,000	1.0%	$14,252	90%	$12,827	32%
Miscellaneous Retail	$40,000	1.0%	$14,749	90%	$13,274	33%
Subtotal	**$673,412**	**7.1%**	**$102,711**	**90%**	**$92,440**	**14%**
Total Shopper's Goods	**$874,669**	**14.6%**	**$211,316**	**95%**	**$201,045**	**23%**
Eating and Drinking	**$259,041**	**7.6%**	**$110,464**	**90%**	**$99,417**	**38%**
Building Material & Garden	**$75,470**	**3.5%**	**$51,257**	**100%**	**$51,257**	**68%**
Total Retail Goods	**$1,443,854**	**41.4%**	**$598,702**	**96%**	**$577,385**	**40%**

Source: US Census of Retail Trade; Economic & Planning Systems

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

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

1 - Annual is estimated as 48 weeks to reflect time off
Source: ICSC; Economic & Planning Systems
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APPENDIX D: 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

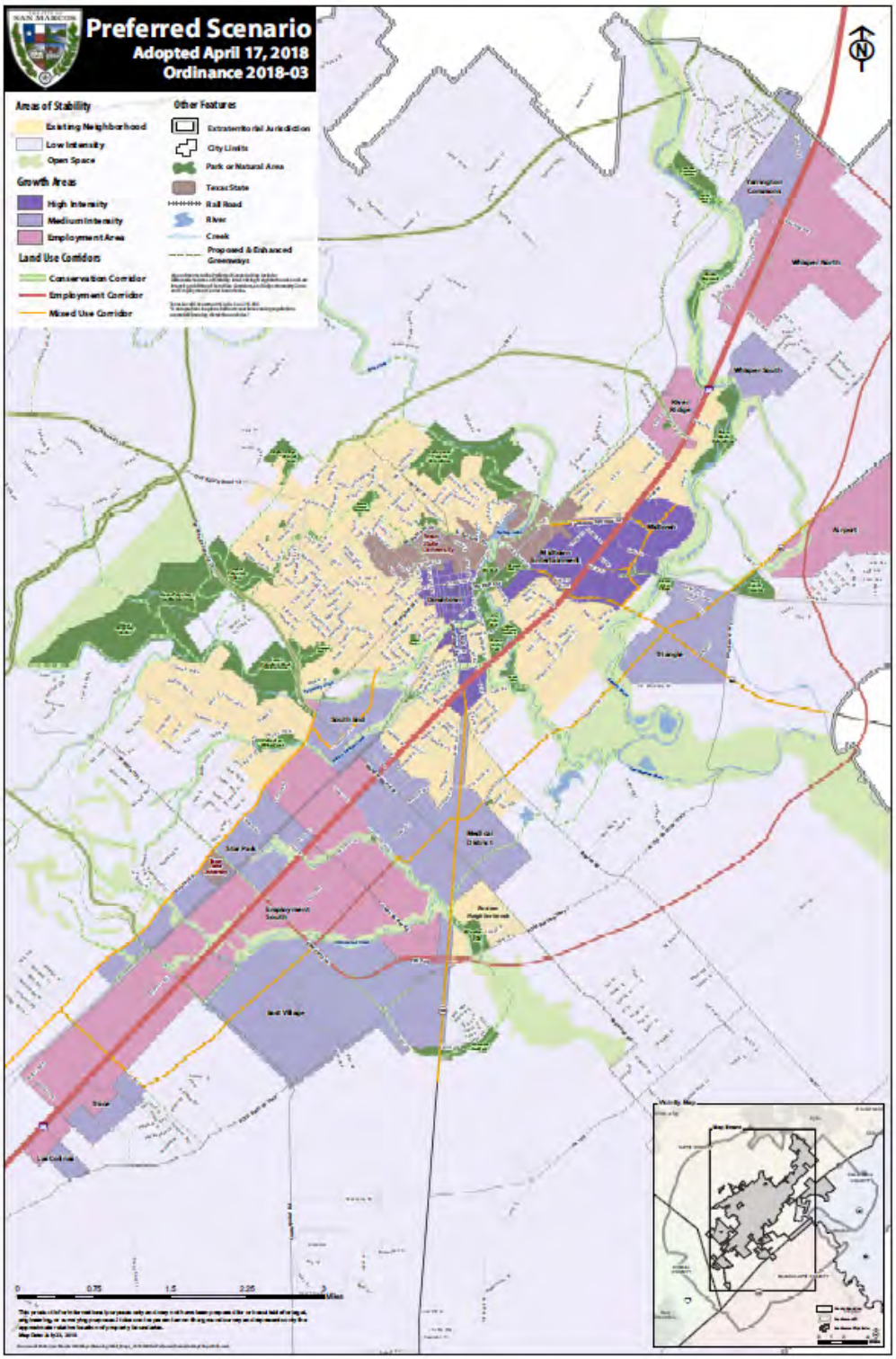
- *Vision San Marcos: A River Runs Through Us, City of San Marcos,* 2013; updated 2018
- *Area Plan Program; City of San Marcos,* Ongoing

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).


Preferred Scenario
Adopted April 17, 2018
Ordinance 2018-03
Areas of Stability
Existing Neighborhood
Low Intensity
Open Space
Growth Areas
High Intensity
Medium Intensity
Employment Area
Land Use Corridors
Conservation Corridor
Employment Corridor
Mixed Use Corridor
Other Features
Extraterritorial Jurisdiction
City Limits
Park or Natural Area
Texas State
Rail Road
River
Creek
Proposed & Enhanced Greenways
N
Vicinity Map

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.

Kissing Tree (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

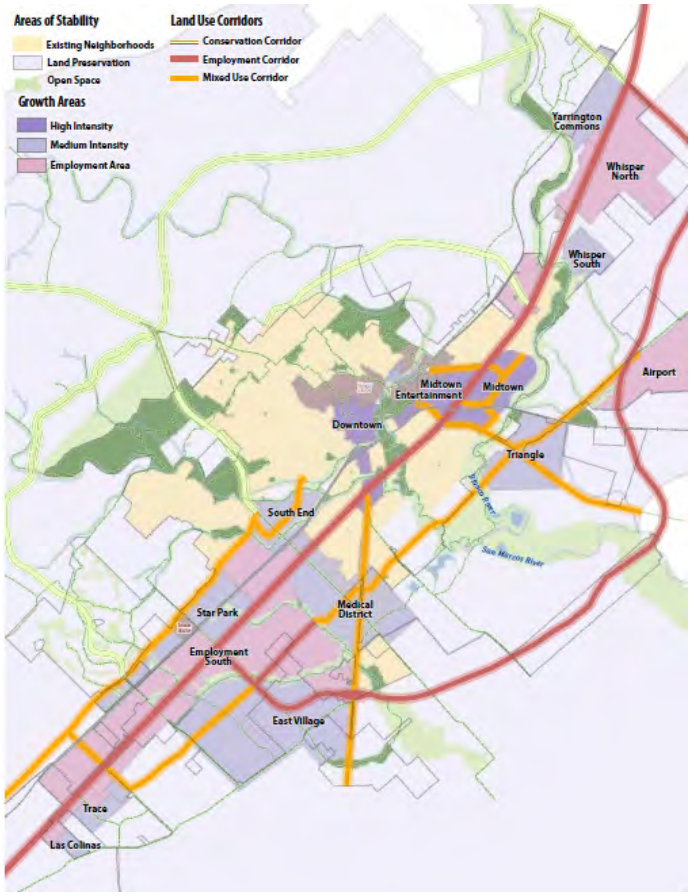
- Mixed use corridors are intended as complete streets where pedestrian activity and safe bicycle accessibility should be a priority for design in order to support a mixture of higher density residential and commercial uses in close proximity.

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. As of October, 2023, the first phase of the training center is near completion including the construction of a state of the art burn building for live fire training exercises.

- 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.

Policy issues/Questions for Consideration

- 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.

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-in-lieu 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

Policy Issues/Questions for Consideration

- 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), 2022
- *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 and was completed in 2022.

- The Corridors portion of the study generated 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 were 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 examined 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.

The study recommendations addressed:

- 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

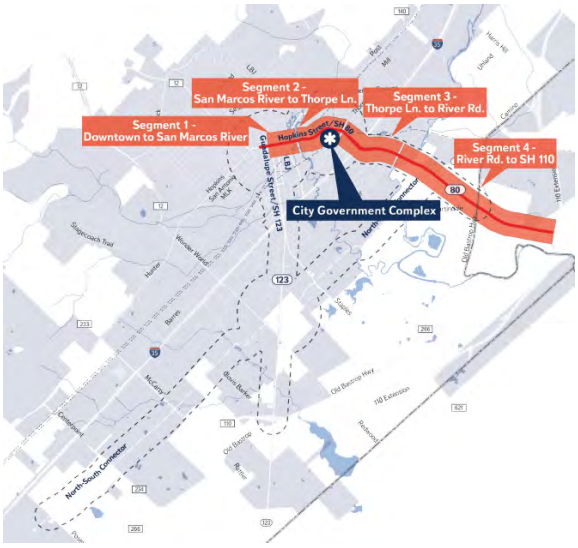
The three study area corridors analyzed include:

- 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. Also includes a multi-use path.



  - 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.

Options for centers include:

- City Government Complex
  - Option A includes a new City Hall building to replace the existing building and would incorporate a parking garage and two flex buildings for commercial uses and residential townhomes. The new development would surround a welcoming central plaza with ample green space for gathering or for small events. A portion of the complex could be sold to the provate sector for commercial development and the parcel north of Hopkins Street would remain parkland.
  - Option B includes a new City Hall Complex that is relocated north of Hopkins Street and would incorporate commercial uses. The dog park is relocated to the property across from Thorpe Lane and incorporates the skate park into an urban plaza. The existing City Hall locations south of Hopkins Street could be sold to private development for commercial and residential use.
- 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 the San Marcos city limits and is available for qualifying

applicants. 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. Since the adoption of the San Marcos Transit Plan, the City and Texas State University have signed an Interlocal Agreement that will allow the two parties to split allocated federal funds and improve transit service for the whole community.

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 Texas Department of Public Safety.
- 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

Recent achievements outlined in the Transit Plan include:

- Adoption for a ADA Complementary Paratransit Plan – December 14, 2022
- Elimination of on-board fare collection on local routes and Paratransit – October 17, 2023
- Staff continuously working on upgrading and standardizing bus stops
- Staff prioritizing ADA access for pedestrian access
- Interlocal Agreement with Texas State University signed August 15, 2023
- Real-time bus app available on City website
- Expand service to 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

Policy Issues/Questions for Consideration

- 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., transit-supportive density standard)?
- How can the city institutionalize development patterns and standards that are less auto-oriented?
- 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.

Policy Issues/Questions for Consideration

- 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:

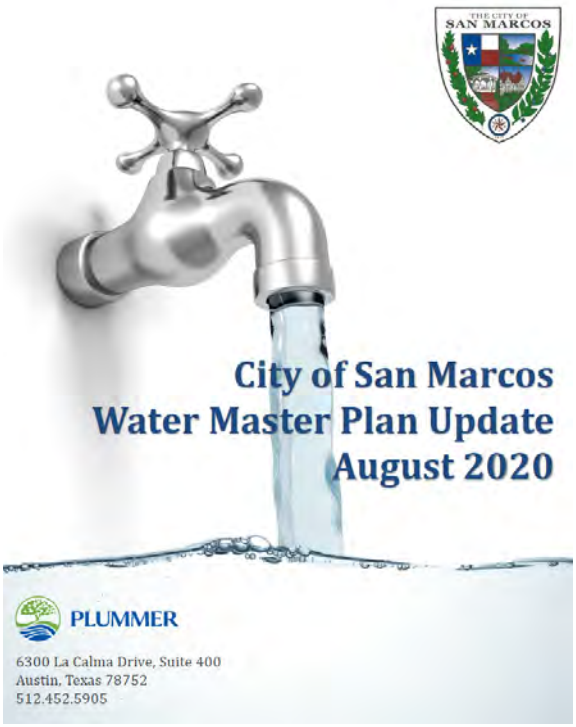
- Improve regulations to guide development
- Ensure compliance with local, state, and federal regulations
- Emergency preparedness.

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 of San Marcos is part of the *Alliance Regional Water Authority*, established in 2007. Alliance Water is a Regional Water Authority that was formed for the purpose of resolving the long-term water needs of its participants amongst growing population growth. Alliance Water is comprised of the cities of Kyle, San Marcos and Buda, along with the Canyon Regional Water Authority which represents County Line Special Utility District (SUD), Crystal Clear SUD, Martindale WSC, and Green Valley SUD. Alliance Water developed the Carrizo-Wilcox Aquifer project in 2015 to provide another water source for San Marcos. The project includes the construction of underground pipeline, wells, a water treatment plant, storage tanks, and pump stations to deliver the water.

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.

Policy Issues/Questions for Consideration

- 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 community-based 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.

Policy Issues/Questions for Consideration

- 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

Summary of Relevant Policies

The San Marcos City Council approved an updated *Arts Master Plan* in March of 2022. The new Plan incorporates elements from its predecessor adopted in 2012 as well as input from the public, City Council and Arts Commissioners, and arts organizations and individual artists in our community.

Four goals for San Marcos arts and culture emerged throughout the engagement process:

- Make San Marcos a leading destination for arts and culture;
- Foster an inclusive culture that celebrates all races/ethnicities in San Marcos;
- Foster the continued growth of arts and culture organizations to where their impact can be felt throughout the City; and
- Create a culture of collaboration and a sense that everyone has a seat at the table.

The following five strategies are indicated in the plan to help achieve these goals.

- Centralize resources;
- Support the underserved;
- Enhance current resources;
- Plan for the future; and
- Update the Art in Public Places Policy.

Policy Issues/Questions for Consideration

- 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?

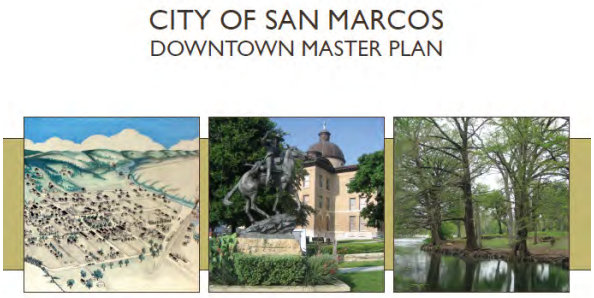
DOWNTOWN AREA PLAN

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. 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 years.
  - 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.
    - 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 E: PREFERRED 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

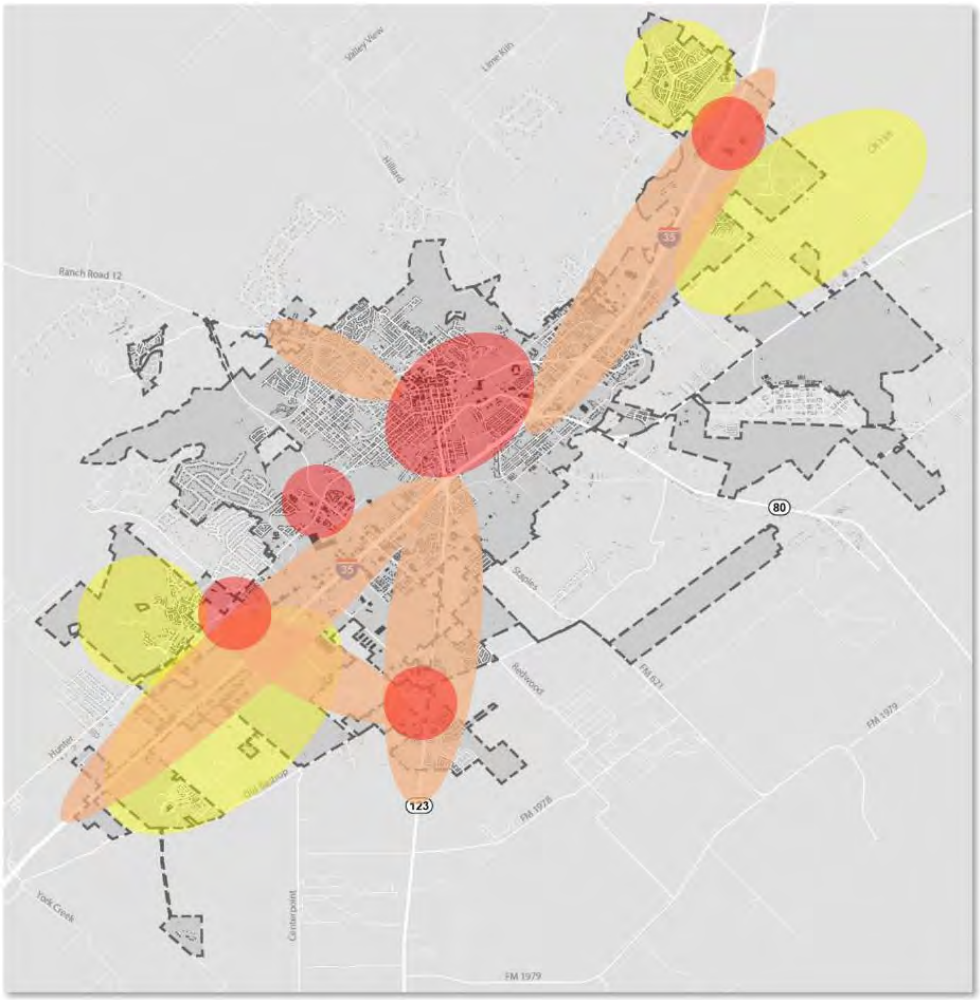
As the City of San Marcos continues to grow, it will need to accommodate housing and employment needs. The following approaches to create new housing and employment were presented to the community:

- 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.

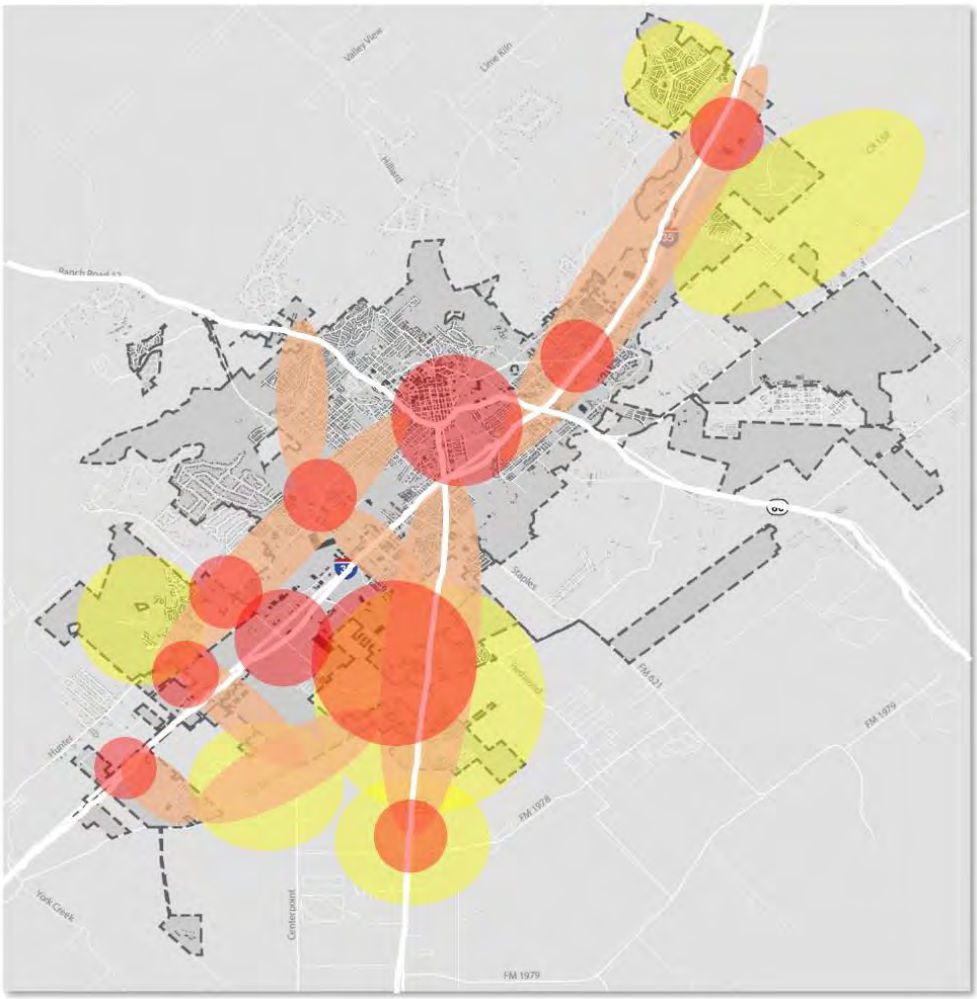
Scenario 1

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.



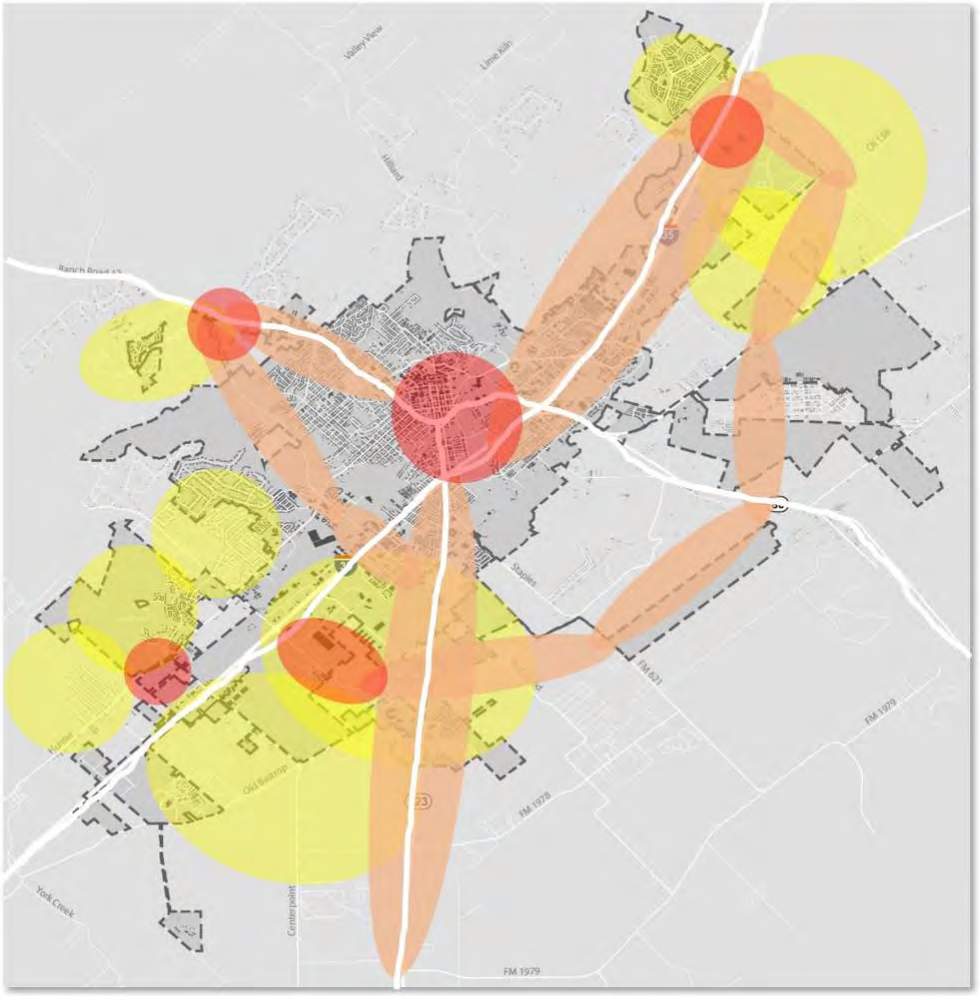
Scenario 2

Strategic Eastward Growth & Second City Center ("East Village") 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 ("East Village") would increase residential density. Other considerations for the location of the East Village 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 ("East Village") Scenario, but had reservations on determining the best location for the second city center ("East Village") 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.

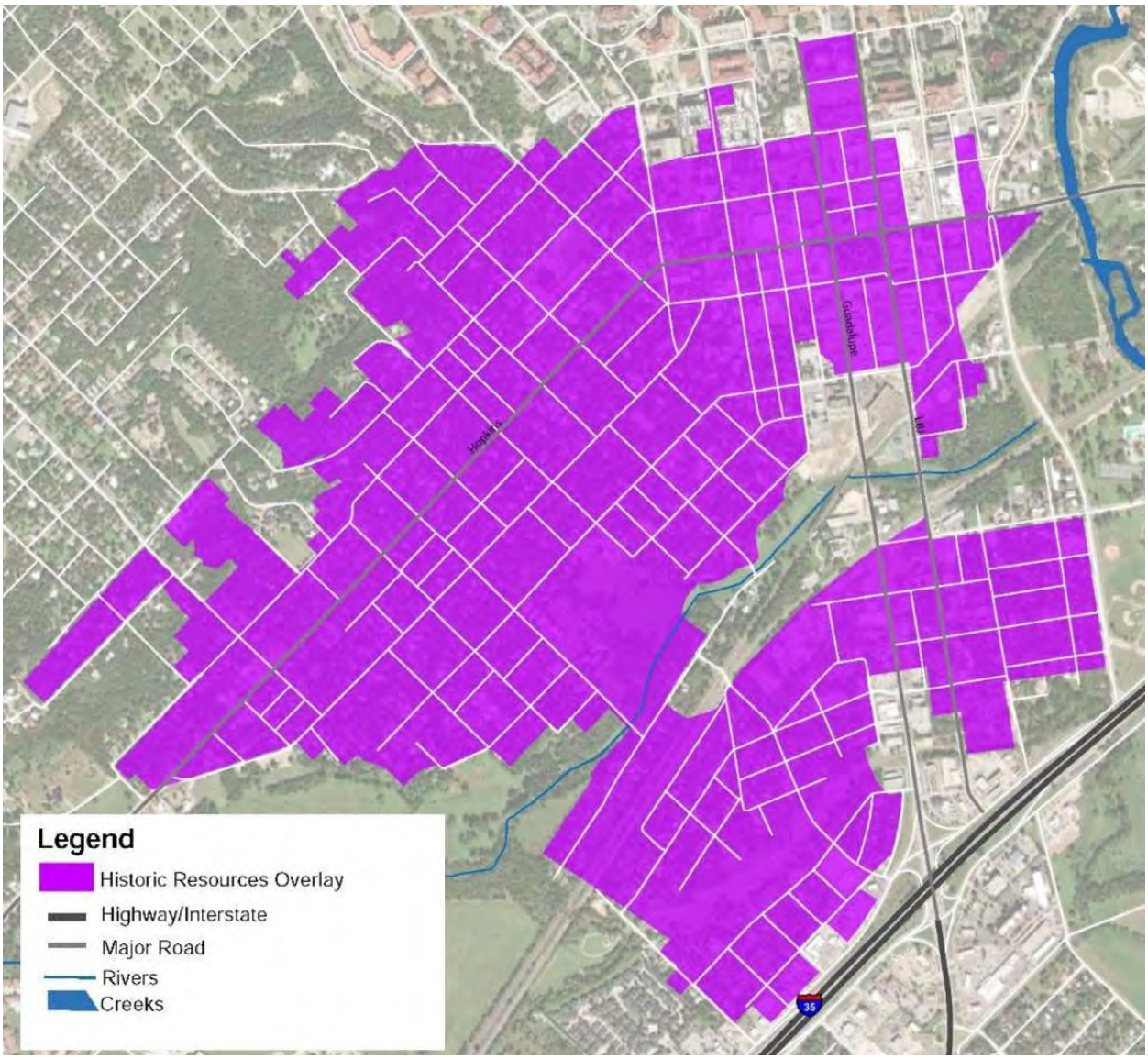
DETAILED ALTERNATIVE SCENARIOS

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.

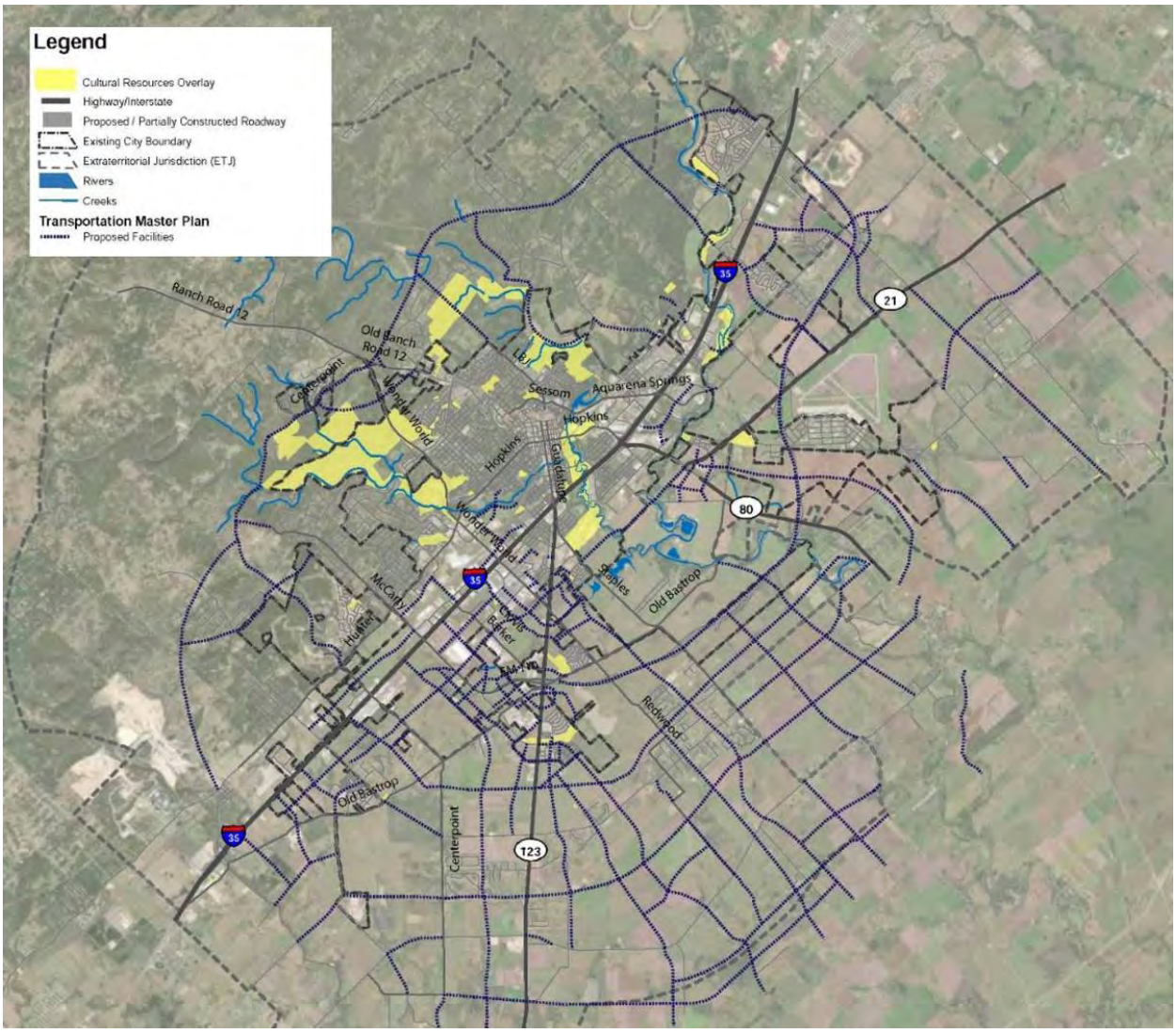
Historic Resource Overlay

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.

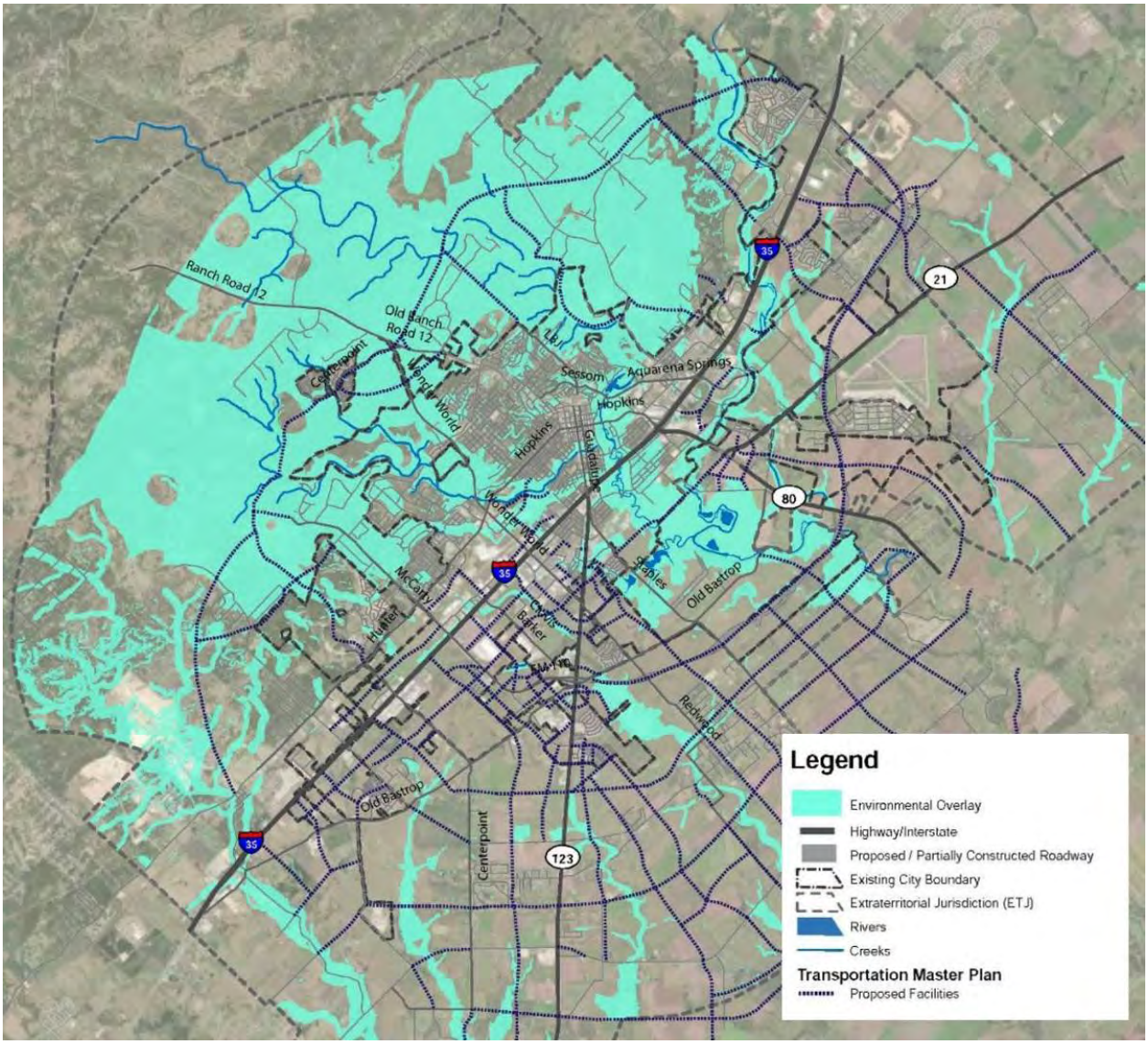


Environmental Overlay

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.


Ranch Road 12
Old Ranch Road 12
Centerpoint
Wonder World
Sessom
Aquarena Springs
Hopkins
Guadalupe
Wonder World
McCarty
Hunter
Barker
Craddock
Old Bastrop
Redwood
Centerpoint
35
21
80
123
Legend
Environmental Overlay
Highway/Interstate
Proposed / Partially Constructed Roadway
Existing City Boundary
Extraterritorial Jurisdiction (ETJ)
Rivers
Creeks
Transportation Master Plan
Proposed Facilities

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 multi-use 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.

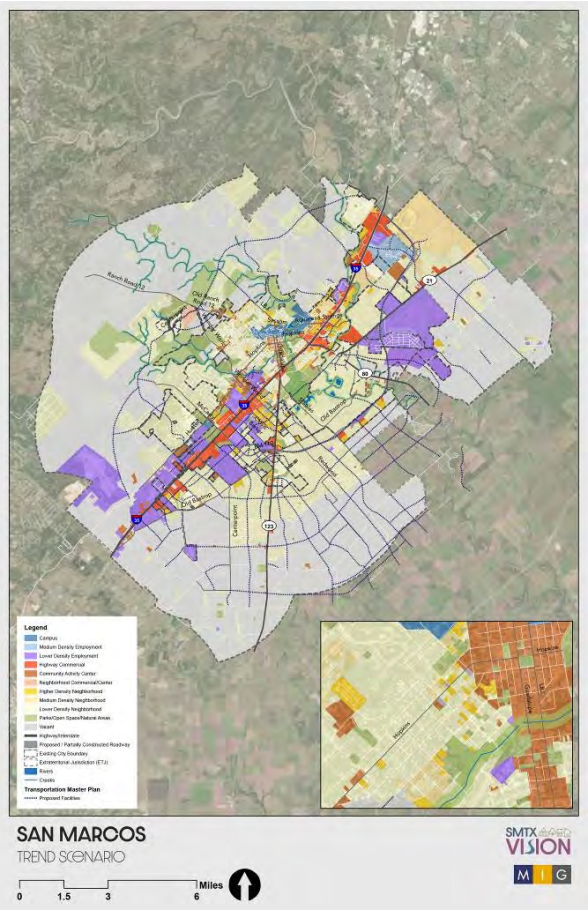
Parks, Open Space, Natural Areas

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.

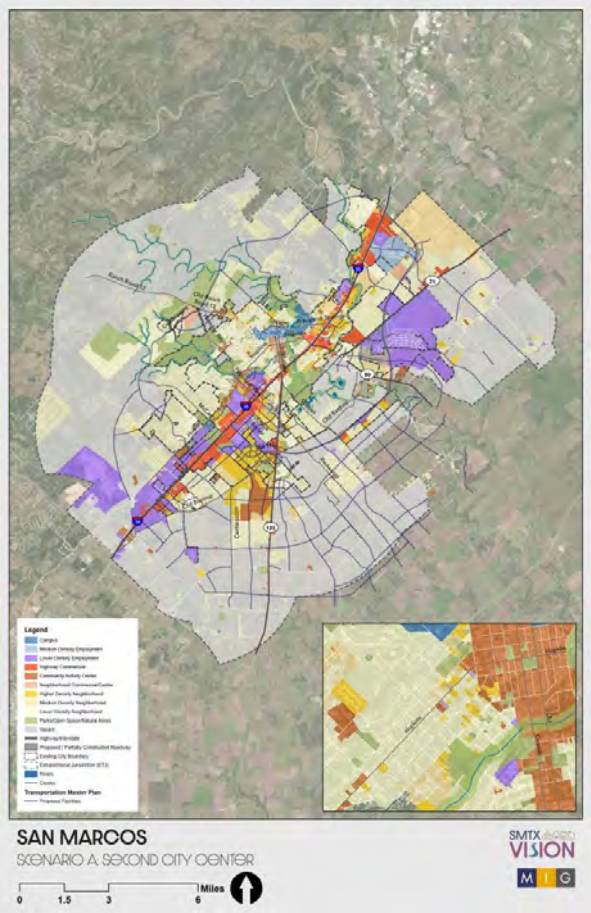
Each development type had a designated primary and secondary land use(s), housing density, job density, mobility characteristics, and historic and conservation considerations. Please refer to the development types table in the supporting documents for more details on each of the development type categories.

The detailed alternative scenarios consisted of:

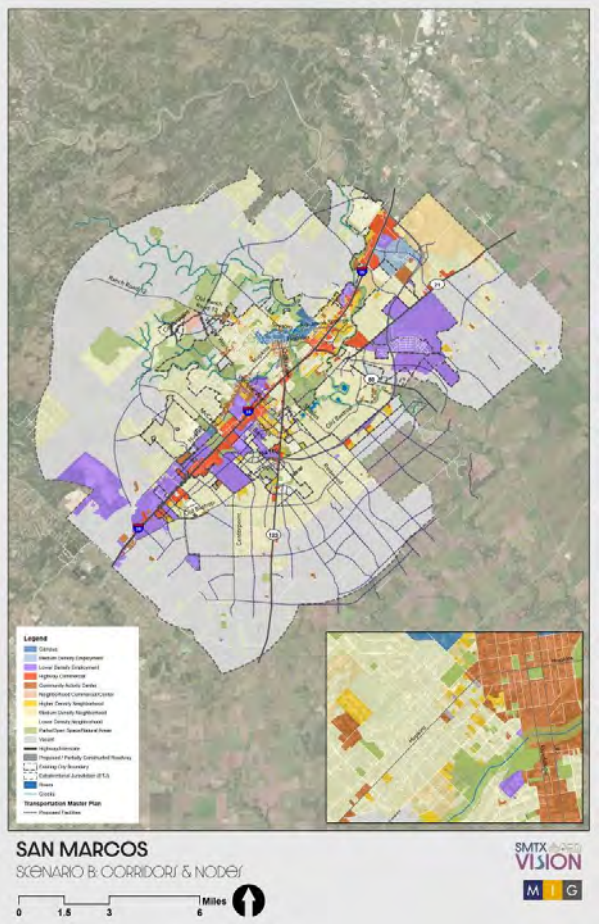
- A Trend Scenario which outlined how the city would continue to grow if no updates were made to the Comprehensive Plan. The Trend Scenario would keep a single historic downtown area with auto-oriented commercial development along major corridors. In this scenario traditional subdivisions and multifamily 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 project-by-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 ("East Village") that expanded eastward of the existing city. The second city center ("East Village") 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 ("East Village") 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

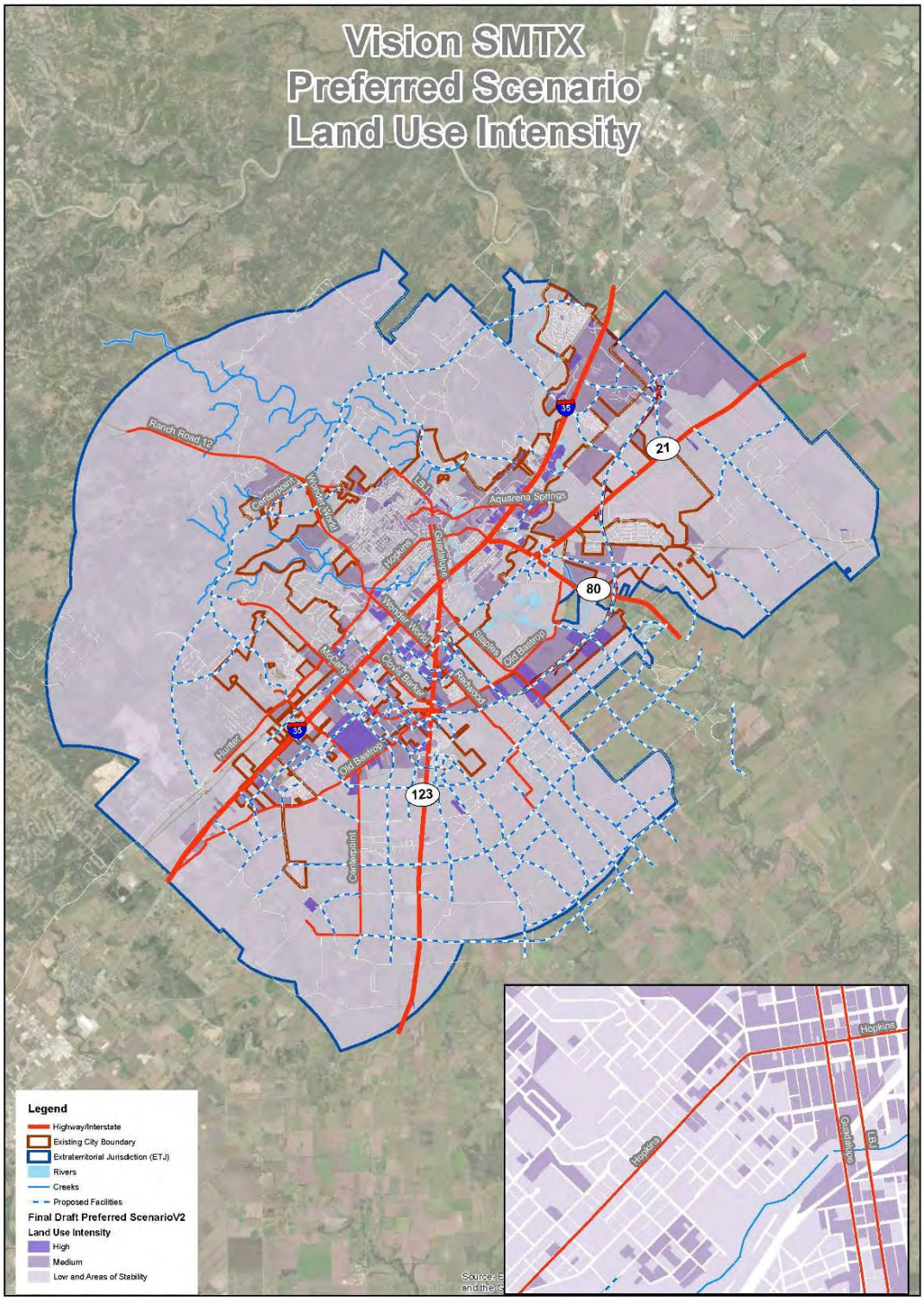
These are mostly areas that need improvements and enhancements and will generally maintain their existing character. Development in this area should be carefully planned and implemented so that the character of the area remains.

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 East Village and smaller pockets throughout.


Vision SMTX
Preferred Scenario
Land Use Intensity
Ranch Road 12
Centerpoint
Wonder World
IH 35
Aquarena Springs
Guadalupe
Hopkins
Wonder World
Stephens
Old Bastrop
McCoy
Covert Bartee
Redwood
Hunter
Old Bastrop
Centerpoint
35
21
80
123
Legend
Highway/Interstate
Existing City Boundary
Extraterritorial Jurisdiction (ETJ)
Rivers
Creeks
Proposed Facilities
Final Draft Preferred ScenarioV2
Land Use Intensity
High
Medium
Low and Areas of Stability
Hopkins
Guadalupe
IH 35

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

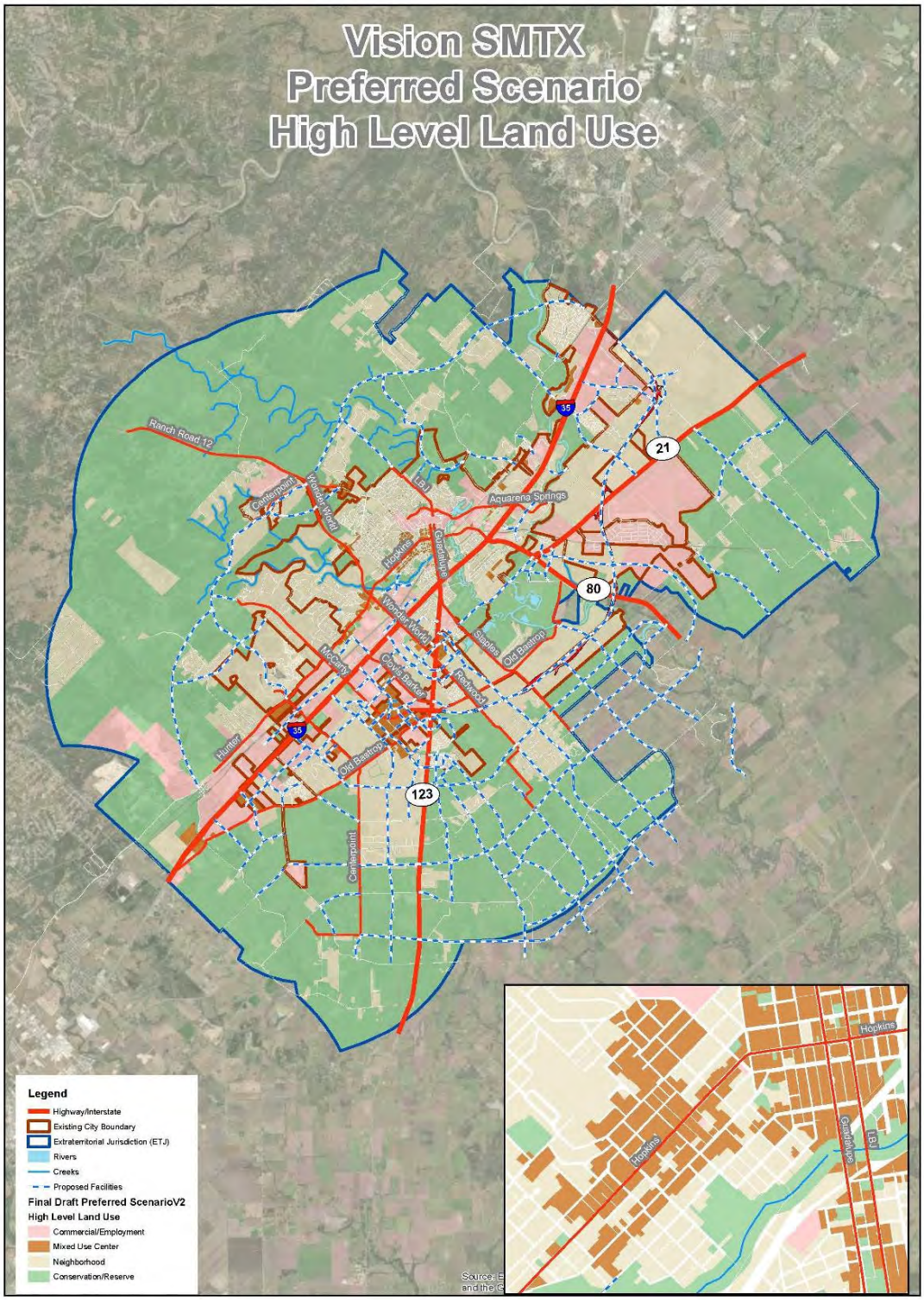
The Community Activity Center development type was translated into the Mixed-Use Center high level land use. The intention for this land use was to distribute neighborhood centers throughout the city rather than concentrating them to a specific location by placing them at the second city center ("East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


Vision SMTX
Preferred Scenario
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Ranch Road 12
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Wonder World
IH 35
Aquarena Springs
Hopkins
Guadalupe
Wonder World
McCoy
Covey Banks
Redwood
Staples
Old Bastrop
Hunter
Old Bastrop
Centerpoint
21
80
123
Legend
Highway/Interstate
Existing City Boundary
Extraterritorial Jurisdiction (ETJ)
Rivers
Creeks
Proposed Facilities
Final Draft Preferred ScenarioV2
High Level Land Use
Commercial/Employment
Mixed Use Center
Neighborhood
Conservation/Reserve
Hopkins
Hopkins
Guadalupe
IH 35

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 ("East Village") 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 ("East Village"). 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 ("East Village") 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

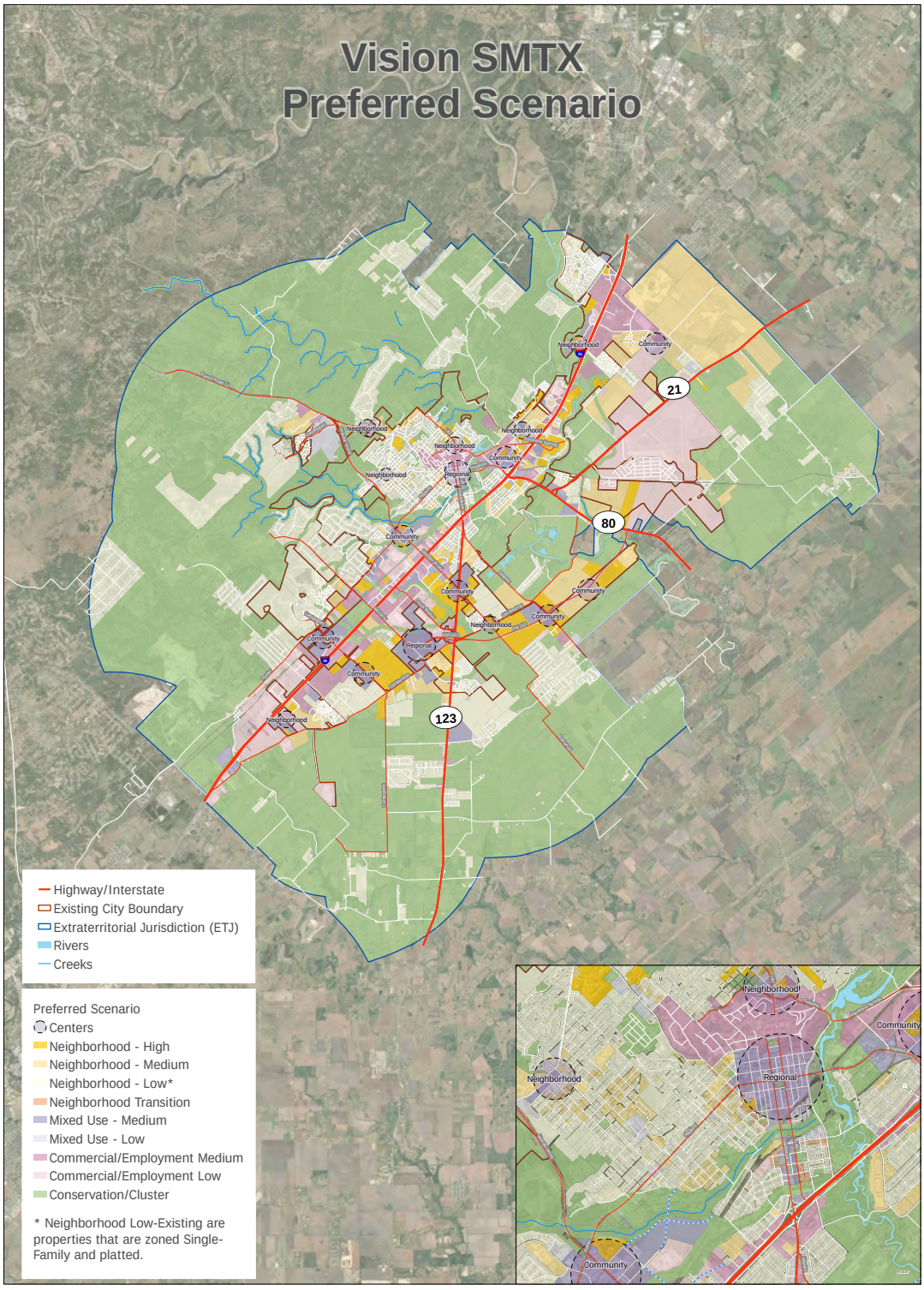
The second city center ("East Village") brought forth some concerns regarding the infrastructure, density, and activity needed to make it successful. There was also mention of Thorpe Lane being envisioned as a high-density area and the need to keep the identity of San Marcos.

PREFERRED GROWTH SCENARIO MAP

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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Neighborhood - Medium
Neighborhood - Low*
Neighborhood Transition
Mixed Use - Medium
Mixed Use - Low
Commercial/Employment Medium
Commercial/Employment Low
Conservation/Cluster
* Neighborhood Low-Existing are properties that are zoned Single-Family and platted.
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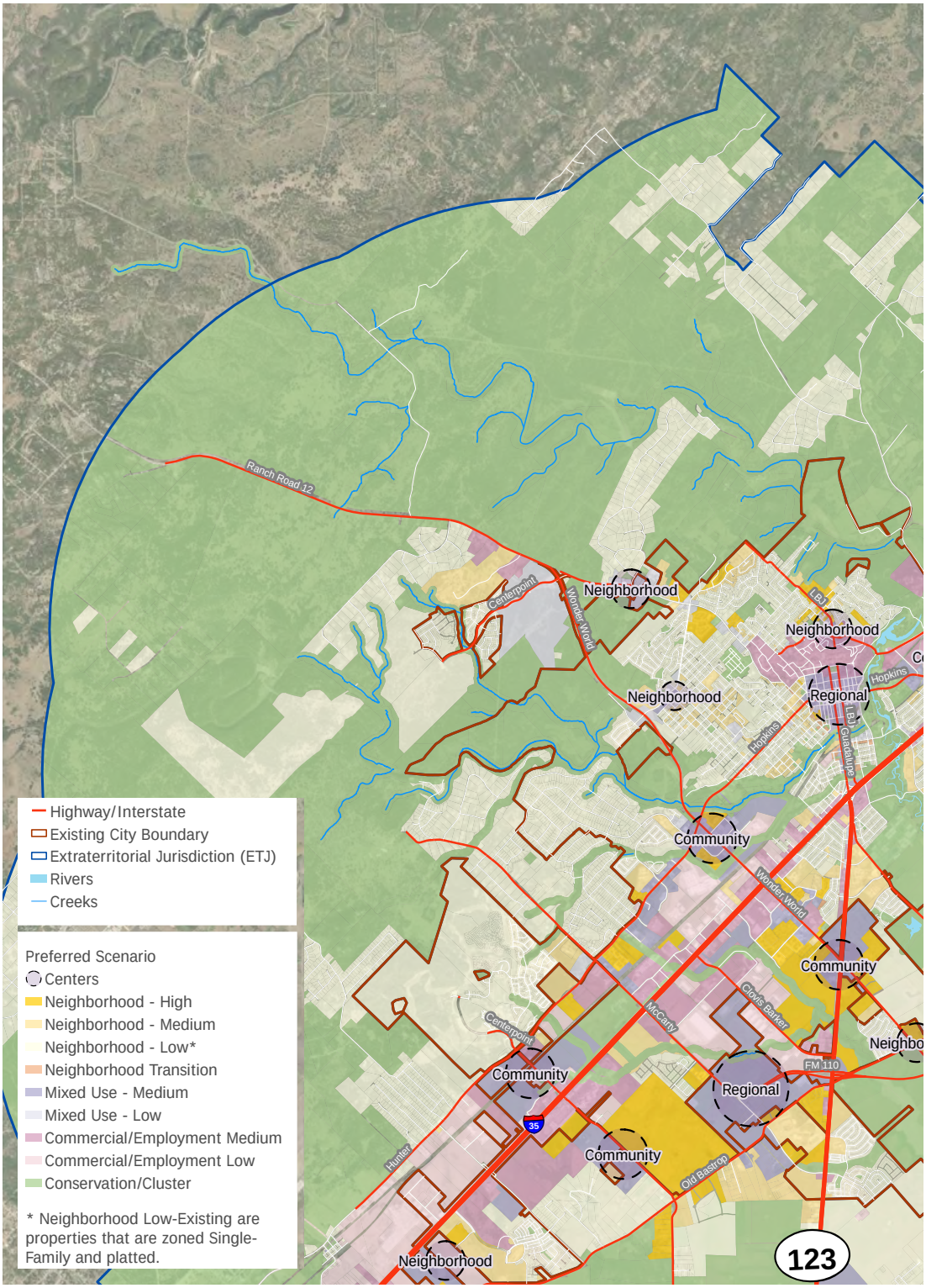
Regional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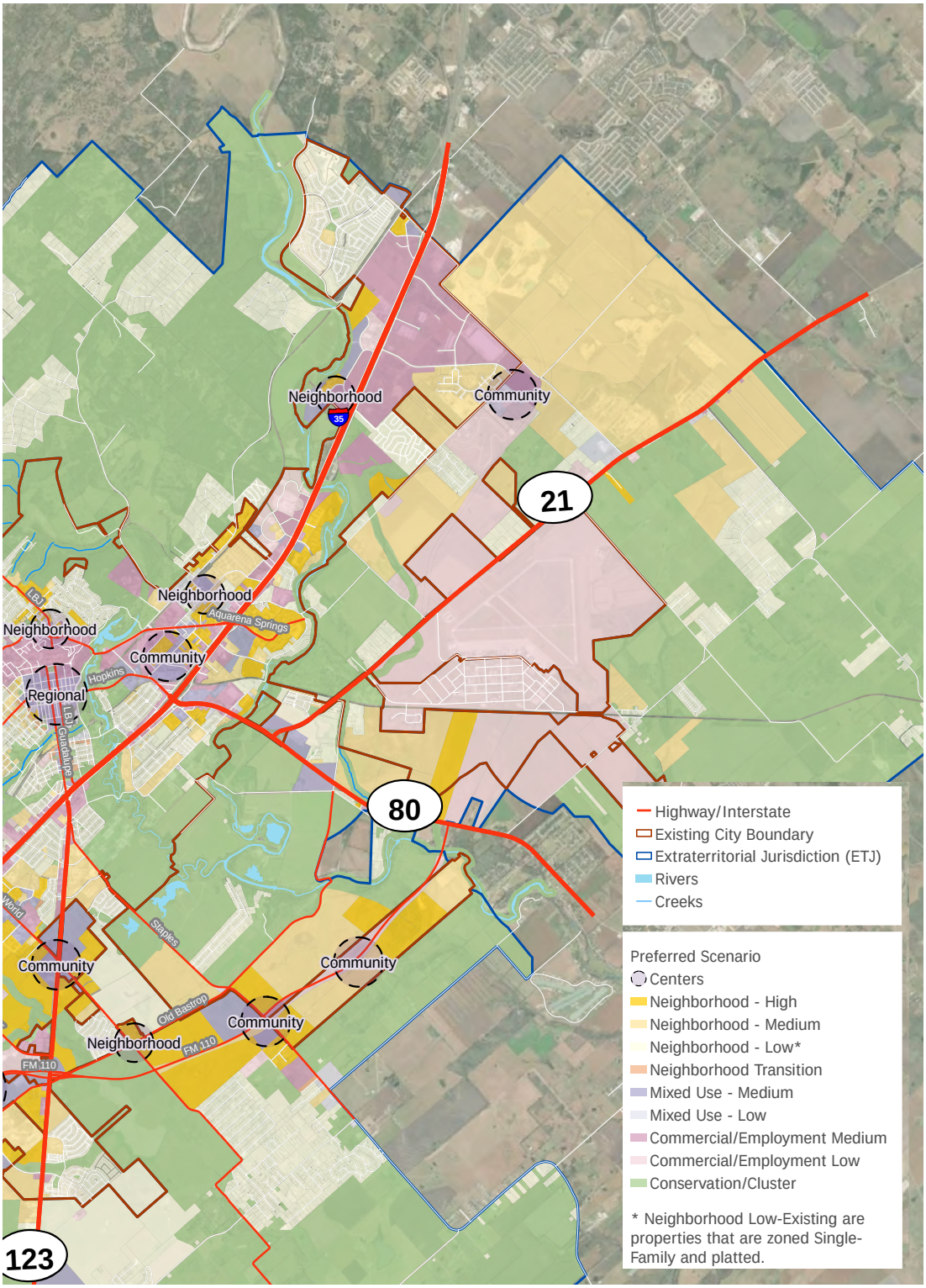
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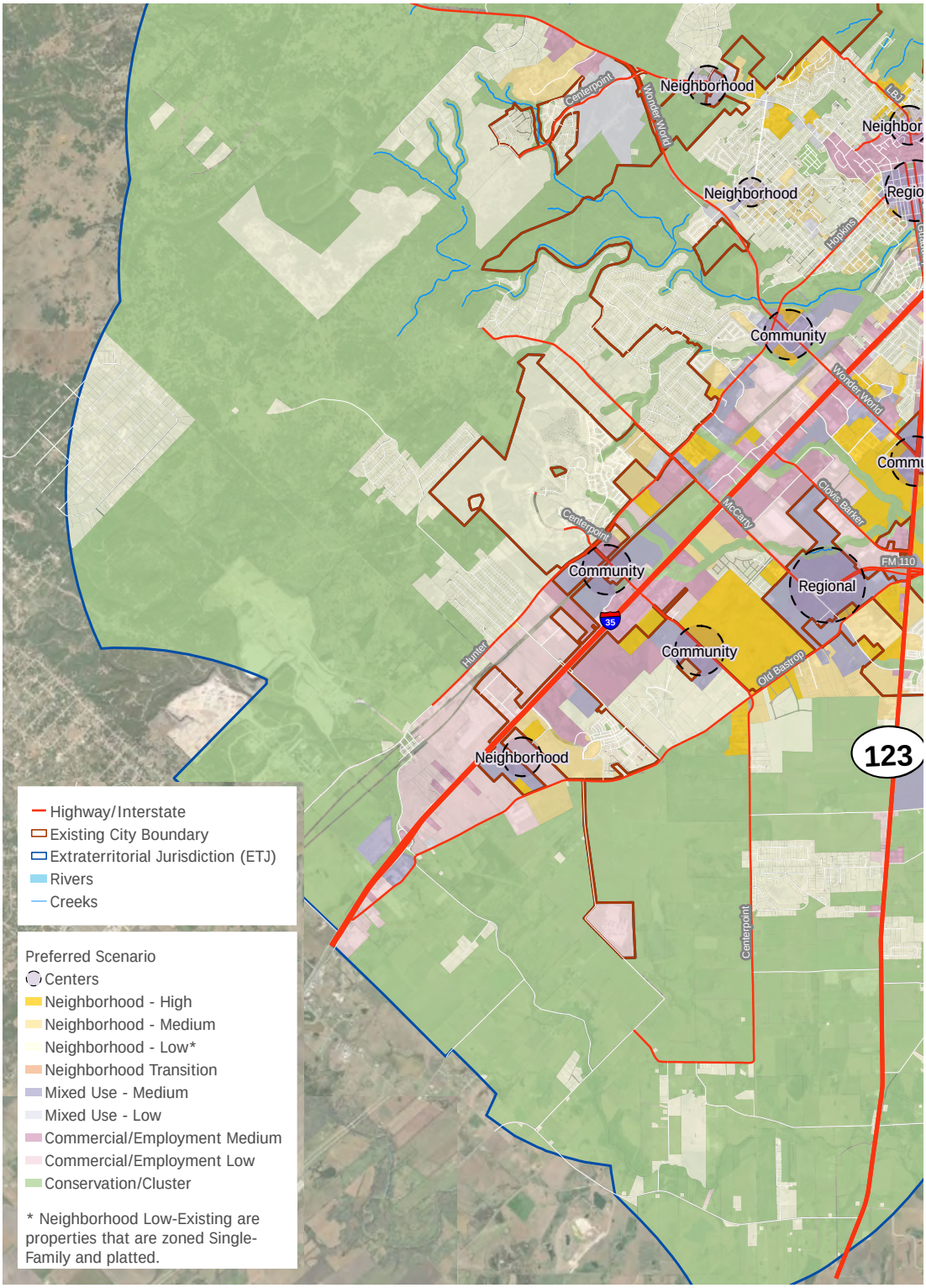
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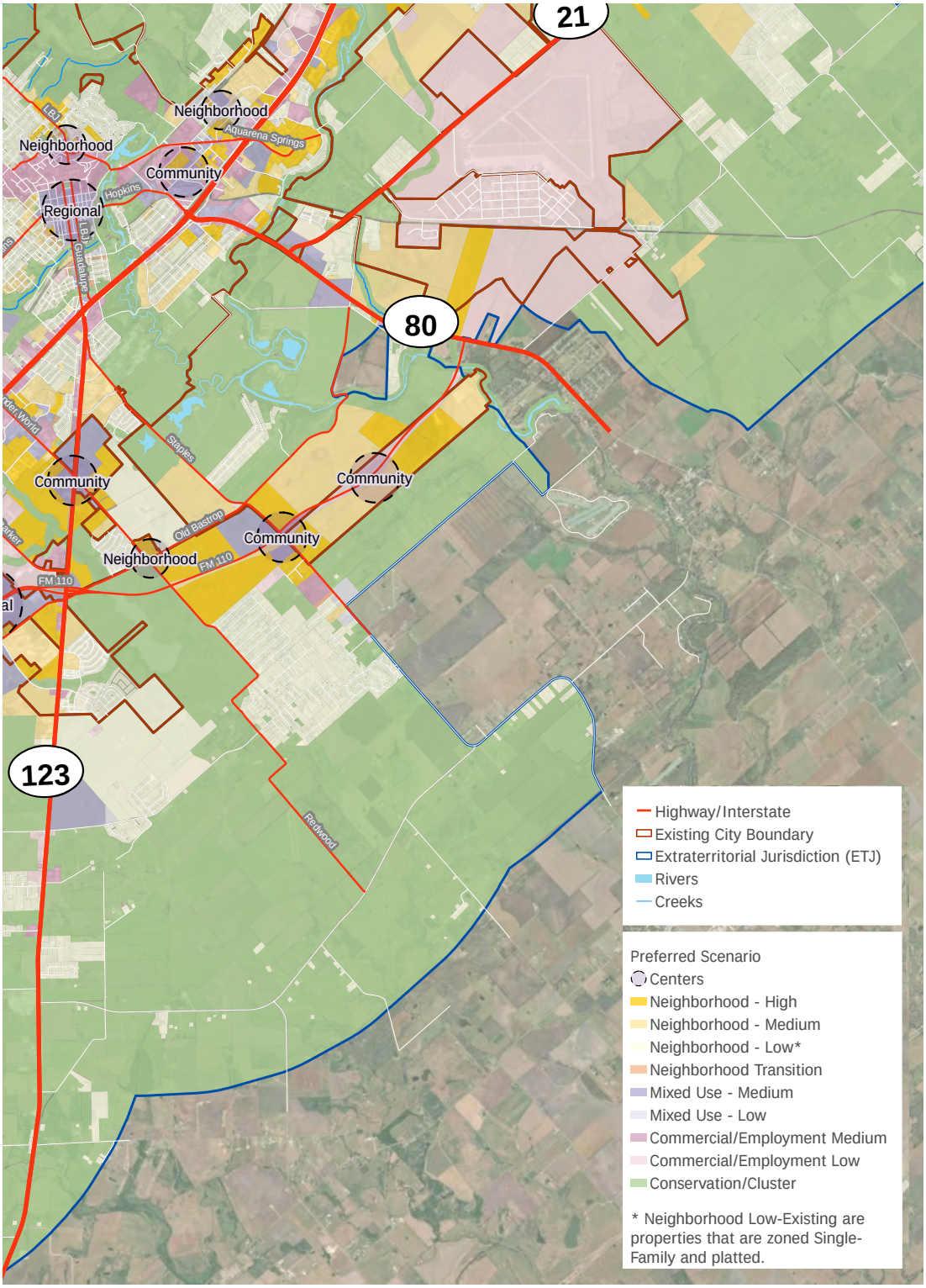
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SMTX VISION