



**Code SMTX Think Tank Meeting  
Wednesday, February 4, 2015  
6:00 pm  
102 Wonder World Dr, STE 303  
Pioneer Bank Conference Room**

**AGENDA**

1. **Call to Order**
2. **Roll Call**
3. **30 Minute Citizen Comment Period.** The Think Tank welcomes citizen comments. Anyone wishing to speak must sign in with the secretary before the meeting and observe a three-minute time limit.
4. **Approval of Minutes from January 7, 2015**
5. **Introduction of Shannon Mattingly, Director of Planning and Development Services**
6. **Discuss and provide direction on the code review schedule**
7. **Discussion of proposed Economic Modeling**
8. **Discussion of Pre-approved Regulating Plans**
9. **Update from Staff on the Neighborhood Plans**
10. **Review the schedule and purpose of the three day environmental workshop; March 3 – 5**
11. **Update from staff on the Transportation Master Plan**
12. **Next Steps**
  - a. **Council Update**
  - b. **Outreach Process**
  - c. **University Meeting**
  - d. **Employment Centers**
13. **Questions from the Press and Public.**
14. **Adjourn.**



- 1 • Draft will be received from Consultants at the end of January
- 2 • Staff review and comment (3 – 4 weeks)
- 3 • Comments addressed by consultant (3 – 4 weeks)
- 4 • Draft will be available to the public and Think Tank last week in March

5  
6 Tom Wassenich requested that the Think Tank receive a draft of the code in advance of the  
7 public.

8  
9 Vice Chair Sophia Nelson requested that the Think Tank be included in workshops with the  
10 Planning and Zoning Commission and City Council to discuss and provide feedback on the draft  
11 code as a Technical Review Committee.

12  
13 Patrick Rose recommended that the Think Tank produce a document outlining major points or  
14 key areas within the draft code that can be presented to City Council.

15  
16 The Think Tank is in consensus to provide a recommendation or statement to the City Council  
17 regarding the draft code.

18  
19 **Presentation and Discussion on proposed Economic Modeling**

20  
21 Jason King with Dover Kohl provided a presentation and summary of the findings within the  
22 Economic Report.

23  
24 Chair Carson requested to keep the Presentation and Discussion on proposed Economic  
25 Modeling on the agenda for the next meeting.

26  
27 The Think Tank expressed the importance of a site specific economic analysis of the new code.  
28 Chair Carson expressed that if a site specific analysis of the new code was not part of the current  
29 scope of the contract, then it could become a potential recommendation to City Council.

30  
31 **Presentation and Discussion and proposed Regulating Plans**

32  
33 Jason King with Dover Kohl provided a presentation and summary of the draft report on the  
34 regulating plans.

35  
36 The Think Tank discussed the importance of the Regulating Plan being implementable on the  
37 individual lot level basis.

38  
39 **Discussion and possible action on Neighborhood Study Recommendation to Council**

40  
41 Abby Gillfillan provided a presentation of the draft recommendation and neighborhood planning  
42 process.

43  
44 Chair Carson recommended providing a chevron track for the Master Plans into the presentation  
45 graphic.

46

1 The Think Tank provided consensus to use the word plan in place of the word brand.

2  
3 Chair Carson recommended including a statement about outreach in the recommendation to  
4 Council. The Think Tank agreed on consensus.

5  
6 Chair Carson requested to amend the Council recommendation to add an oversight strategy for  
7 neighborhood plan implementation.

8  
9 The Think Tank agreed on consensus to direct staff to take the recommendation forward to City  
10 Council in the form of a resolution.

11  
12 **Next Steps:**

13 **Three Day Environmental Workshop March 3 - 5**

14  
15 Abby Gillfillan provided a brief update regarding the upcoming three-day environmental  
16 workshop that will include a consultant from Dover Kohl.

17  
18 Abby Gillfillan will send out a preliminary calendar to the Think Tank. She requested that the  
19 Think Tank provide any contacts.

20  
21 **Outreach Process**

22  
23 Chair Carson discussed the Think Tank's role in the outreach efforts for the code process.

24  
25 Abby Gillfillan stated that it is important to focus on void areas of the City for outreach.

26  
27 **University Meeting**

28  
29 The Think Tank suggested a meeting with Texas State University to be scheduled in February  
30 and that the contents of the meeting be discussed at the February Think Tank meeting.

31  
32 Vice Chair Nelson suggested to reach out to Nancy Nusbaum with Texas State University and  
33 other high level administrators.

34  
35 Betsy Robertson suggested that the Think Tank familiarize themselves with the University  
36 Master Plan. Abby Gillfillan will send out a link.

37  
38 **Employment Centers**

39  
40 Chair Carson discussed that employment centers will require additional focus throughout the  
41 code rewrite process.

42  
43 **Adjourn**

44  
45 **THERE BEING NO FURTHER BUSINESS, THE MEETING ADJOURNED AT 7:33**  
46 **P.M.**

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2  
3 \_\_\_\_\_  
4 John David Carson, Chair

\_\_\_\_\_

5  
6 \_\_\_\_\_  
7 Sean DuPont

\_\_\_\_\_

8  
9 \_\_\_\_\_  
10 Chris Wood

\_\_\_\_\_

11  
12 \_\_\_\_\_  
13 David Singleton

\_\_\_\_\_

14  
15 \_\_\_\_\_  
16 Tom Wassenich

17 **ATTEST:**  
18  
19 \_\_\_\_\_  
20 Andrea Villalobos, Planning Technician

# CODESMTX DRAFT REVIEW SCHEDULE

PROJECT/EVENT	CODESMTX DRAFT REVIEW SCHEDULE
ORGANIZER	ABIGAIL GILLFILLAN



PROJECT PHASE	STARTING	ENDING	PROJECT PHASE	STARTING	ENDING
STAFF REVIEW - FIRST DRAFT	2.2.2015	2.23.2015	THINK TANK PROVIDES COMMENTS TO STAFF	5.18.2015	5.22.2015
CONSULTANT RESPONSE	3.2.2015	3.23.2015	CONSULTANT 2 <sup>ND</sup> RESPONSE	5.25.2015	6.15.2015
THINK TANK WORKSHOP #1	4.1.2015	4.1.2015	THINK TANK RECOMENDATION	7.1.2015	7.1.2015
THINK TANK WORKSHOP #2	4.8.2015	4.8.2015	COUNCIL/ P&Z WORKSHOP	7.7.2015	8.11.2015
THINK TANK WORKSHOP #3	4.15.2015	4.15.2015	PLANNING COMMISSION	8.18.2015	9.1.2015
FIRST DRAFT TO THE PUBLIC	4.20.2015	5.18.2015	CITY COUNCIL	9.8.2015	9.22.2015
SPEAKERS BUREAU	4.20.2015	5.17.2015			

JANUARY							FEBRUARY							MARCH							APRIL							MAY							JUNE						
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																										31															

JULY							AUGUST							SEPTEMBER							OCTOBER							NOVEMBER							DECEMBER							
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**ARTICLE 8: RESERVED**

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CLIENT REVIEW  
DRAFT 01.31.15  
SUBJECT TO REVIEW &  
APPROVAL BY CITY  
ATTORNEY

# Code SMTX Development Scenarios Technical Report

Assessing the impact of the proposed planning code on the city's  
competitiveness versus the existing code

December 2014

# Introduction

**Situation:** The City of San Marcos has been named America's fastest growing city for the past three years because of its large state university, low cost of living, nearly equidistant location between Austin and San Antonio and its small town charm and crystal clear river. The city's growth comes as the state of Texas has performed very well within the US since the economic recession by offering businesses a welcome place for investment, tourism and relocation through a unique combination of a broad industrial base, low tax environment and distinctive culture.

**Complication:** The city's growth reflects planning practices that emphasize sprawl and uninspiring developments while tending to inhibit the town's character, which reduces its uniqueness and makes a differentiated position in the market for residents, businesses and visitors difficult to sustain.

**Question:** The central question for San Marcos, then, is how can it solidify and enhance its competitiveness for residents, businesses, students and visitors so that its future growth is sustainable?

**Answer:** Begin with the physical environment (as re-imagined through the proposed new code) to develop an urban plan that reflects best practices for attracting and retaining people, businesses and visitors.

**Daedalus' scope of work:** Daedalus Services has been retained by Dover Kohl & Partners to evaluate impacts from the proposed code change to the city, with an emphasis on economic growth potential and taxation. This document reflects insights gleaned from a visit to San Marcos in September 2014 as well as lessons learned from economic development planning in countries across the world. This document is not intended to be a complete strategy document for the City of San Marco, but is intended to explain how the proposed new code can support the city's competitiveness and positioning as well as expected changes to taxation resulting from adopting the proposed code.

## Executive Summary

The City of San Marcos has an opportunity to enhance its competitiveness, channel its population growth and enhance the quality of lives for its residents by adopting a proposed smart code.

Cities, states and even countries globally are in competition with one another to attract and retain capital, skilled labor, innovative entrepreneurs as well as families, visitors and students.

The proposed form-based code preserves San Marcos' culture and character, while creating and enhancing neighborhood districts that will over time differentiate themselves even further to better serve the needs of their residents. It reflects the city's existing town square, university, crystal river and greenbelt, while enhancing its walkability and overall quality of life.

In addition, the proposed code provides residents a broader assortment of housing choices than is currently possible under the existing code, and creates the conditions for wider retail options as well through increased availability of ground floor retail locations with living units over them.

Under current growth rates, approximately 12,000 new households will move to San Marcos between 2014 and 2024.

The new code offers an attractive mechanism to facilitate the provision of living, working and leisure spaces for these newcomers as well as existing residents in an attractive and competitive manner.

Under conservative assumptions and with a number of important caveats, the city may see as much as a \$30M savings from reduced infrastructure investment over that period from fewer new roadways, gas, sewer and water distribution and collection system additions compared with the existing code.

Further, analyzing the contribution to the city's property tax rolls from each new acre of land developed under the most compact of the zoning classifications (CSD5), the city may see additional revenue generated of as much as \$24,000 annually and (again with caveats) another \$3,000 in sales tax revenue. Both numbers are over and above what it is currently collecting under the current code.

Other cities that have adopted similar codes have seen increases in property tax revenues of more than five times their prior values from parcels developed under the new code – which would reduce property tax rates in San Marcos for tax payers. In addition, many studies show that property values increase between 10-50% in walkable districts built under smart codes.

The pace, intensity and type of development will ultimately determine the amount of fiscal benefits generated for each party and the how competitive it is relative to other cities. The form-based code, though, supports the competitive positioning process and benefit residents, visitors, businesses, students and the city itself.



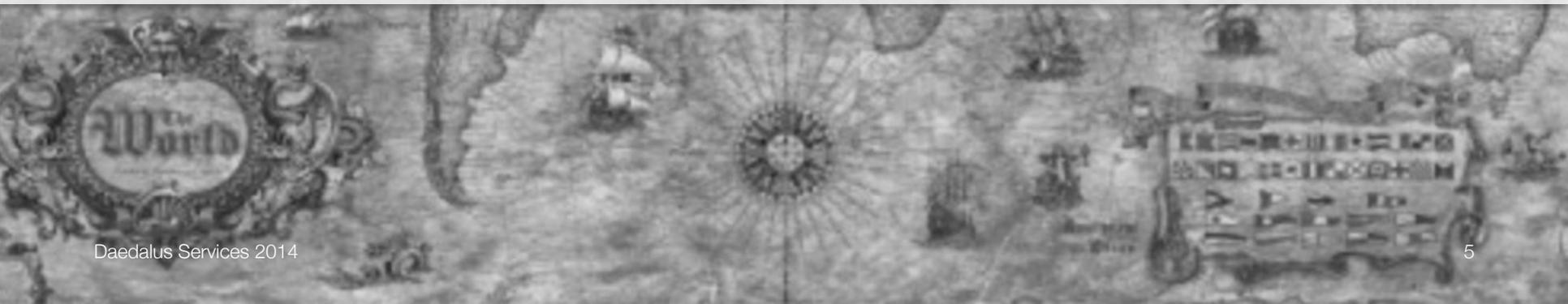
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# section one

Building competitiveness is important for growth



# Economic development is a global competition for investment, talent & resources, driven by mega-trends that are shaping long-term growth

## MEGATREND CATEGORIES

Population

## MEGATREND IMPACTS

- Population pressure from young for jobs and the elderly for income security
- Productivity gains in formerly low wage offshore locations
- Increasingly educated pool of workers globally
- Declining marriage rates in the West

Education

- Increasingly educated pool of workers globally
- Increasingly sophisticated links between universities, businesses and governments to develop and commercialize innovation
- Fewer traditional employment options for educated workers

Technology

- Continued tech-mediated disruption to existing business models
- Increasingly strong cluster development around key skills or industries
- Emergence of new clusters aided by technology

Capital

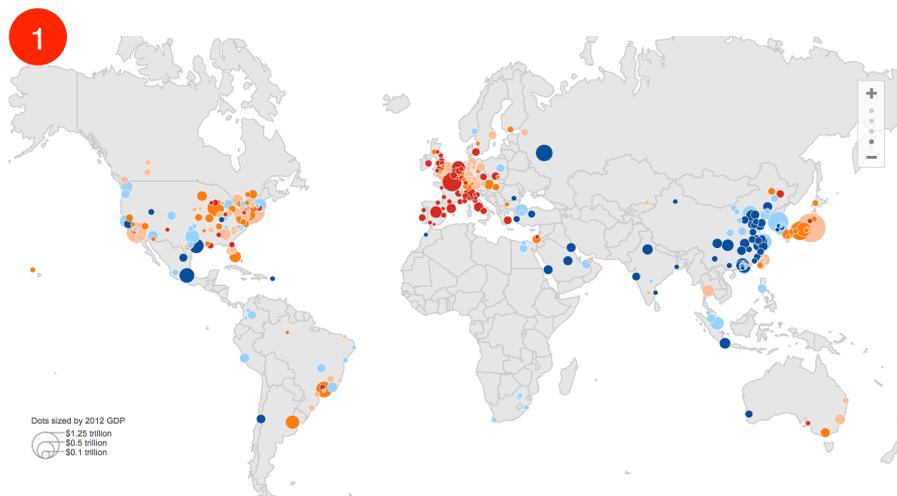
- Search for yield in a low interest rate environment
- Reduced returns from marginal debt investment (esp for governments)
- Increasing winner-take-all (or majority) of industry growth and profits
- Increasingly deep capital pools available for investment

Localism / Globalism

- Increased trends for uniquely local tastes and experiences
- Strong preference among Gen X and Y for locally-sourced production
- Heightened desire for walkable districts bringing residential, retail and working options together in distinct combinations

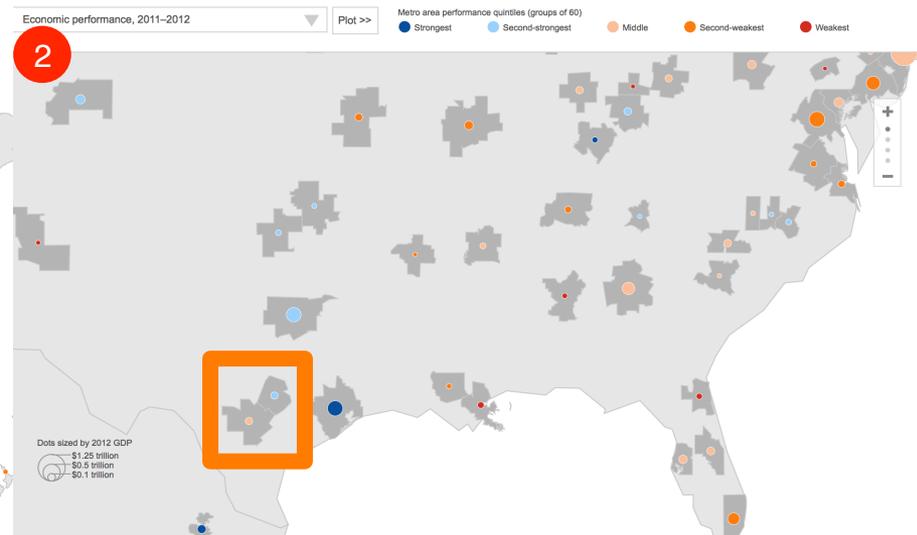
# The most competitive cities and regions take a disproportionate share of the economic gains

Globally dominant cities (measured by city-level GDP)



Dominant cities (shown above in #1) are clustered in a few locations globally. As clusters develop and deepen in each location, they tend to reinforce the dominance of that place and create positive feedback loops among businesses, entrepreneurs, the state and universities / educational institutions.

Dominant cities in Southeastern US (city-level GDP)



This pattern holds in the US as well, where cities define the economic vitality of the regions around them, often through a mixture of locally appropriate industry clusters.

San Marcos (in the orange square) sits between two such cities (Austin and San Antonio), positioning it well to take advantage of growth in one or both markets.

# Improving competitiveness involves enhancing existing strengths more often than building new ones – faster, less costly and more effective

An emerging consensus supports a broad view of competitiveness enhancing measures for cities. These measures focus clearly on improving a city's existing strengths and providing the right physical and regulatory environment for people and businesses to interact.

The quality of the place, its architecture, infrastructure, city services, culture, green spaces, regulatory regime, citizenry and businesses combine to give a city its differentiated value to the world – its competitiveness vis-à-vis alternatives.

Citi Group, the large banking company, has an ongoing research program into global city-level competitiveness. The CEO of Citi for North America says “research shows that North American cities are expected to retain their competitive advantages relative to global peers by building on existing economic strengths and continuing to invest in the world's most advanced infrastructure.”

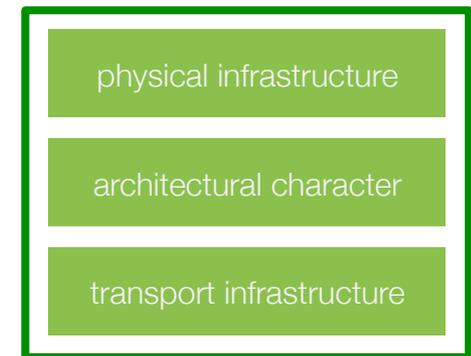
In particular, development of the urban environment is one of the few immediately visible ways to breath new life into an area and signal positive, beautiful difference to citizens and visitors.

## Components of Competitiveness

### nature



### physical infrastructure



### culture / retail



### people



# Not adapting to competitive pressures often leads to economic decline that is increasingly difficult to turn around

## Detroit, MI



The city of Detroit has gone through a major economic and demographic decline in recent decades. The population of the city has fallen from a high of 1,850,000 in 1950 to 701,000 in 2013. The automobile industry in Detroit has suffered from global competition and has moved much of the remaining production out of Detroit. Some of the highest crime rates in the United States are now occurring in Detroit, and huge areas of the city are in a state of severe urban decay. In 2013, Detroit filed the largest municipal bankruptcy case in U.S. history

### Key to the city's decline:

- overreliance on a single industry
- shrinking tax base
- economic inequality and government attempts to redress through fiat
- inability to leverage high quality infrastructure into an economic development plan

## Akron, OH



Akron is the fifth-largest city in Ohio with a population of 199,110 in 2010. Once one of the nation's fastest-growing city due to industries such as stoneware, sanitary sewer, fishing tackle, farming equipment, matches, toys, and rubber.

A number of large companies had built their national headquarters there, but by the 1970s both the tire and rubber experienced major employment declines, leaving only Goodyear's HQ in the city.

### Key to the city's decline:

- overreliance on manufacturing
- shrinking tax base
- flight to the suburbs of skilled labor base
- sporadic redevelopment efforts
- inability to bring economic anchors into a concerted redevelopment plan for the city's core

# Successfully adapting to competitive pressures, however, provides long-term positive economic development

## Pittsburgh, PA



Pittsburgh, population 305,841 is the second-largest city in Pennsylvania. It was once the nation's steel production capital, but most of the industry disappeared in the 1980s because of global competition. The city lost most of the large employers in this period and the city appeared to be destined to continue a downward economic spiral.

The city, however, used its existing infrastructure, cultural amenities, such as parks, museums, libraries, research centers and historical heritage to support a broad regeneration plan. This plan created linkages among area universities, high tech, film and professional services firms to rebuild the economic base around the fact that Pittsburgh is a walkable, livable place for residents, families, businesses and visitors.

Pittsburgh has since earned the title of America's Most Livable City by Places Rated Almanac, Forbes, and The Economist while having National Geographic and Today name it a top global destination.

Key to its turnaround were its use of existing assets as integral parts of the redevelopment plan, linkages to fast growing economic sectors, location, natural amenities and strong efforts to use local universities as innovation hubs for the city.

## Athens, GA



Athens is a small city of 115,000 persons (it is coterminous with the County in which it lies) and home to the University of Georgia's flagship campus.

Like nearly all small cities that host large universities, town-gown relations can be strained. Athens and the UG system, though, has worked diligently to build a shared understanding of the differing needs of each community and to develop long term plans that take those needs seriously.

Students often are attracted to the school specifically because the city's culture, which includes a strong sense of identity with local businesses, artists and streetscapes, is seen to be interesting and worth protecting.

Key to the city's successful embrace of its large university neighbor has been a recognition that the city's distinct identity includes the university, that the distinctiveness should be protected and enhanced and that joint planning efforts for long-term goals generate stronger, more economically positive results for all parties.



# San Marcos must maximize its long term competitive advantage, with the new code focusing attention on the city's physical assets

The city, university, businesses and residents can craft the details of the full strategy, but the new code provides a unique opportunity to establish the city's differentiated positioning in the Austin – San Antonio corridor.

Ideally, the new code would be only the first step towards a systematic approach to enhancing San Marcos' competitiveness. Beginning with its existing assets, such as the university, town square, river, greenbelt and costs, and what the city can control (such as zoning, approvals, infrastructure and services), it can create an incrementally more sophisticated differentiation strategy.

The goal of these activities is to be among the most attractive destinations for students, families, visitors and businesses because of the unique combination of assets that exist in the city.

The first step, improving the city's physical assets, supports enhanced competitive positioning by:

- driving focused growth into specific centers
- emphasizing walkability & quality of life
- maintaining the city's attractiveness to businesses & developers

These activities support the positive feedback loops seen previously and a wider differentiation strategy.

Establish a competitiveness plan

The new code forms the starting point for improving the city's competitiveness through:

- identifying specific locations for new development
- generating goodwill among stakeholders that positive change is possible and imminent
- physically differentiating itself from other cities

Broaden activities and partners

Additional focus areas and partnerships support buy-in and enhance differentiation by:

- broadening stakeholder groups
- enhancing the value proposition to different interest groups
- building a deeper, richer competitive offer for residents, businesses and visitors

Iterate and refine

Regular iterations and refinements maintain the plan's relevance, leading to:

- higher quality of life
- more satisfaction by all users
- long term, difficult to copy attraction to all users
- a beautiful city with an economy that can withstand economic shocks



# section two

San Marcos' has an opportunity to distinguish itself



# San Marcos faces a historically significant opportunity to prepare itself for future economic growth

San Marcos has experienced rapid growth over the past three years that appears likely to continue over the near term, driven by a number of factors. Among the most important of these factors are the city's large university, location between two large and growing cities (Austin and San Antonio) and relatively low cost of living.

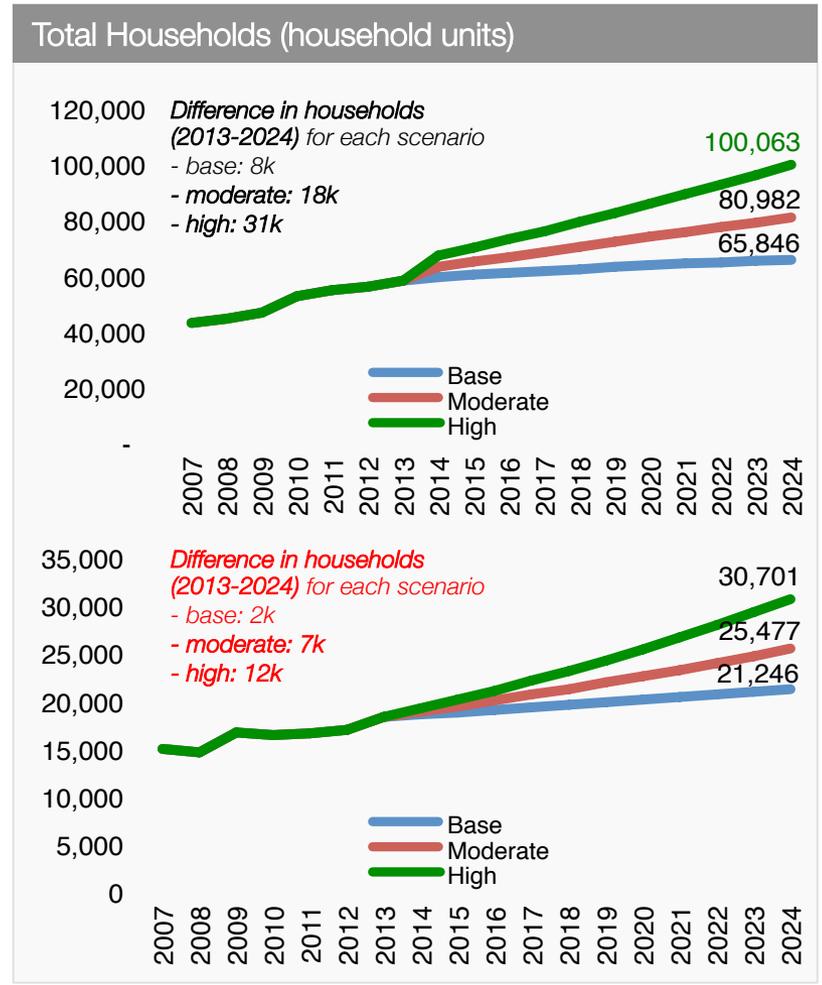
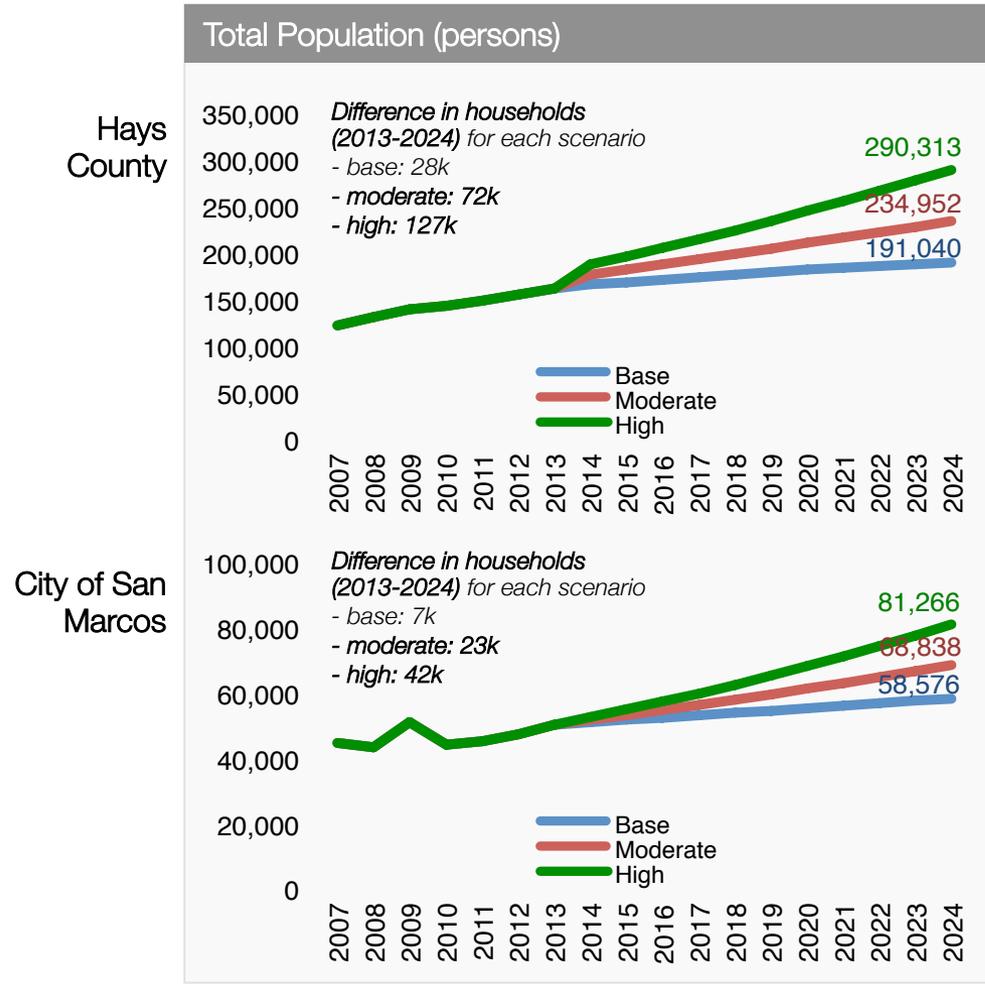
The city's challenge is how to best use these resources to support its physical development and boost its differentiation among other small cities in the region.

The answer lies in utilizing best practices from urban plans and architectural styles that enhance the city's distinction while simultaneously improving the quality of life and creating clear pathways for development.

Given the city's strengths, the physical redevelopment plan would have to incorporate the city's existing sources of competitive differentiation, including:

- a public university of 30,000 students with intellectual and financial resources, such as researchers and students in need of work experience;
- an educated young population who know the city & can be ambassadors, entrepreneurs & long term residents rather than visitors with limited interaction with the city;
- the city's history, central square and architectural heritage that can form the basis for differentiating its built environment in the future through similar architectural adaptations;
- a central location between two cities that have economies as large as entire countries: Austin's economy is the size of Morocco's and San Antonio's has an economy as large as Slovakia's;
- natural amenities, such as the spring-fed Crystal River and the citizen-assembled greenway around the city;
- low incomes and high education levels that are attractive for service businesses, as is the low cost of business;
- low violent crime rates and safe streets that are family friendly, as is a compact, walkable downtown;

The basis of this growth opportunity is the projected increase of between 2 to 12,000 new households in San Marcos by 2024...

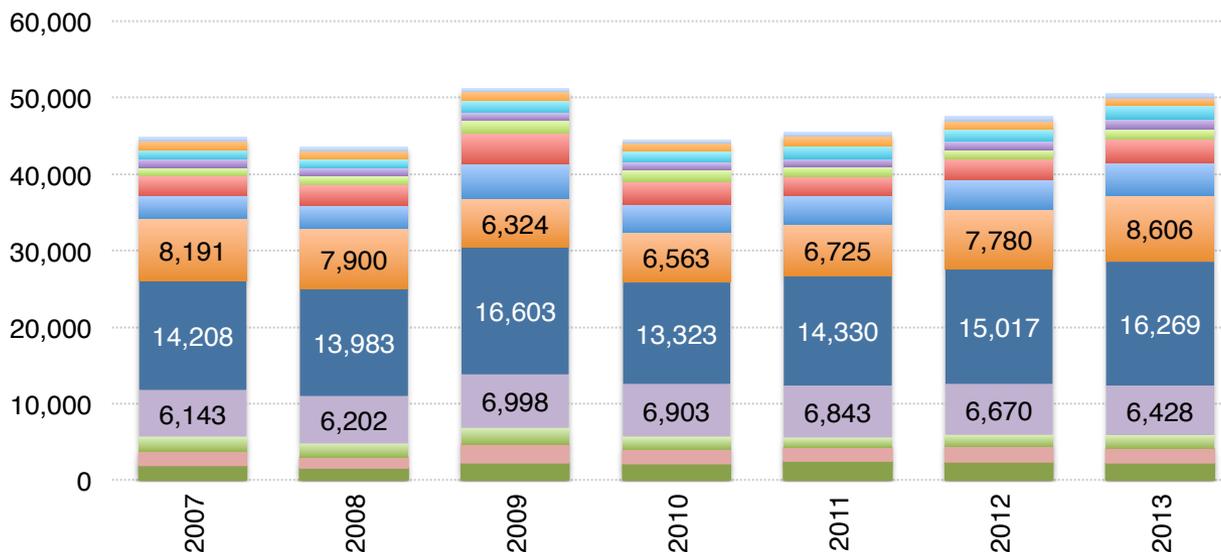


Source: Daedalus Services, Texas State Data Center Population Projections, US Census Bureau  
Daedalus Services 2014

...with a high probability that these new households will be young (between 15 and 35 years old).

Industry of employment

City of San Marcos



62% of San Marco's population is between 15 and 35 years old.

This relatively young population will define the city's future if they remain as residents throughout their adult years.

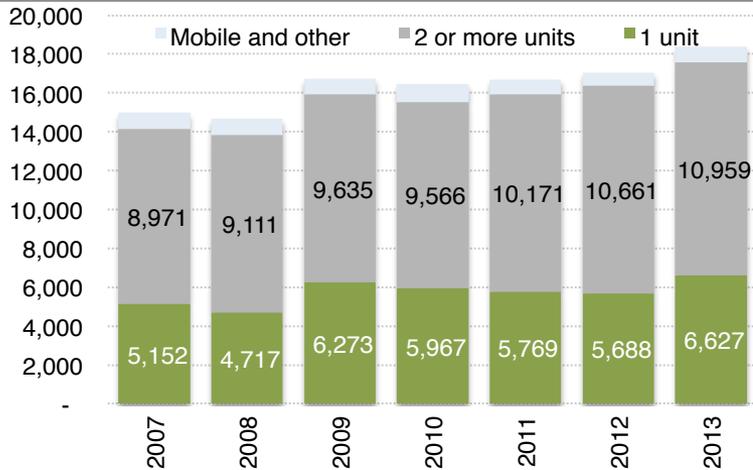
Any city-wide plans should reflect their preferences to a reasonable degree.

- 85 years and over
- 65 to 74 years
- 55 to 59 years
- 35 to 44 years
- 20 to 24 years
- 10 to 14 years
- Under 5 years
- 75 to 84 years
- 60 to 64 years
- 45 to 54 years
- 25 to 34 years
- 15 to 19 years
- 5 to 9 years

These households will likely live in multi-family structures with slightly more than two persons per unit...

City of San Marcos

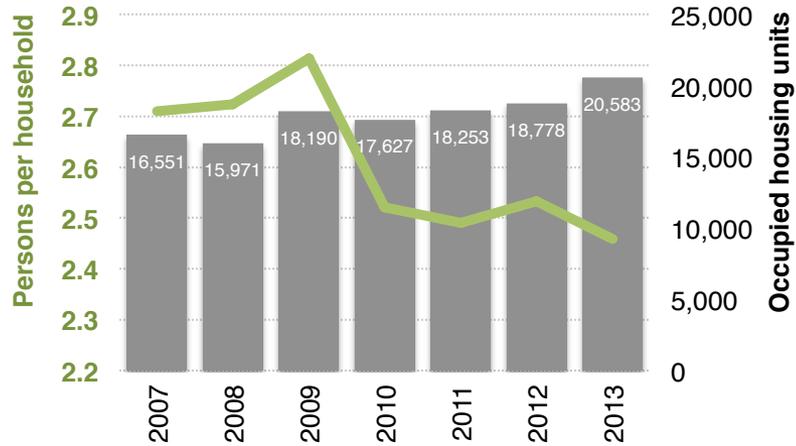
Household unit composition



The housing stock in San Marcos is currently split among single unit, multi-unit (2 or more) and mobile home and others. In 2013 single units accounted for 36% of all units (6627 units), multi-units accounted for roughly 60% of all units (10,959) and the remaining 4% were for mobile homes.

From these figures, the clear need to plan for multi-family housing can be seen.

Total housing units and size per household

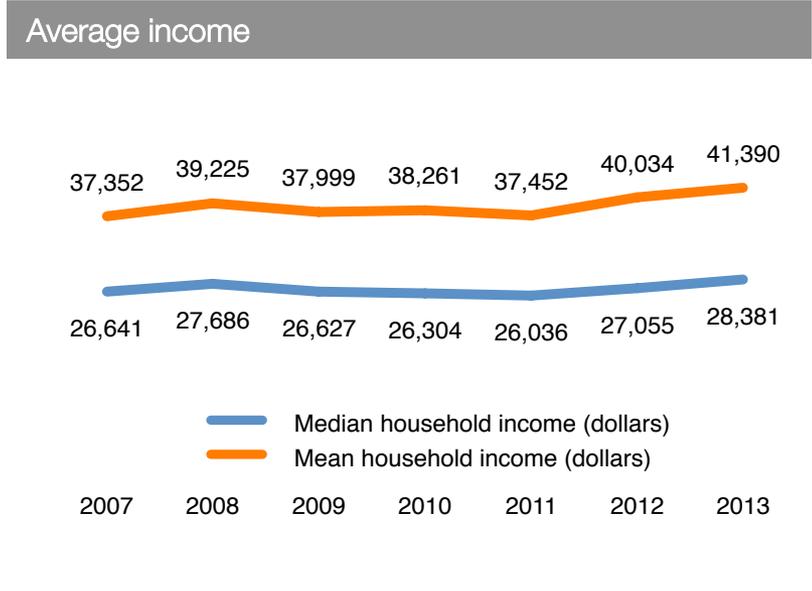
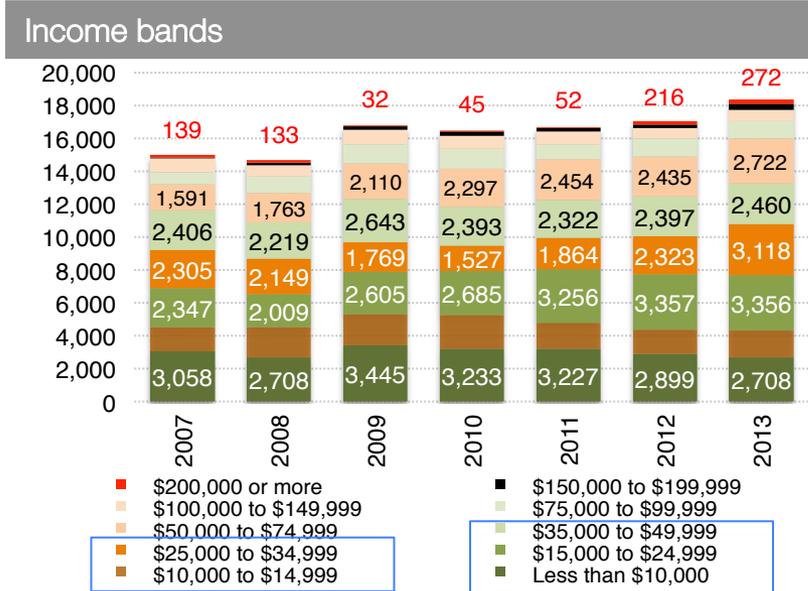


Since the recession's peak in 2008, the size of households has slowly fallen from a high of just over 2.8 in 2008 and a low of almost 2.4 in 2013. This fall in population per household indicates that individuals may be moving out of shared housing (or more densely shared housing) to establish their own households (or less densely shared households).

The result of a shrinking population density is often an increase in the total number of housing units demanded (20.5k in 2013).



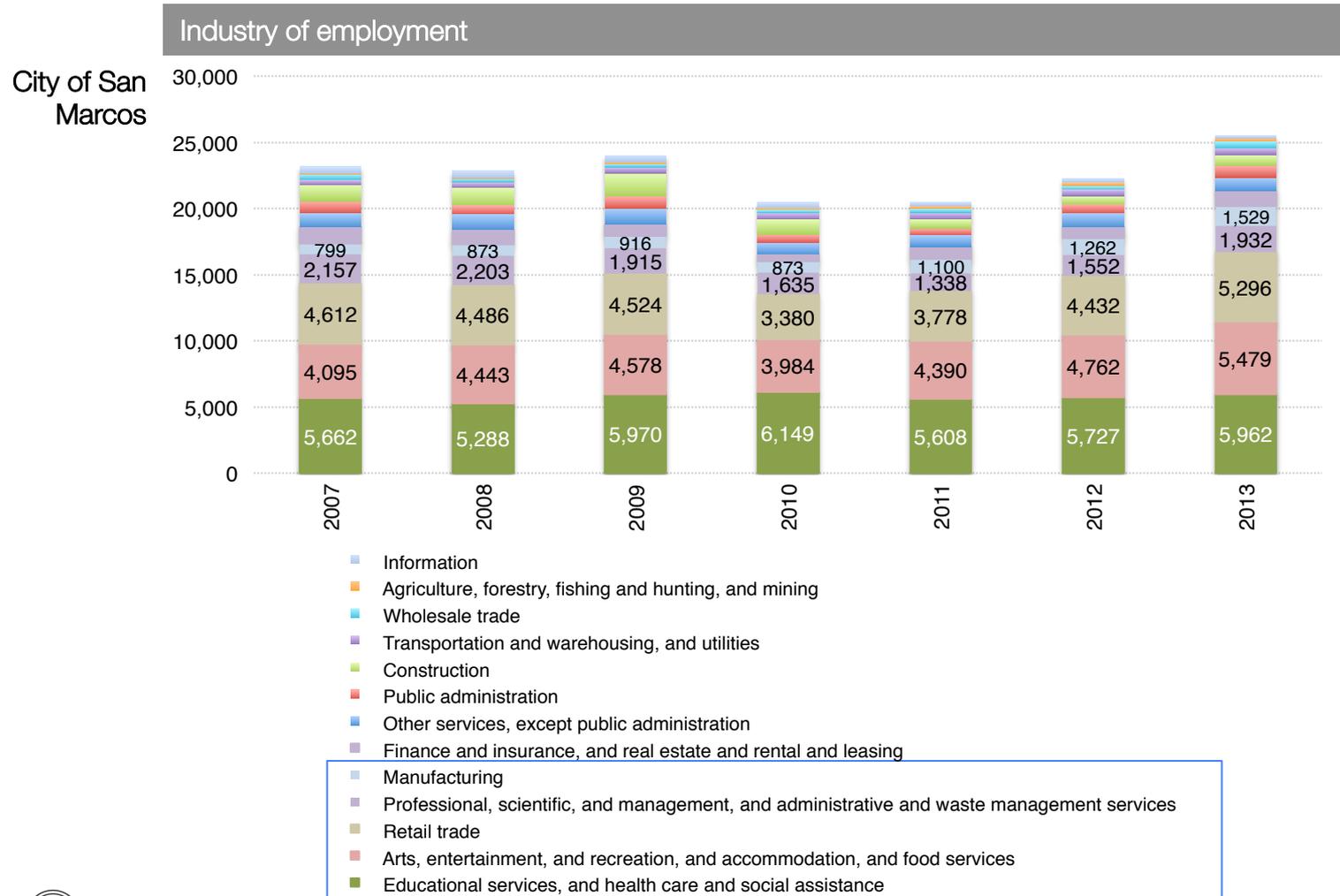
...and have a quite deep split between very upper and mostly middle and lower income bands...



The relative dispersion of income in San Marcos is weighted towards the lower end of the scale: 72% of all households in the city earn less than \$50k per annum. The largest single income bracket earns between \$15-24k per annum (though it is not clear if the large student population brings the income averages lower than they would otherwise be). The number of households earning more than \$200k per year nearly doubled in the 2007-13 period.

Median household income (which indicates the midpoint in a set of data) shows that between 2007-13, incomes in San Marcos grew by \$1740 (a CAGR of 1.06%) to \$28,381. Mean household income (commonly called the average) for the city over the same period grew to \$48,390 from \$37,352 (a difference of \$4038 over the period (a CAGR of 1.73%)).

...with most employment coming from just three industries (retail, food services and education/healthcare)...



Since San Marco's industrial base is primarily based on low-value added service businesses, it is not surprising that five industries account for 80% of all employment in the city (and the top three represent 66%):

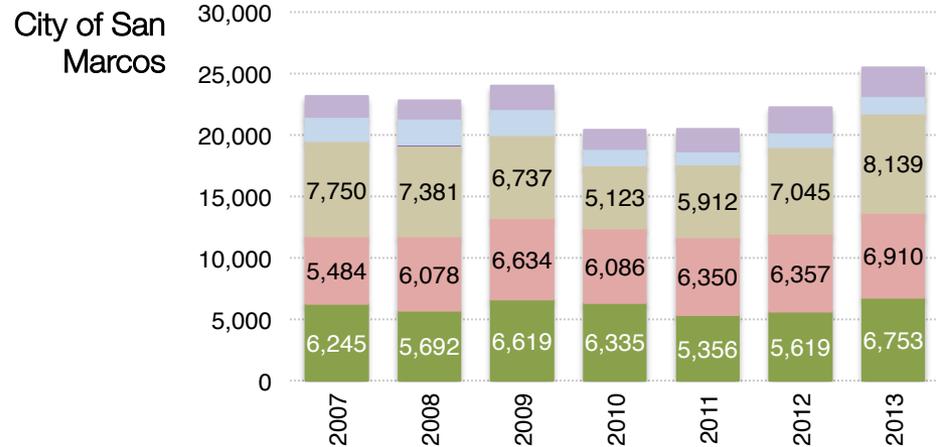
- 1) Education/health
- 2) Accommodation and food services
- 3) Retail
- 4) Management and professional services
- 5) Manufacturing

Manufacturing and the education/health industries have the potential to generate higher wages through productivity gains, but the plan should reflect the current and immediate future as much as potential futures.



...and with a high percentage of sales and service jobs relative to other employment types and a stable employment situation...

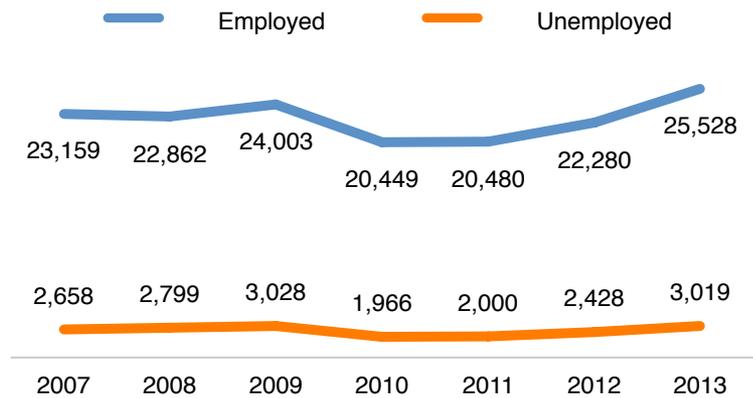
Income bands



- Production, transportation, and material moving occupations
- Construction, extraction, maintenance and repair occupations
- Farming, fishing, and forestry occupations
- Sales and office occupations
- Service occupations
- Management, professional, and related occupations

Employment classifications for San Marcos show that 85% of all employed city residents are in just three occupations: sales, services and management / professional services.

Average income



While the number of employed persons in San Marcos has grown from 23,159 to 25,528 between 2007 and 2013 (a change of 2369 and a CAGR of 1.64%), unemployed persons have increased by a modest 361, from 2658 to 3019 (a much higher CAGR of 2.15% and an overall unemployment rate of nearly 10%, if the Census figures are accurate).

It is likely that the employment growth in the city reflects wider hiring patterns driven by the university and opportunities along and in the Austin to San Antonio corridor. As long as growth in these areas remains healthy, unemployment should fall or remain stable.

...the new code will use global urban planning best practices to provide high quality living, working and entertainment spaces for these residents.

Key features of the proposed plan that support San Marco's population growth and competitive differentiation:



### Walkable streets

Streets designed for people, where walking is not given secondary status to cars and where it is possible to safely and conveniently find many of life's necessities within a 15 minute walk from home.



### Distinctive character and culture

Preserving the architectural heritage of the past so that current and future architectural developments provide a distinctive sense of place for San Marcos, where its rich culture can be celebrated and passed to new generations and residents.



### Variety of housing & retail options

By allowing dwelling types of all sizes and in locations not currently allowed easily, more housing options at a wider set of prices broaden consumer choice. Similarly, with the expansion of ground floor retail spaces, a wider variety of retail options and formats can be used for new business experimentation or expansion.



### Greenspaces, pocket parks and a greenbelt

Bringing greenspaces to the city with small pocket parks in each neighborhood and a large greenbelt that circles and crosses the city means that San Marcos residents would have the outdoors nearby at all times, bringing leisure and exercise options close to home.

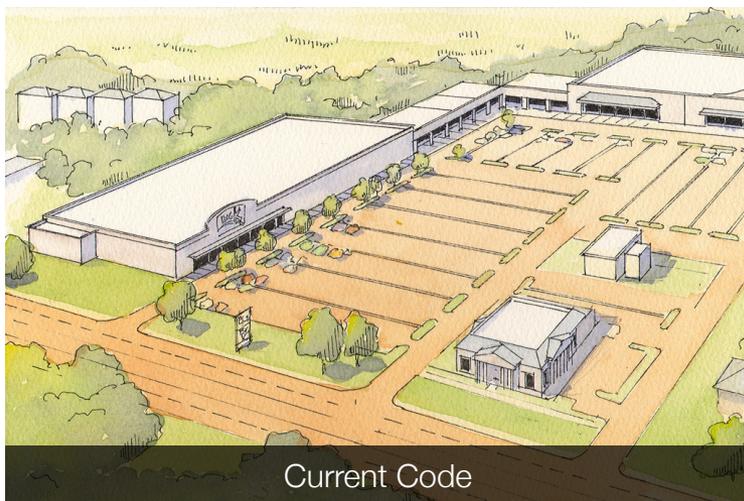


# section three

The Proposed Code's fiscal impact supports growth



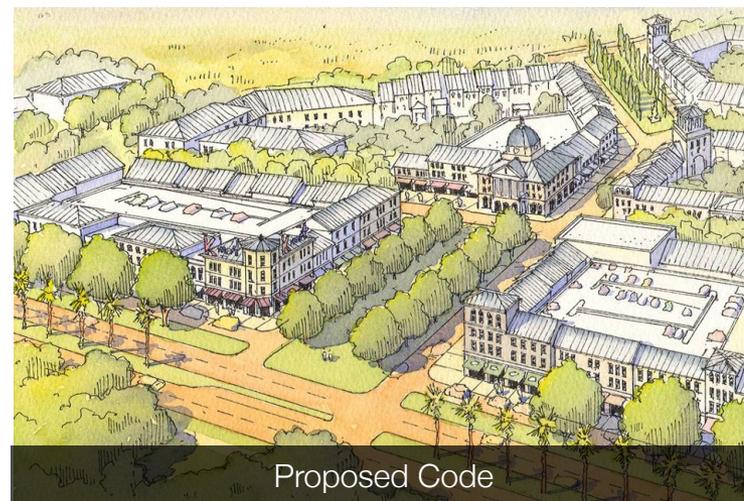
# In the proposed code, people's preferences are central to the development approach – which supports economic activity and growth



The current code's narrowly defined land uses and focus on automobile efficiency means that the land's highest and best use is often a version of a strip mall or isolated single family housing development.

Large parking lots are a common feature in the current planning code, generating little economic activity and reducing the city's physical appeal to residents and outsiders.

In many cases, the streetscape looks identical to most other small cities or suburban areas, limiting San Marcos's competitive difference and forcing it to compete as "just another small town or bedroom community."



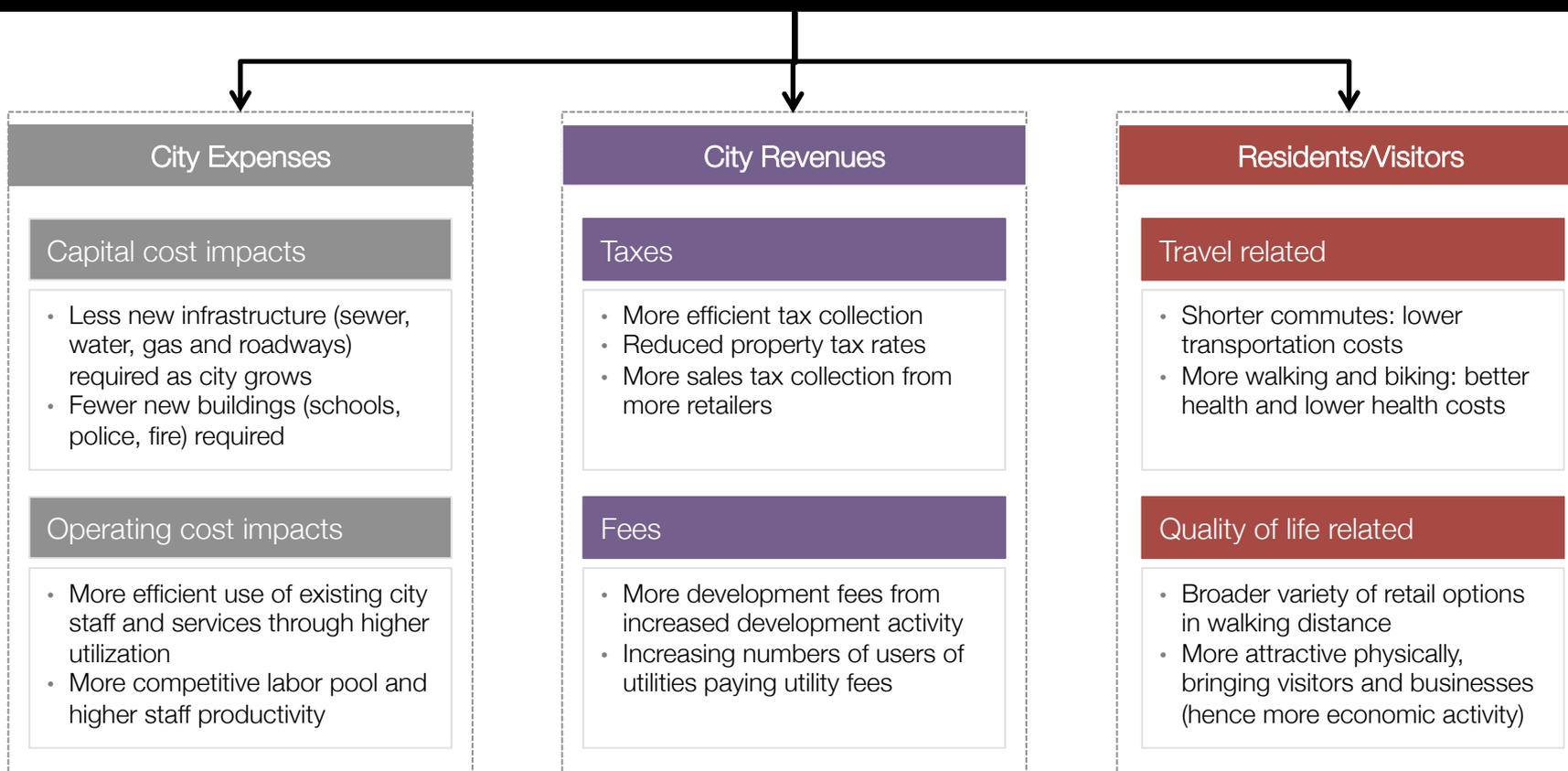
The proposed code takes a number of insights about the types of cities that people want to live, visit and work in, recognizes the value of a human-first approach to design and creates a simple and clear set of rules regarding development. These rules do not simply maximize density or force towers onto traditional street grids.

Instead, the proposed code recognizes that development must fit the character of what already exists, while also enhancing the quality of life for residents, businesses and visitors.

The resulting development patterns tend to use land more effectively, supporting the city's differentiation and unique character, which ultimately supports economic activity.

The proposed code's positive fiscal impacts come from reducing city expenses, being more tax efficient and improving the experience of being in the city for work, leisure or living

The new code maintains or enhances population growth on a smaller footprint than under the current code, creating positive fiscal impacts on:



## Savings to city expenses under the new code come from reduced capital and operating expenditures, as well as enhanced service efficiency



Infrastructure investment for new roads, sewer, water, electrical and gas lines tends to increase as new developments occur on land parcels farther from the town's center under standard planning codes. New public safety and school buildings are also often required.

The proposed code allows a more compact development plan to take shape that reduces the need for as much new infrastructure investment as under a standard car-centric code. In addition, existing infrastructure is often under-utilized and can be maximized under the proposed code.

The reduction in newly installed infrastructure and new public safety and school buildings to support a growing population is a direct savings to the City of San Marcos.



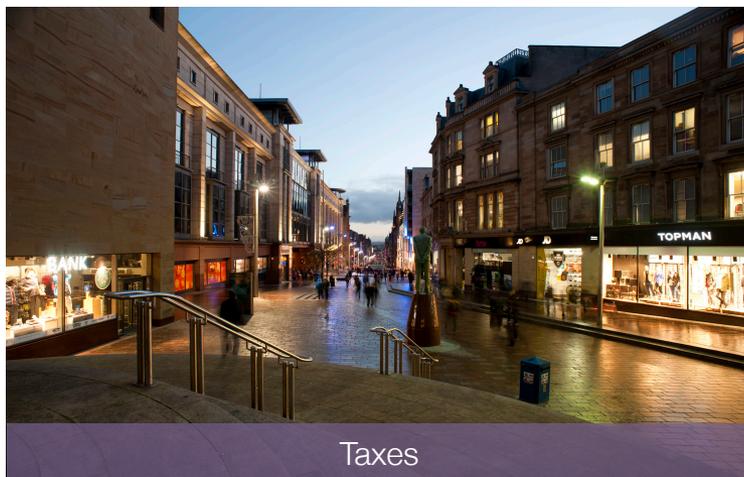
In addition to a reduced capital budget, the city's operating costs tend to be made more efficient.

For example, the reduction in total installed infrastructure will reduce proportionately the materials and labor operating expenses needed to repair such.

Other city services, such as the department of motor vehicles, can serve the city with the same number of staff but with less unutilized time. Fire, police, EMS and other public safety units can serve a larger population with no increase in geographical coverage.

As the city become more attractive to new residents, the labor pool may become more competitive, attracting more high skilled employees to the city and increasing public sector productivity.

## Increases in city revenues are expected primarily from a broader tax base and better tax efficiency – all without raising tax rates from current levels



Tax efficiency comes from being able to generate more total revenue under lower tax rates or a better method of tax collection under current rates.

The proposed code allows more walkable retail corridors to develop in the city, which allows for more retail economic activity and hence sales tax collection without raising tax rates or adding new taxes.

Property taxes follow a similar logic: by allowing more taxable real property to be built on a given parcel of land, the city can generate more tax revenues without raising taxes or adding new ones.

Interestingly, the city's property tax rates may actually fall under the proposed code as the millage rate needed to fund the city's budget would be lower than under the current code.



In addition to general taxes, the city can generate user fees from development and for utility usage that are expected to be higher than under the current code from more development intensity and population attraction.

User fees, however, may not be substantially higher than under the current code in the early years of its implementation. Once the new centers begin to be developed, though, the differentiated physical products tend to induce additional demand, which in turn stimulates additional development activity.

The combination of increasing development activity and users of the public utilities in time generate more fee income for the city than would be expected if the current code were to have remained in force.



## Resident and visitor related positive fiscal impacts come from travel and quality of life improvements that attract users and reduce living costs



Travel Related

While not a comprehensive list of user benefits from the smart code that support positive fiscal impacts, two key differentiators from the proposed code that directly impact a user's cost of living and health come from the increased accessibility of living, working and playing destinations by foot or bicycle.

One of the most obvious advantages from this accessibility for many residents is that commuting to and from work can be done without a car, lowering transportation costs for them. In addition, going out for shopping or dinner are also possible within walking distance. This feature is rare in most small towns in Texas.

Tied to the increased accessibility is the presumed increase in physical activity. Time spent walking or biking generates better health outcomes over the current plan.



Quality of Life Related

San Marcos can generate additional positive fiscal impacts from creating an environment that people actively choose to live, work and play in.

With pocket parks, broad retail options, walkable centers and a generally enhanced physical presence, San Marcos would offer a differentiated product that is seen in parts of larger cities (such as the San Antonio Riverwalk and historic buildings), but rarely across a small city.

This differentiation in favor of what people actively choose to experience provides a long-lasting reason to be in the city, to move businesses to the city, to create businesses in the city and to visit it.

The incremental economic activity that results from these choices reflects quality of life related positive fiscal impacts for San Marcos.

The fiscal impacts can be analyzed from both a bottom-up and top-down approach, with each one providing a different type of insight on expected impact

Modeling approaches

#### Top-down

- Views the fiscal impact of the new code from a high level under variations on the existing and proposed zoning classifications

**Goal:** Estimate high level impacts on the city's land use and infrastructure cost under different zoning classifications

**Inputs:** Household estimates, allocations of households, average costs for new infrastructure and zoning details

**Processes:** Estimate land usage and infrastructure costs under each zoning classification

**Outputs:** Difference in land needed and infrastructure cost for each zoning type

#### Bottom-up

- Views the fiscal impact of the new code on a single parcel of land under variations on the existing and proposed zoning classifications

**Goal:** Estimate specific fiscal impacts on a notional land parcel to show potential incremental differences to revenues

**Inputs:** Code allowances for density and property tax rates

**Processes:** Create single parcel projections of taxable value and property taxes under different scenarios

**Outputs:** Estimates of property taxes collected under the existing and proposed codes

The top-down approach to modeling the proposed code’s fiscal impact on new infrastructure investment suggests that under conservative assumptions the city may save as much as \$30M by avoiding such spending

	PROJECTED										
	8	9	10	11	12	13	14	15	16	17	18
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Households	19,234	20,154	21,117	22,127	23,186	24,296	25,459	26,679	27,957	29,297	30,701
Incremental	877	919	964	1,010	1,059	1,110	1,163	1,220	1,278	1,340	1,405
Cumulative	877	1,797	2,760	3,770	4,829	5,939	7,102	8,322	9,600	10,940	12,344
<b>ADJUSTED INCREMENTAL DIFFERENCE</b>	<b>723,000</b>	<b>907,037</b>	<b>1,141,683</b>	<b>1,441,006</b>	<b>1,814,389</b>	<b>2,279,486</b>	<b>2,870,313</b>	<b>3,606,290</b>	<b>4,539,510</b>	<b>5,701,766</b>	<b>7,147,343</b>
CSD5 - GC	(28,802)	(34,200)	(40,604)	(48,201)	(66,609)	(80,229)	(97,896)	(134,140)	(182,783)	(203,126)	(277,783)
CSD4 - NC	162,147	203,421	254,718	318,398	405,002	503,290	638,222	805,480	1,014,112	1,273,978	1,597,226
CSD3 - SF6	589,656	737,816	927,569	1,170,809	1,475,996	1,856,426	2,329,987	2,934,950	3,708,181	4,630,913	5,827,900
annual difference		184,036	234,646	299,322	373,384	465,097	590,826	735,978	933,220	1,162,256	1,445,578
<b>ADJUSTED CUMULATIVE DIFFERENCE</b>	<b>723,000</b>	<b>1,630,037</b>	<b>2,771,721</b>	<b>4,212,726</b>	<b>6,027,115</b>	<b>8,306,602</b>	<b>11,176,914</b>	<b>14,783,204</b>	<b>19,322,714</b>	<b>25,024,480</b>	<b>32,171,823</b>
CSD5 - GC	(28,802)	(63,002)	(103,606)	(151,807)	(218,416)	(298,645)	(396,540)	(530,680)	(713,463)	(916,589)	(1,194,372)
CSD4 - NC	162,147	365,568	620,286	938,683	1,343,685	1,846,974	2,485,196	3,290,676	4,304,788	5,578,766	7,175,992
CSD3 - SF6	589,656	1,327,472	2,255,041	3,425,850	4,901,846	6,758,272	9,088,258	12,023,209	15,731,390	20,362,303	26,190,203
annual difference		907,037	1,141,683	1,441,006	1,814,389	2,279,486	2,870,313	3,606,290	4,539,510	5,701,766	7,147,343

These figures show an indicative high-level difference between the infrastructure investment that the city of San Marcos would make under the existing and proposed codes for the required residential housing.

These figures are high level and not predictive of what will happen in the city by 2024, but do show the scale of difference between the two zoning codes if the model’s assumptions were to be accurate through 2024.

Should the city adopt the proposed code, it would require less new infrastructure and land for residential developments to house the incoming residents than under the current code.

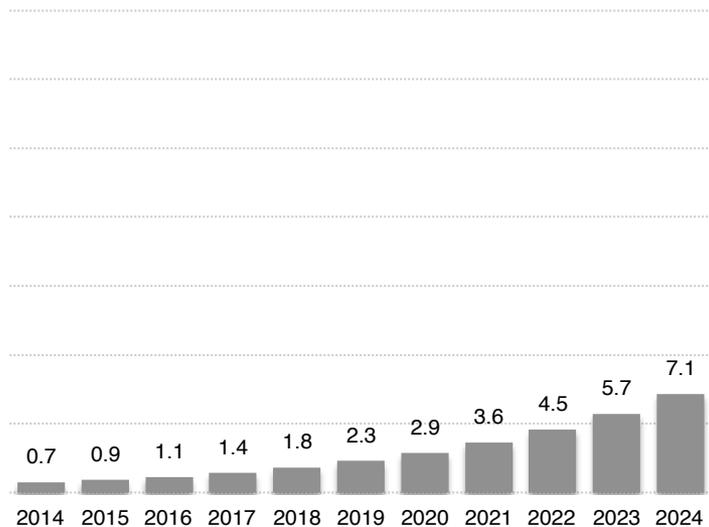
assumptions

- Infrastructure calculations here reflect two lane roads, gas, sewer, water and wastewater distribution / collection and not new treatment facilities
- Costs in San Marcos are similar to Austin, TX in 2010, which is the basis for the input assumptions
- No federal, state or private money will offset the costs shown here to be paid by the city
- Population grows at the high option, as shown in Section Two of the report (reflecting a continuation of past high growth trends to San Marcos)
- Residential preferences used in the model for living in various zoning classifications properly reflect incoming demand



The infrastructure investment gap between the current code and the proposed code under a set of conservative assumptions shows that modest savings each year become substantial as the current infrastructure is fully utilized

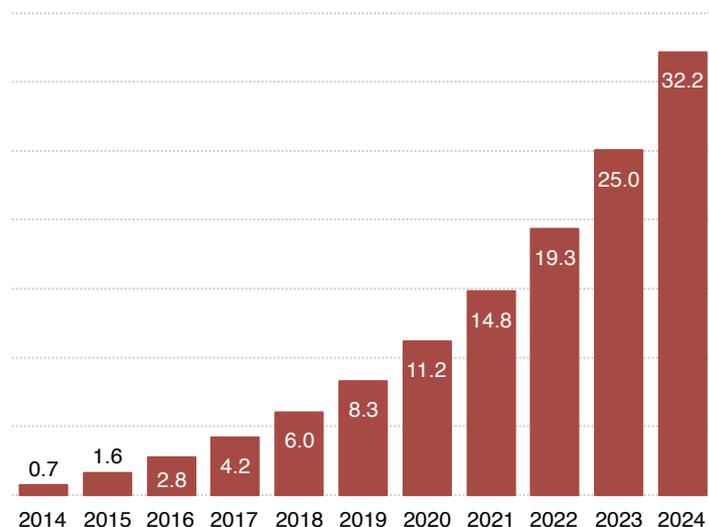
Incremental Infrastructure Spending Difference  
(USD M Current 2014 Dollars\*)



The annual costs for new infrastructure (roads, sewer, water and gas) under conservative assumptions for the high population growth option shows **how much more the current code would cost** than the proposed code.

Under this set of assumptions, the costs of absorbing new residential growth becomes progressively more expensive as the installed base of infrastructure is utilized

Cumulative Infrastructure Spending Difference  
(USD M Current 2014 Dollars\*)



On a cumulative basis, this extra cost is over \$32M dollars by 2024 without adding inflation factors or any non-inflationary cost adjustments (such as from labor or materials scarcity).

These figures do not reflect the full cost of the required infrastructure, only the difference in costs between the two codes.

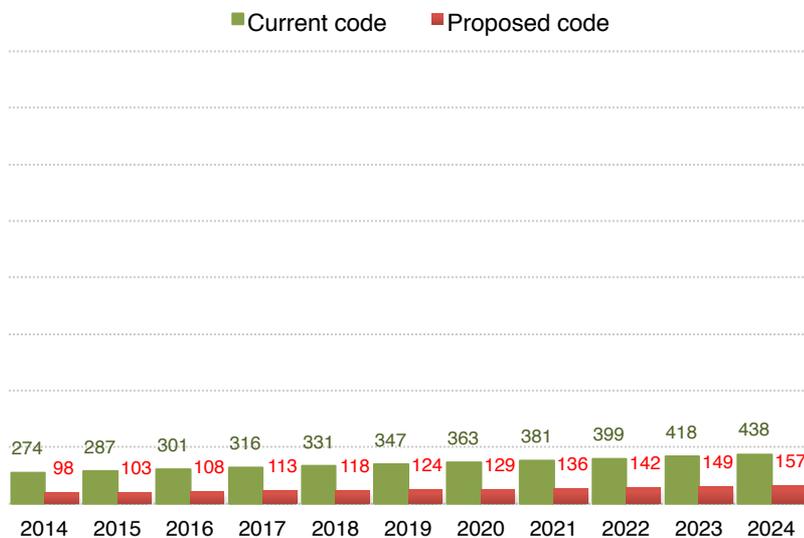
Source: Daedalus Services using inputs from CostOfGrowth.com, HarrisWilliams.com, University of Iowa and UC Davis



\* Future dollar values are in year 2014 dollars and have not been increased to account for anticipated inflation as it would make future budget estimates appear to be unduly large as an artifact of monetary policy and not true budget costs.

Under the top-down model, the difference in land acres needed to support the population shows a 2500 acre difference between the current and proposed code

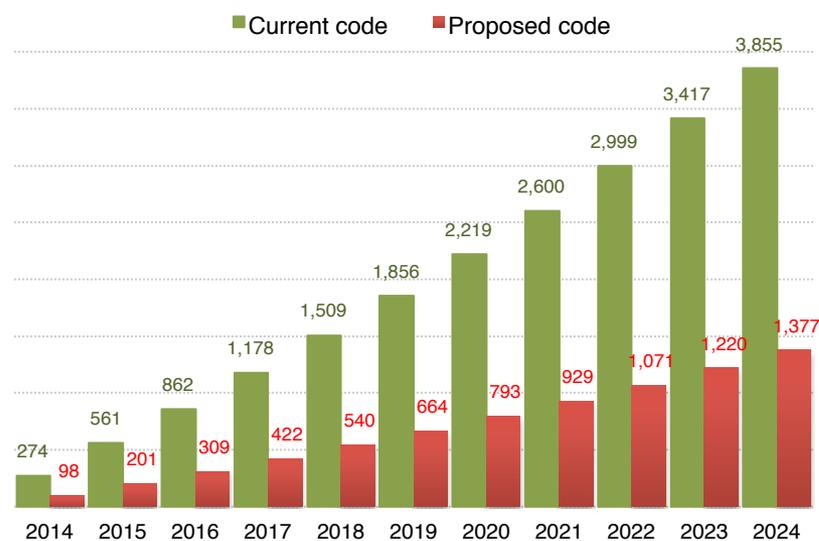
Incremental Land Requirements Difference  
(total residential acres)



The maximum annual residential gross acreage required to build new residential property for new residents under a set of conservative assumptions is 438 for the current code and 157 under the proposed code.

This land requirement provides an indicative view of raw land needs and sprawl potential over each year of the projection period.

Cumulative Land Requirements Difference  
(total residential acres)



The maximum cumulative residential gross acreage required to build new residential property for new residents under a set of conservative assumptions is 3,855 for the current code and 1,377 under the proposed code – a difference of 2,478 acres.

This additional land area will come from current farms and nearby developable parcels.

The bottom-up approach suggests that the city can generate as much as 111% more city property tax revenue from a parcel of land developed under the new code's CSD5 classification than under similar existing zoning

existing highest density zoning  
classification

GC

\$21k

proposed highest density zoning  
classification

CSD5

\$45k

incremental tax

difference

\$24k

111% increase on the  
same land

assumptions

- standard one acre site under the preferred CSD5 & GC existing zoning regimes when built & occupied for a single year period
- constant values for residential ( \$150/sf) & retail (\$120/sf) properties on a per square foot basis across all zoning options
- CSD5 developed with 25% of total SF used for retail on four floors; GC developed with 50% retail on two floors
- assumes no exemptions & applies only the San Marcos \$0.5302 tax rate

The 10 year difference in tax revenues under the proposed code for a notional one acre parcel is more than a quarter of a million dollars.

zoning comparison for one acre in one year

**Property taxes**

Preferred Zoning	County	CISD	City	Total
CSD5	\$ 36,355	\$ 120,906	\$ 45,332	\$ <b>202,592</b>
CSD4	\$ 20,835	\$ 69,291	\$ 25,980	\$ <b>116,106</b>
CSD3	\$ 11,162	\$ 37,120	\$ 13,918	\$ <b>62,199</b>
GC	\$ 17,221	\$ 57,271	\$ 21,473	\$ <b>95,965</b>
NC	\$ 8,079	\$ 26,868	\$ 10,074	\$ <b>45,021</b>
SF6	\$ 4,784	\$ 15,909	\$ 5,965	\$ <b>26,657</b>

The difference between the city's property tax revenue under each of the three zoning classifications from the two zoning codes varies from a low of \$8k to a high of nearly \$24k annually.

Should San Marcos adopt the proposed code and see development under its densest classification (CSD5), it would generate \$238k more property taxes in its first decade than under the current code.

Difference between new code and existing code - \$				
CSD5 - GC	\$ 19,134	\$ 63,635	\$ 23,859	\$ <b>106,628</b>
CSD4 - NC	\$ 12,756	\$ 42,423	\$ 15,906	\$ <b>71,085</b>
CSD3 - SF6	\$ 6,378	\$ 21,212	\$ 7,953	\$ <b>35,543</b>
Difference between new code and existing code - %				
CSD5 - GC	111%	111%	111%	<b>111%</b>
CSD4 - NC	158%	158%	158%	<b>158%</b>
CSD3 - SF6	133%	133%	133%	<b>133%</b>
10 year difference				
CSD5 - GC	\$ 191,340	\$ 636,345	\$ <b>238,590</b>	\$ <b>1,066,275</b>
CSD4 - NC	\$ 127,560	\$ 424,230	\$ <b>159,060</b>	\$ <b>710,850</b>
CSD3 - SF6	\$ 63,780	\$ 212,115	\$ <b>79,530</b>	\$ <b>355,425</b>

- assumptions
- standard one acre site under the preferred & existing zoning regimes when built & occupied for a single year period
  - constant values for residential ( \$150/sf ) & retail (\$120/sf) properties on a per square foot basis across all zoning options
  - residential & retail percentage & floors follow zoning standards as written or proposed for each identified zoning standard
  - assumes no exemptions & no rate increases over the 10 year projection period

# Developing just one additional one acre parcel under the proposed code each year for ten years provides the city with \$3.5M in incremental property tax revenue versus the existing zoning code.

**DIFFERENCE in tax revenue for ten one acre CSD5 parcels over ten years**  
total incremental property taxes

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 1,066,275
2	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 959,648
3	\$ -	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 853,020
4	\$ -	\$ -	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 746,393
5	\$ -	\$ -	\$ -	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 639,765
6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 533,138
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,628	\$ 106,628	\$ 106,628	\$ 106,628	\$ 426,510
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,628	\$ 106,628	\$ 106,628	\$ 319,883
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,628	\$ 106,628	\$ 213,255
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,628	\$ 106,628
<b>totals</b>	<b>\$ 106,628</b>	<b>\$ 213,255</b>	<b>\$ 319,883</b>	<b>\$ 426,510</b>	<b>\$ 533,138</b>	<b>\$ 639,765</b>	<b>\$ 746,393</b>	<b>\$ 853,020</b>	<b>\$ 959,648</b>	<b>\$ 1,066,275</b>	<b>\$ 5,864,513</b>

The total incremental property taxes (meaning property taxes collected in excess of what is currently possible under the existing code) for the densest classification (CSD5) are \$106k per year per one acre parcel, or \$5.8M over 10 years for 10 parcels developed sequentially under the proposed code.

Incremental property taxes - county

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 191,340
2	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 172,206
3	\$ -	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 153,072
4	\$ -	\$ -	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 133,938
5	\$ -	\$ -	\$ -	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 114,804
6	\$ -	\$ -	\$ -	\$ -	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 95,670
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 76,536
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,134	\$ 19,134	\$ 19,134	\$ 19,134	\$ 57,402
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,134	\$ 19,134	\$ 19,134	\$ 38,268
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,134	\$ 19,134	\$ 19,134
<b>totals</b>	<b>\$ 19,134</b>	<b>\$ 38,268</b>	<b>\$ 57,402</b>	<b>\$ 76,536</b>	<b>\$ 95,670</b>	<b>\$ 114,804</b>	<b>\$ 133,938</b>	<b>\$ 153,072</b>	<b>\$ 172,206</b>	<b>\$ 191,340</b>	<b>\$ 1,052,370</b>

Of the \$5.8M in ten year property taxes, the county would receive \$1M of the total, or roughly \$19k per one acre parcel per year that is developed under the new code's densest classification.

Incremental property taxes - CISD

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 636,345
2	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 572,711
3	\$ -	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 509,076
4	\$ -	\$ -	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 445,442
5	\$ -	\$ -	\$ -	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 381,807
6	\$ -	\$ -	\$ -	\$ -	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 318,173
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 254,538
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,635	\$ 63,635	\$ 63,635	\$ 63,635	\$ 190,904
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,635	\$ 63,635	\$ 63,635	\$ 127,269
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,635	\$ 63,635	\$ 63,635
<b>totals</b>	<b>\$ 63,635</b>	<b>\$ 127,269</b>	<b>\$ 190,904</b>	<b>\$ 254,538</b>	<b>\$ 318,173</b>	<b>\$ 381,807</b>	<b>\$ 445,442</b>	<b>\$ 509,076</b>	<b>\$ 572,711</b>	<b>\$ 636,345</b>	<b>\$ 3,499,898</b>

Of the \$5.8M in ten year property taxes, the Consolidated Independent School District would receive \$3.5M of the total, or roughly \$67k per one acre parcel per year that is developed under the new code's densest classification.

Incremental property taxes - city

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 238,590
2	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 214,731
3	\$ -	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 190,872
4	\$ -	\$ -	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 167,013
5	\$ -	\$ -	\$ -	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 143,154
6	\$ -	\$ -	\$ -	\$ -	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 119,295
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 95,436
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,859	\$ 23,859	\$ 23,859	\$ 23,859	\$ 71,577
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,859	\$ 23,859	\$ 23,859	\$ 47,718
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,859	\$ 23,859	\$ 23,859
<b>totals</b>	<b>\$ 23,859</b>	<b>\$ 47,718</b>	<b>\$ 71,577</b>	<b>\$ 95,436</b>	<b>\$ 119,295</b>	<b>\$ 143,154</b>	<b>\$ 167,013</b>	<b>\$ 190,872</b>	<b>\$ 214,731</b>	<b>\$ 238,590</b>	<b>\$ 1,312,245</b>

Of the \$5.8M in ten year property taxes, the City would receive \$3.5M of the total, or roughly \$24k per one acre parcel per year that is developed under the new code's densest classification.

2013 SM property tax revenues	15,173,314
Cumulative addition as a percent of 2013 property taxes	8.6%
Year 10 percent of 2013 total	1.57%
Acres of new development needed to double prop tax revenue	635.96

If 636 acres land were developed under the proposed CSD5 classification, the city would have doubled its 2013 tax revenue and city residents would see their property tax rates reduced



# For the same ten parcels, residents are expected to generate an incremental \$663k sales tax revenue over ten years

DIFFERENCE in residents for ten one acre CSD5 parcels over ten years

total incremental sales taxes

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 159,967
2	\$ -	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 143,970
3	\$ -	\$ -	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 127,973
4	\$ -	\$ -	\$ -	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 111,977
5	\$ -	\$ -	\$ -	\$ -	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 95,980
6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 79,983
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,997	\$ 15,997	\$ 15,997	\$ 15,997	\$ 63,987
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,997	\$ 15,997	\$ 15,997	\$ 47,990
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,997	\$ 15,997	\$ 31,993
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,997	\$ 15,997
<b>totals</b>	<b>\$ 15,997</b>	<b>\$ 31,993</b>	<b>\$ 47,990</b>	<b>\$ 63,987</b>	<b>\$ 79,983</b>	<b>\$ 95,980</b>	<b>\$ 111,977</b>	<b>\$ 127,973</b>	<b>\$ 143,970</b>	<b>\$ 159,967</b>	<b>\$ 879,817</b>

incremental sales taxes - state

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 121,187
2	\$ -	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 109,068
3	\$ -	\$ -	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 96,949
4	\$ -	\$ -	\$ -	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 84,831
5	\$ -	\$ -	\$ -	\$ -	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 72,712
6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 60,593
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,119	\$ 12,119	\$ 12,119	\$ 12,119	\$ 48,475
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,119	\$ 12,119	\$ 12,119	\$ 36,356
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,119	\$ 12,119	\$ 24,237
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,119	\$ 12,119
<b>totals</b>	<b>\$ 12,119</b>	<b>\$ 24,237</b>	<b>\$ 36,356</b>	<b>\$ 48,475</b>	<b>\$ 60,593</b>	<b>\$ 72,712</b>	<b>\$ 84,831</b>	<b>\$ 96,949</b>	<b>\$ 109,068</b>	<b>\$ 121,187</b>	<b>\$ 666,528</b>

incremental sales taxes - county

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 9,695
2	\$ -	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 8,725
3	\$ -	\$ -	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 7,756
4	\$ -	\$ -	\$ -	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 6,786
5	\$ -	\$ -	\$ -	\$ -	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 5,817
6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 969	\$ 969	\$ 969	\$ 969	\$ 969	\$ 4,847
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 969	\$ 969	\$ 969	\$ 969	\$ 3,878
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 969	\$ 969	\$ 969	\$ 2,908
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 969	\$ 969	\$ 1,939
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 969	\$ 969
<b>totals</b>	<b>\$ 969</b>	<b>\$ 1,939</b>	<b>\$ 2,908</b>	<b>\$ 3,878</b>	<b>\$ 4,847</b>	<b>\$ 5,817</b>	<b>\$ 6,786</b>	<b>\$ 7,756</b>	<b>\$ 8,725</b>	<b>\$ 9,695</b>	<b>\$ 53,322</b>

incremental sales taxes - city

parcels	years after development										subtotals
	1	2	3	4	5	6	7	8	9	10	
1	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 29,085
2	\$ -	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 26,176
3	\$ -	\$ -	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 23,268
4	\$ -	\$ -	\$ -	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 20,359
5	\$ -	\$ -	\$ -	\$ -	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 17,451
6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 14,542
7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,908	\$ 2,908	\$ 2,908	\$ 2,908	\$ 11,634
8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,908	\$ 2,908	\$ 2,908	\$ 8,725
9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,908	\$ 2,908	\$ 5,817
10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,908	\$ 2,908
<b>totals</b>	<b>\$ 2,908</b>	<b>\$ 5,817</b>	<b>\$ 8,725</b>	<b>\$ 11,634</b>	<b>\$ 14,542</b>	<b>\$ 17,451</b>	<b>\$ 20,359</b>	<b>\$ 23,268</b>	<b>\$ 26,176</b>	<b>\$ 29,085</b>	<b>\$ 159,967</b>

Under the assumption that increasing density brings more people into development centers and these people would either not be in the city itself (because they may not have chosen to live in San Marcos at all) or would not be spending as much money were they in the city but isolated away from presumed retail options that are favored under the proposed code, it is possible to estimate the increased retail spend (and hence sales tax activity) of this group under the same CSD5 classification as the prior slide.

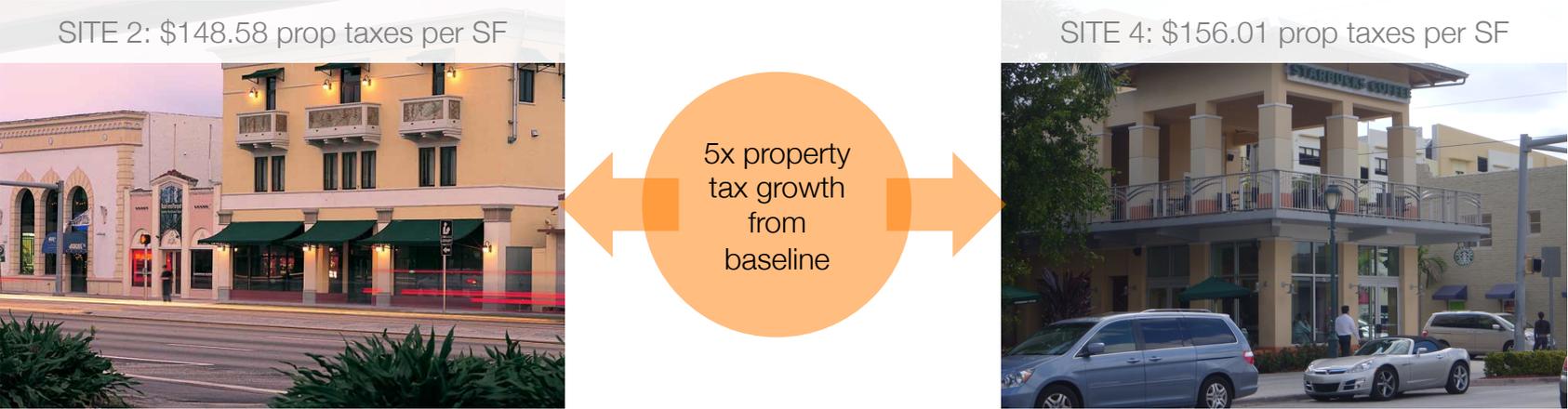
Under this view of the residents' retail activity, each one acre parcel of CSD5 land has the potential to generate nearly \$16k in annual sales taxes (\$656 per person annually, \$54 per month).

Of the \$880k ten year total for the notional ten acres of CSD5 developed under the new code, the city would see \$160k of the total, the state \$660k and the county \$53k.

Obviously, as more land is developed, these numbers would rise proportionately to the amount of land and number of households on it.



Other cities that have adopted similar codes have seen walkable urban sites produce up to five times the property taxes per square foot as under traditional zoning codes



Site	Location	Type of Property	Site Acres	Square Footage	Assessed Value in 2006	Total Mileage 2012	Total Property Taxes	Single/Multiple Parcel	Property Taxes per Square Foot
6	Bank United in South Miami Plaza	Sub-Urban	0.79	34629.00	\$3,000,000	21.16	\$63,480.00	Single	\$86.63
5	South Miami Plaza	Sub-Urban	5.20	226512.00	\$6,485,845	21.16	\$137,240.48	Single	\$28.63
4	Starbucks, Green Monkey	Compact Urban	0.12	5200.00	\$811,276	21.16	\$17,166.60	Single	\$156.01
3	SW 74th Garage, Offices, Restaurants	Compact Urban	1.00	43437.25	Not constructed in 2006	21.16	NA	NA	NA
2	US-1 Sunset Drive MU Buildings	Compact Urban	0.30	13068.00	\$1,941,605	21.16	\$41,084.36	Multiple	\$148.58
1	US-1 SW 73rd block including site 2	Sub-Urban	1.34	58370.40	\$5,663,653	21.16	\$119,842.90	Multiple	\$97.03

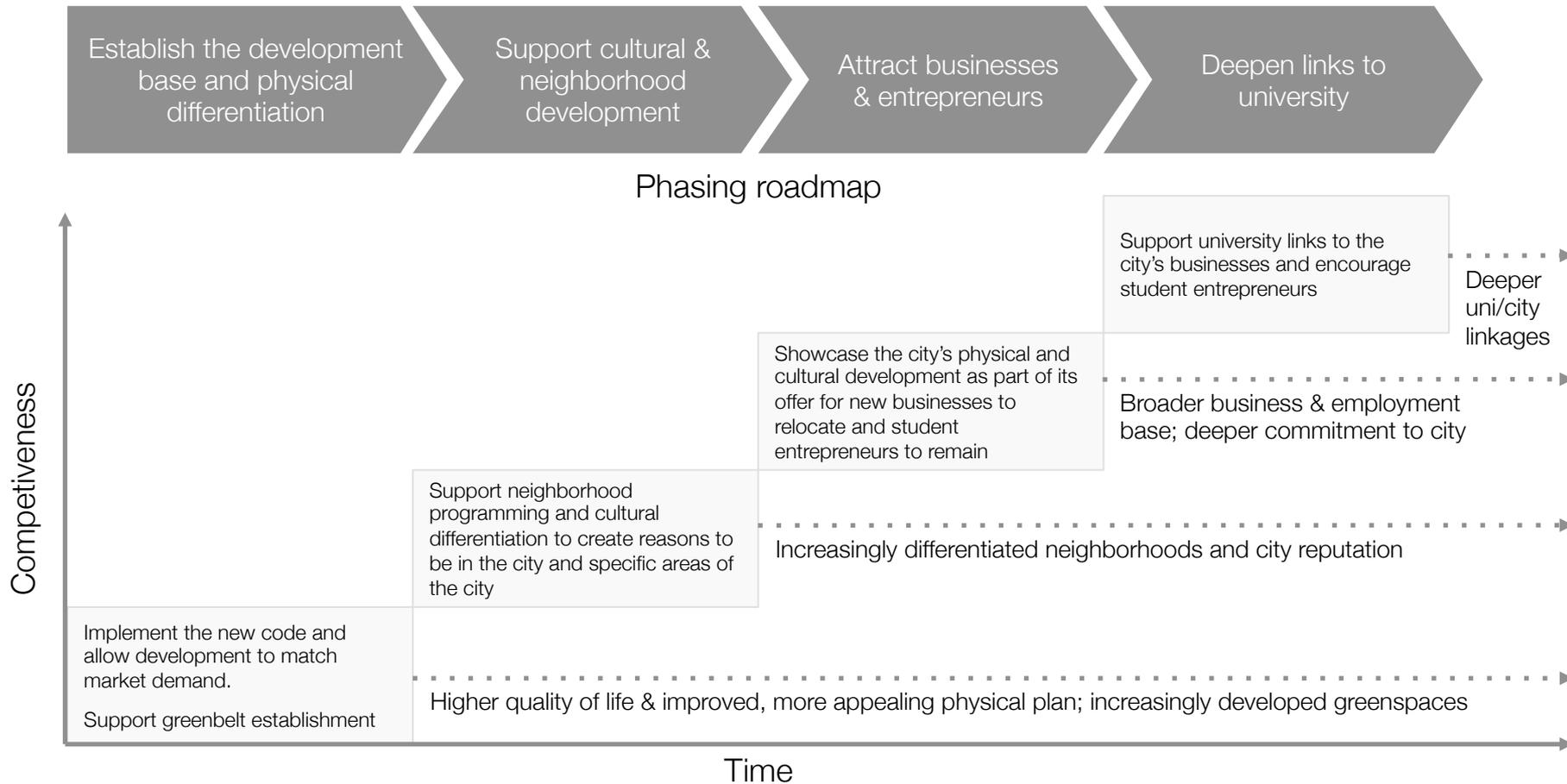
Home and building owners have seen property value increases over 30% under walkable codes versus similar buildings under conventional planning codes



low high  
10% to +50%



The proposed plan would improve the city's overall competitiveness and can (together with other measures) support a broader economic development strategy of long-term differentiation



## Disclaimer

This material should not be construed as transactional or legal advice and is intended solely as commentary on the economic feasibility of the proposed form-based code for San Marcos.

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**SP Bourgeois**

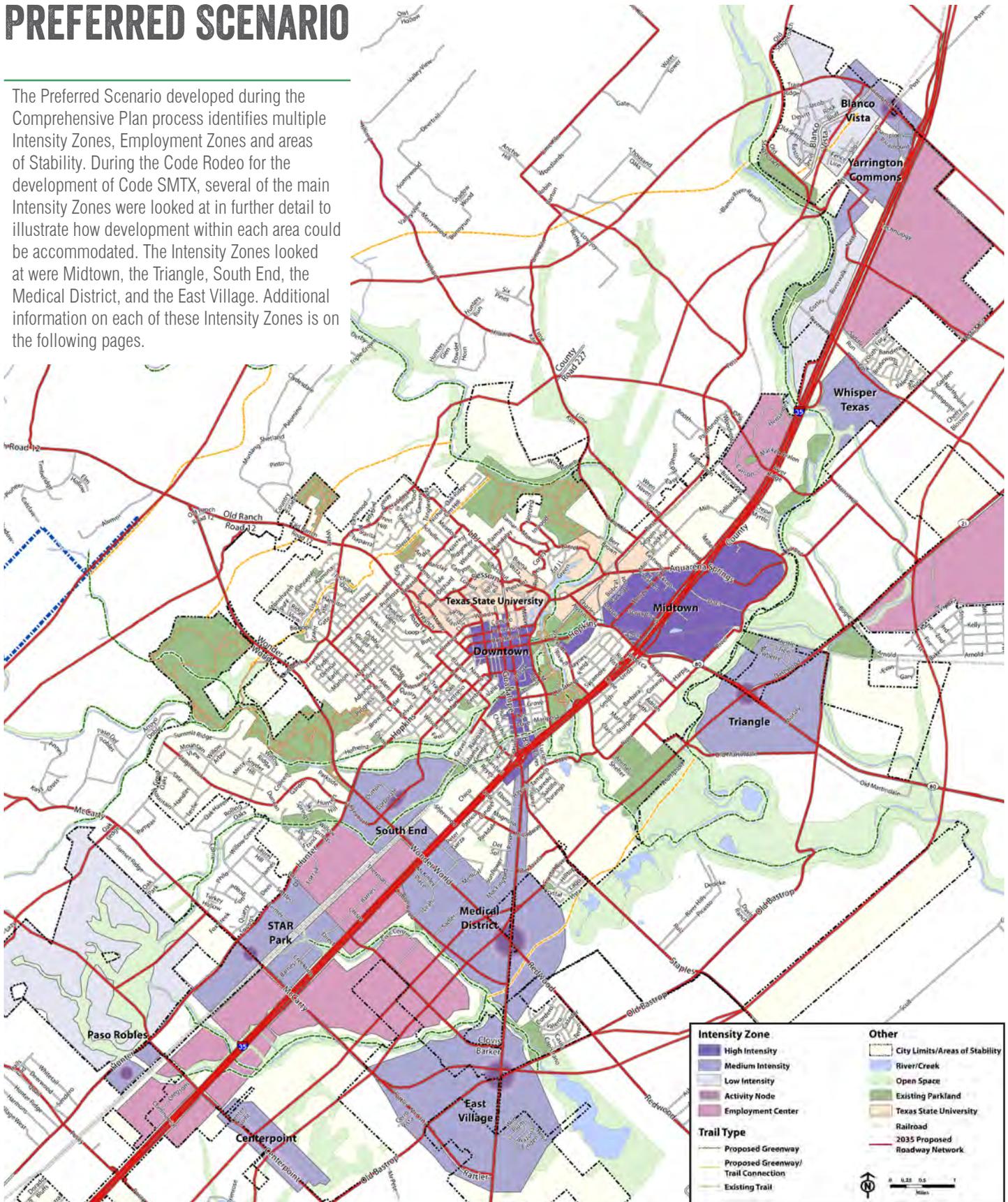
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# PREFERRED SCENARIO

The Preferred Scenario developed during the Comprehensive Plan process identifies multiple Intensity Zones, Employment Zones and areas of Stability. During the Code Rodeo for the development of Code SMTX, several of the main Intensity Zones were looked at in further detail to illustrate how development within each area could be accommodated. The Intensity Zones looked at were Midtown, the Triangle, South End, the Medical District, and the East Village. Additional information on each of these Intensity Zones is on the following pages.



# MIDTOWN

## CURRENT

Midtown is generally bounded by Aquarena Springs Drive, River Road, Hopkins, and the railroad tracks to the west. Midtown has about 5 areas that appear distinct. In all of them, the roadway network is limited, making it difficult to implement walkable solutions as the area densifies, but not impossible with cooperation among neighbors.

- West of I-35 contains Thorpe Lane and Springtown Mall. This is the oldest part of Midtown, with properties that vary widely in size, shape, and uses.
- The multifamily area on both sides of Aquarena Springs Drive east of I-35 has large complexes, each cut off from its neighbor, and all of relatively new construction, in 2 and 3 stories.
- The area on both sides of Davis Lane south to the railroad tracks is not as built out, and has the best opportunity for new development. The McCoy Building Supply Headquarters is here.
- The area west of I-35, between the railroad tracks and Hwy 80. This area has the Walmart and Sanmar Shopping Plaza.
- The houses facing River Road along the Blanco River have their own rural character.

## FUTURE VISION

Midtown will be a high-density mixed use area, possibly the densest area in San Marcos, with a network of interconnected streets making the area pedestrian and bike friendly. Midtown residents will have easy access to services, city facilities, the university, and the San Marcos River, and future trails along the Blanco River. They will have the most diverse options for transportation, including transit connections to the university and the rest of the city. A variety of services will be within walking distance, along the multiple bicycle routes, and through vehicular access to major roads including I-35. The area will complement, not compete

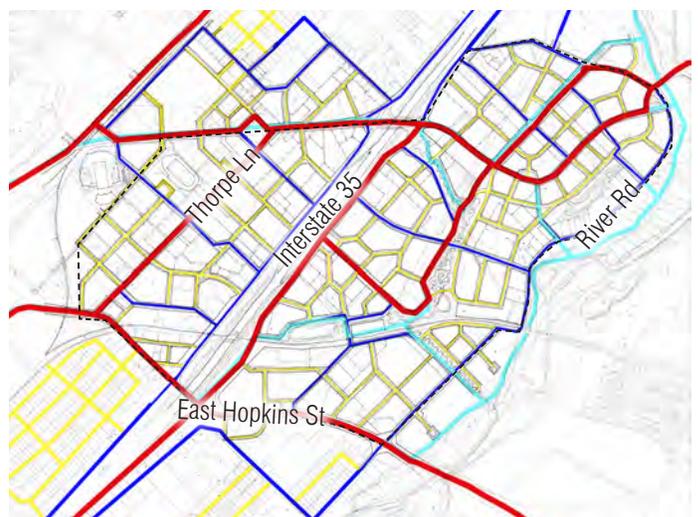


**ILLUSTRATIVE PLAN AND 5-MINUTE WALKING CIRCLES**

with, Downtown. Due to the lack of historically significant structures, more contemporary architecture will be appropriate. This architecture will differentiate Midtown from Downtown. To improve pedestrian and bicycle access as properties redevelop over time, property owners/developers may need to provide new streets or access ways that will connect to neighboring properties. The plan shows in the western portion of Midtown a greenway that can be used to handle storm water but looks like a park and provides a walking/biking trail through the neighborhood.

## PLAN DETAILS

- A** Neighborhood Greens, for the use of local residents are intended to offer a small open space and identify a sense of place for the neighborhood.
- B** Thorpe Lane, should be thought of as the Main Street
- C** New mid-block lanes, for cars, or at a minimum for pedestrians and bicyclists, to take some vehicular traffic off the neighboring streets and provide addition routes for walking and biking.
- D** Railroad tracks
- E** Existing water bodies, some of which could become part of the Midtown Greenway .
- F** New water bodies interconnect for form a neighborhood wide drainage system, called the Midtown Greenway.
- G** Proposed street with a landscaped median with a trail that someday could connect a river trail to the Midtown Greenway to increase the network of trails within the neighborhood.
- H** Soccer Stadium, Texas State University
- I** Football Stadium, Texas State University



**STREET NETWORK**



**LEGEND**

	Primary Streets		CSD 5		Intensity Zone Boundary
	Secondary Streets		CSD 4		
	Local Streets		CSD 3		
	Green Streets		CSD 2		
	Alleys		Civic		
	Bike Facility		Floodway		

**CHARACTER DISTRICTS**



## A GRADUAL TRANSFORMATION

**Existing Conditions:** The aerial view to the right shows how each property has been developed over time yielding a typical suburban pattern. Each has its own curb cut or driveway from Thorpe Lane (running diagonally across the image) to its own parking lot. In most cases the parking lots don't connect and are separated by fences or curbs. With the shift in zoning regulations for this area from a low intensity to a high intensity, a new pattern is required. Pedestrian and bicycle access needs improvement in order to get more intense development while reducing parking demands. As it is now, a pedestrian can't park once, at a bank for example, and then walk to a store nearby for a purchase. Similarly a resident within one of the apartments does not have an easy and comfortable walk to any of the banks on the street.

**Step 1:** The starting point to revitalize the western portion of Midtown is with Thorpe Lane since it is the central spine that links almost all of the properties. The entire cross section of the street should be redeveloped in a way to reduce traffic speeds with narrower travel lanes, plant street trees to establish a canopy of shade for the warmer months, and add sidewalks that are wide and continuous along the entire length of the street. Bike lanes, sharrows, or dedicated bike lanes within an expanded sidewalk should be part of the design. Zoning changes that direct new development to create streets and buildings that are oriented to those streets will start the process of building a network of streets that currently don't exist. The illustration shows a site empty today as the first project, but it could just as well be a different property.

**Step 2:** Then, as more properties are redeveloped over time, more streets and pedestrian connections are provided to the new residents and business patrons in the neighborhood. The transformation will not occur all at once. This will likely be a slow process at first, but will speed up after the first one or two projects are realized. Since the properties vary in size, the size of the redevelopment projects will vary accordingly. With the increase in residents, commercial businesses become more viable on the ground floors of the buildings that front Thorpe Lane, transforming the street into the main street for the neighborhoods along it. It will be easier for pedestrians to walk among buildings, taking advantage of the shortest distances between their destinations. Parking will still be needed, but perhaps the demand will be reduced by the increased pedestrian access.



**Step 3:** With even more time, the neighborhood is getting more complete. Thorpe Lane will function better as the neighborhood center as more buildings begin to shape both sides of the street. Not all properties will change. Some businesses and apartment buildings will remain. As the new network of streets connect, the new east-west connections will take some of the traffic pressure off of Thorpe Lane. With the proximity to Texas State University, it will be a place attractive to students and faculty who prefer to walk and bike and use transit, whether they own a car or not. Many businesses will also be supported by the spill-over effect of various sporting events that take place on campus just to the western edge of Midtown.



**Future Prospects:** Midtown eventually becomes a complete neighborhood. Thorpe Lane, up and down its length, offers a place for shops, banks, offices, and upper floor residences. It will still have its parking but will also support transit usage.

This western area has a lot of potential with its proximity to Downtown and the TSU campus and it is aging, ready

to be redeveloped since many of the buildings have outlived their design lifespan. The other areas of Midtown, east of I-35 will likely redevelop in a similar manner. The shopping area along Hwy 80 is still thriving and it may take longer to see changes there. The area east of I-35 and on both sides of Aquarena Springs Drive will take the longest since many of the apartment complexes here are fairly new and occupied. The middle area east of I-35 has potential because it has easy access on and off of I-35, more undeveloped parcels than in the other areas of Midtown, and a drainage problem that should really be solved with a neighborhood-wide solution that also creates park space.



## CITY HALL REDEVELOPMENT

**Existing Conditions:** The existing city hall complex consists of a cluster of small footprint municipal service buildings with more than 50% impervious surface parking lots covering the area. The site is located on the spine of East Hopkins Street, the historic gateway into San Marcos. This thoroughfare currently has little to identify it as an important civic space, save for the adjacent St John Catholic Church parcel to the right and the green space across the road to the bottom right of the image, once the site of a National Guard armory facility.



**Step 1:** Modifications to the right-of-way streetscape would make E Hopkins Street more walkable. Wider sidewalks shaded by newly planted drought tolerant trees, applied along the length of the E Hopkins will make this area more pedestrian friendly. These type of street improvements can attract development on adjacent parcels, such as the former National Guard site. A median and two monuments at the intersections help define E Hopkins Street as a gateway into the city. Both landmarks are strategically placed to mark entry points in to the municipal complex and slow down vehicular traffic. Crosswalks create connectivity between existing and future developments on both side of the road.



**Step 2:** The open space to the bottom right of the complex, where the National Guard Armory once stood, can be modified to become a welcoming public space, which traditionally have served to define the heart of civic life in towns and cities around the country. This could initially be achieved without the need to remove any existing buildings. This space could feature a bandstand and a combination of clearly defined gardens, pathways and open green spaces.



**Step 4:** Over time, the walkable development can expand. The network of tree lined streets can extend onto adjacent parcels to increase connectivity. On the North side of E Hopkins St, new mixed-use buildings face the street adding to the neighborhood.



**Step 3:** Old structures can be incrementally demolished and replaced with new street-oriented buildings. Municipal services can be housed in buildings with a more defined civic character. Adjacent buildings can be designated as mixed-use with ground floor retail and live/work or office spaces above. Newly planted trees along sidewalks, crosswalks and parking areas provided behind buildings will reduce solar reflectivity that otherwise increases heat in the immediate vicinity. The result is a markedly cooler environment that can be the spring board for additional walkable development.



**Future Prospects:** A similar character and form of development can continue to expand along newly connected streets. Over time these steps will help to achieve a transition from the current car-dominated environment, to a new pedestrian-oriented, mixed-use neighborhood that better connects to the waterfront and the rest of Downtown.



## SPRINGTOWN MALL

**Existing Conditions:** The Springtown Center mall is currently suffering from high vacancy rates attributed to newer commercial development elsewhere. The site is a traditional car-oriented suburban style strip mall. Most of the site is occupied by impervious surfaces, such as the parking lots and large roof areas, which contribute to the heat reflected off the pavement on a hot Texas summer day and does little to clean water that falls on the site before it drains off site into the local hydrography.

**Step 1:** A portion of the surface parking lot can be redeveloped in a mixed-use walkable format. This will allow the owners of the site to diversify their business model while accommodating existing tenants. Buildings should face the street, with shaded parking accessible behind the new buildings.

**Step 2:** Incrementally, the strip mall can be redeveloped with additional street-facing buildings. A network of inter-connected streets, complete with sidewalks and crosswalks, extends across the site. A tree-lined green square, creates necessary open space. Mixed-use buildings can provide basic services for the residential units and announce a shifting trend in the character of retail. Student housing can be integrated into this plan. Parking is placed mid-block, behind buildings.





**Future Prospects:** The remaining small buildings in the top left-hand corner of the development are demolished and replaced with more street-facing buildings and tree-lined streets.

# TRIANGLE

## CURRENT

The Triangle is centered on the intersection of Hwy 21 and Hwy 80, approximately one mile east of Interstate 35. It is generally bounded by Old Martindale Rd. (CO 295), County Line Road (CO 101), the railroad tracks, and open space along the San Marcos River. This area is mostly undeveloped, with agricultural uses, a golf course and some single-family housing established in between the Blanco River and Highway 21. Only a small portion of the Triangle is currently within the City Limits.

## FUTURE VISION

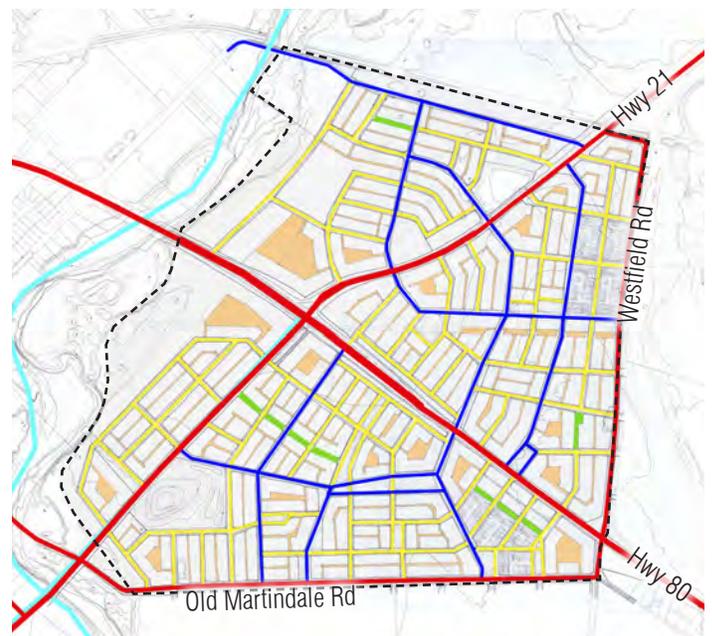
The Triangle is envisioned as an important medium-intensity zone for commercial activity and residential development on the east side of I-35. It is one of the primary routes to the San Marcos Airport and will act as a gateway in the future, providing amenities to serve airport customers and commuters. Gary Job Corps is also located in the vicinity of the Triangle and workforce education opportunities are envisioned with the institution. Land uses in the future will reflect these two important facilities – a mix of office, commercial and light industrial will complement new single family neighborhoods along the scenic Blanco River.

## PLAN DETAILS

- A** The Triangle is comprised of approximately four neighborhoods as measured by a 5-minute walk from center to edge.
- B** Commercial development clusters around the intersection of Hwy 21 and Hwy 80.
- C** A community square off of Hwy 80 away from the overpass allows for a pedestrian-friendly mixed-use center.
- D** Areas of land is preserved for community agricultural purposes.
- E** Sensitive lands such as the floodway and historic burial mounds are preserved.
- F** Linear neighborhood greens provide a civic amenity and help to manage stormwater when necessary.
- G** A walkable block and street network is established. Buildings should front toward the street with parking accessed from alleys and parking lots in mid-block locations.
- H** The block and street network could continue across County Line Road and Old Martindale Road.
- I** When possible, lots side toward Hwy 21 and Hwy 80 to provide better street addresses.



**ILLUSTRATIVE PLAN AND 5-MINUTE WALKING CIRCLES**



**STREET NETWORK**



CHARACTER DISTRICTS

**LEGEND**

	Primary Streets		CSD 5		Intensity Zone Boundary
	Secondary Streets		CSD 4		
	Local Streets		CSD 3		
	Green Streets		CSD 2		
	Alleys		Civic		
	Bike Facility		Floodway		



# SOUTH END

## CURRENT

The Hays County Government Center is the civic anchor of the South End. This area also contains the City’s first greenfield SmartCode development, under construction in 2013. Wonder World Drive is a major thoroughfare bordering this development zone on the south. The area, which extends west to Hunter Road and east to the railroad, has seen significant growth recently as more people populate the southern area of town and take advantage of the relatively undeveloped nature of the South End.

## FUTURE VISION

The South End is envisioned as a new connection between Downtown and the southern part of the city, reducing some of the traffic along Hopkins Street and Hunter Road. The area is anticipated to build out with a medium-intensity mix of commercial and residential of different densities, with the Hays County Government Center drawing strong economic growth.

## PLAN DETAILS

- A** The Preferred Scenario in the comprehensive plan identifies the intersection of Wonder World Drive and Stagecoach Trail as the future neighborhood center. The combination of a plaza at this intersection and street-oriented development will help to create an identifiable center.
- B** A new road extension from the neighborhood center to I-35 will strengthen access and connectivity to the South End.
- C** A formal park is planned to align with the entry to the Hays County Government Center.
- D** Creating a grid network of streets that integrates the existing apartment complexes, helps to connect residents to daily needs such as open space, shopping, and entertainment.
- E** Future connections to downtown can be achieved by extending Stagecoach Trail and Gravel Street.
- F** Parks, paths, and open spaces throughout the neighborhood are essential amenities for pedestrians and residents.
- G** The floodway is preserved within the South End.
- H** Wonder World Drive is currently the primary route to the South End
- I** Stage Coach Trail is envisioned to be the future “main street” of the neighborhood.



ILLUSTRATIVE PLAN AND 5-MINUTE WALKING CIRCLES



STREET NETWORK



**LEGEND**

	Primary Streets		CSD 5		Intensity Zone Boundary
	Secondary Streets		CSD 4		
	Local Streets		CSD 3		
	Green Streets		CSD 2		
	Alleys		Civic		
	Bike Facility		Floodway		

**CHARACTER DISTRICTS**



# MEDICAL DISTRICT

## CURRENT

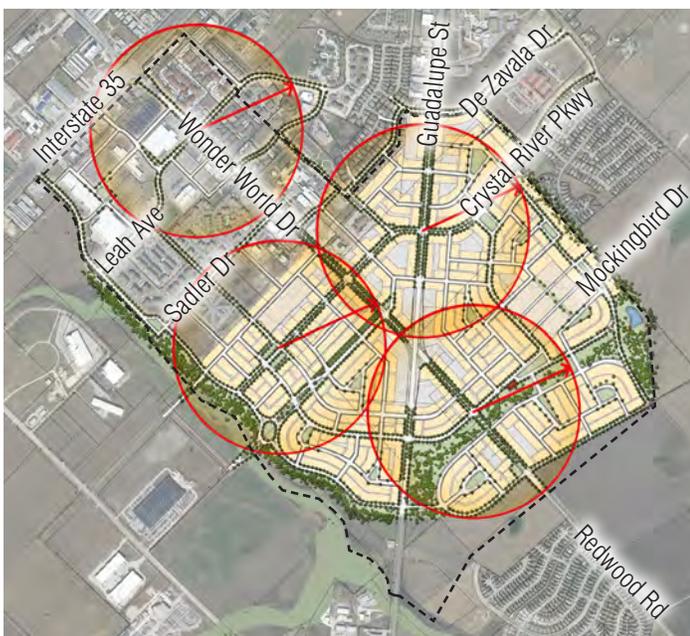
At the heart of the Medical District is the Central Texas Medical Center, surrounded by other medical buildings and clinics. The existing commercial development is focused in and around the Red Oak Shopping Center and includes a number of big-box retail stores and a movie theater. Multifamily is the dominant housing type along with some single-family residences along Mockingbird Drive and the La Vista retirement community. The Medical District extends east from I-35 past Hwy 123, north of Cottonwood Creek. A small section follows Hwy 123 north to I-35.

## FUTURE VISION

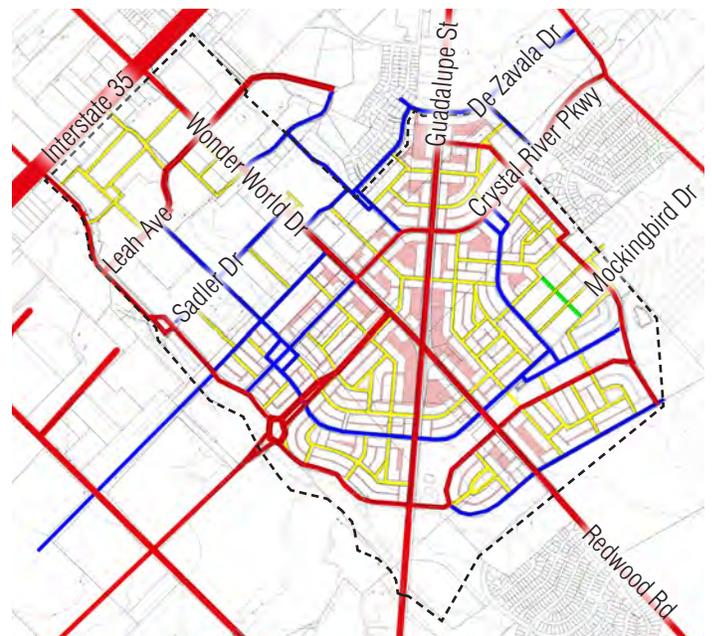
Central Texas Medical Center has the potential to become an economic hub and bring additional healthcare related employment to San Marcos. Mixed uses will allow residents to live, work, and do many day-to-day tasks within the district. The close proximity of these different uses along with connected sidewalks and bike paths will promote pedestrian activity. The Medical District will be medium-intensity, with an activity node at the intersection of Hwy 123 and Wonder World Dr.

## PLAN DETAILS

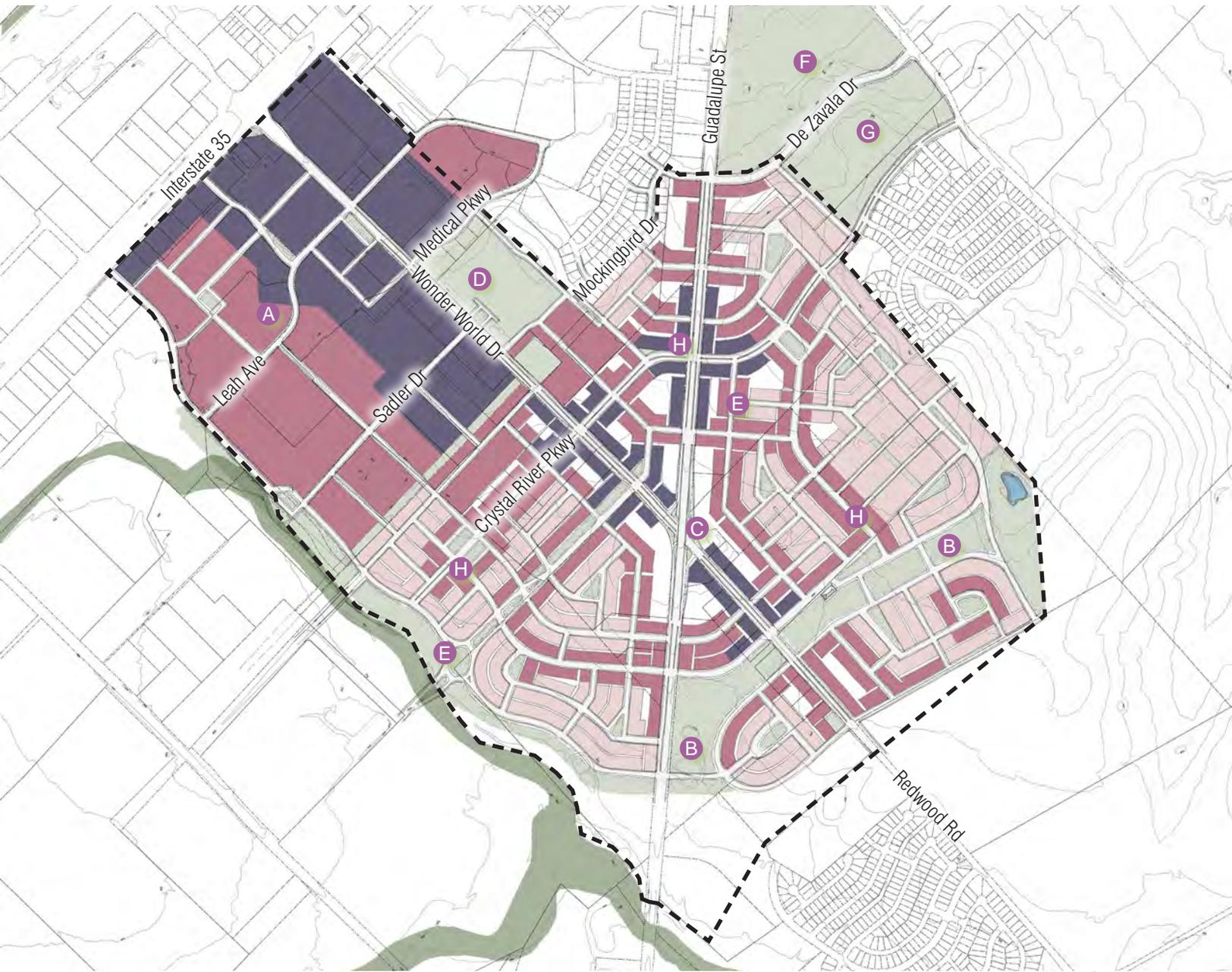
- A** Large portions of the Medical District are already developed with the hospital and doctors offices. These areas are unlikely to be redeveloped prior to other areas developing, however, a more complete street network can be identified.
- B** A greenway connection linking two parts of existing greenways should connect through the medical district and can become a central feature of this part of the City.
- C** An overpass is planned to start construction soon at the intersection of Wonder World Drive and Guadalupe Street. This type of street is not conducive to a walkable environment so areas by the intersection can accommodate back of house type activities such as providing additional parking supply.
- D** Central Texas Medical Center
- E** Neighborhood greens become a focus within new neighborhoods. Buildings front onto these greens rather than turning their backs to them.
- F** Owen Goodnight Middle School
- G** Dezavala Elementary School
- H** Denser areas should be concentrated around common greens and along major thoroughfares.



**ILLUSTRATIVE PLAN AND 5-MINUTE WALKING CIRCLES**



**STREET NETWORK**



CHARACTER DISTRICTS

**LEGEND**

	Primary Streets		CSD 5		Intensity Zone Boundary
	Secondary Streets		CSD 4		
	Local Streets		CSD 3		
	Green Streets		CSD 2		
	Alleys		Civic		
	Bike Facility		Floodway		



# EAST VILLAGE

## CURRENT

The East Village is a growth area toward which the City has been progressively expanding in recent years. Its north boundary is defined by the greenspace surrounding Cottonwood Creek, and the southern boundary extends just beyond McCarty Lane and Rattler. Currently, the East Village contains two of San Marcos's newest public schools, San Marcos High School and James Bowie Elementary. Its primary residential area is the Cottonwood Creek subdivision, which contains single-family housing. East Village also contains areas currently zoned for commercial and industrial uses around the two very promising intersections of Old Bastrop and Hwy 123, as well as Clovis Barker and Hwy 123. Much of the property in the East Village has yet to be included within city limits and is therefore not currently zoned.

## FUTURE VISION

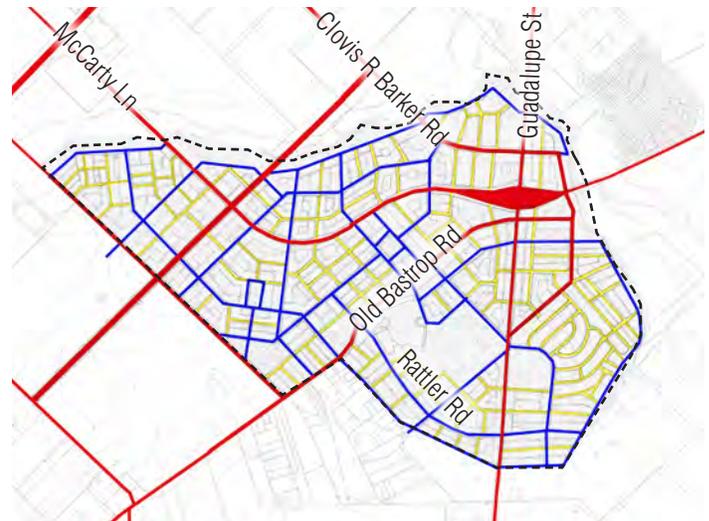
As the site of San Marcos' only high school, as well as an elementary school, this area has a high potential for growth. Designated as a Medium Intensity Zone, with an activity node centered around the intersection of Old Bastrop and Hwy 123, East Village will boast a mix of commercial, retail, and service oriented activity. This area will offer a variety of residential options including single family homes, duplexes, townhomes, and small multifamily projects. Some multifamily projects combined with commercial will result in vertical mixed use in the activity node. Since the area is largely on undeveloped property at the edge of town, it will become a mixed use gateway into the city, which will welcome visitors from Seguin and beyond.

## PLAN DETAILS

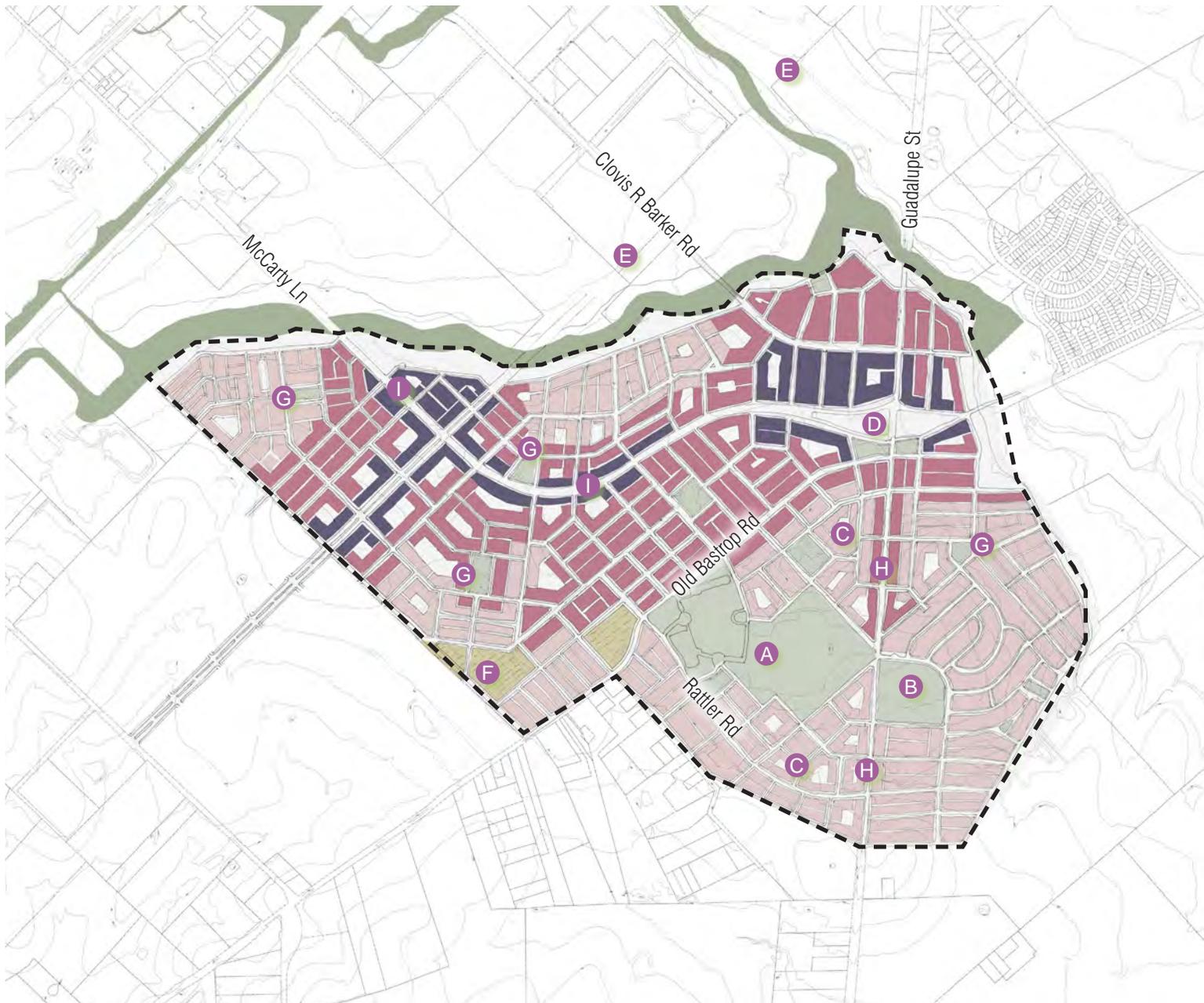
- A** San Marcos High School
- B** Bowie Elementary School
- C** Neighborhoods can develop around the high school making it part of the community instead of isolated from the rest of the City.
- D** An overpass is planned to start construction soon at the intersection of McCarty Lane and Guadalupe Street. This type of street is not conducive to a walkable environment so areas by the intersection can accommodate back of house type activities such as providing additional parking supply.
- E** A new road based on the Proposed Thoroughfare Plan connects the East Village and Medical District.
- F** Some farm land can be preserved with community agriculture.
- G** Neighborhood greens become a focus within new neighborhoods. Buildings front onto these greens rather than turning their backs to them.
- H** Ample sidewalks and slow speeds on Guadalupe Street will give many children the opportunity to walk and/or bike to and from school
- I** McCarty Lane becomes a walkable corridor with clustered density. Buildings should front toward the street with parking accessed from alleys and parking lots in mid-block locations.



**ILLUSTRATIVE PLAN AND 5-MINUTE WALKING CIRCLES**



**STREET NETWORK**



**LEGEND**

	Primary Streets		CSD 5		Intensity Zone Boundary
	Secondary Streets		CSD 4		
	Local Streets		CSD 3		
	Green Streets		CSD 2		
	Alleys		Civic		
	Bike Facility		Floodway		

**CHARACTER DISTRICTS**



# SMTXNeighborhoods



# Big Picture Neighborhood Planning

## CodeSMTX

- Citywide Implementation of Comprehensive Plan

## Neighborhood Planning

- Refinement of Comprehensive Plan at a Neighborhood Scale

## Neighborhood Codes

- Implementation of the Neighborhood Plan

# Big Picture Neighborhood Planning

## CodeSMTX

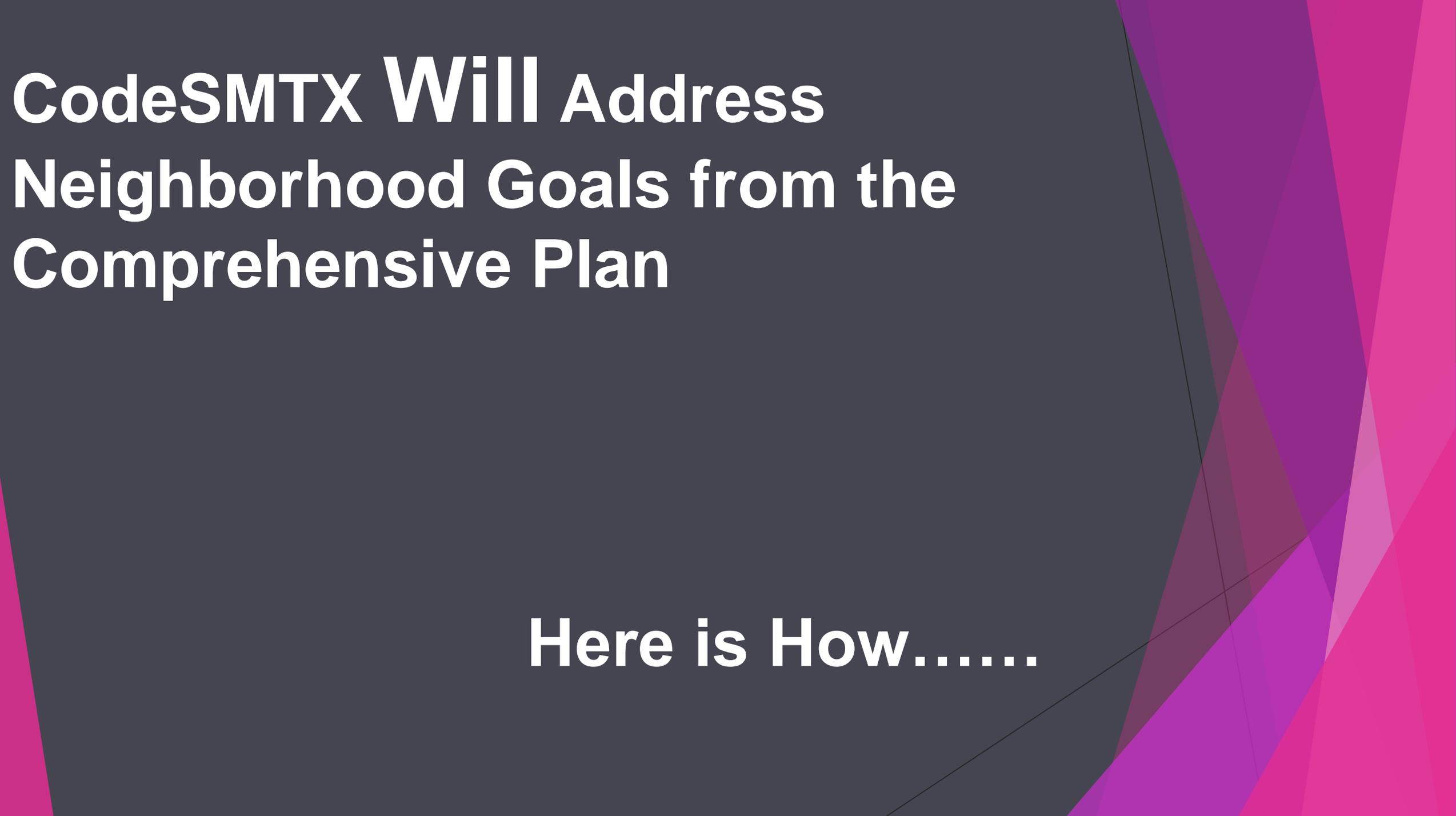
- Citywide Implementation of Comprehensive Plan

## Neighborhood Planning

- Refinement of Comprehensive Plan at a Neighborhood Scale

## Neighborhood Codes

- Implementation of the Neighborhood Plan



# **CodeSMTX Will Address Neighborhood Goals from the Comprehensive Plan**

**Here is How.....**

PROJECT  
START

CODE  
RODEO

ADOPTION  
MEETINGS



PUBLIC  
DRAFT

PROJECT  
COMPLETE

**CodeSMTX**  
• 18 Month Schedule

# CodeSMTX

- Protect Neighborhoods by providing locations for High-Density Growth in areas identified by Comp Plan





# CodeSMTX

- Citywide Implementation of Comprehensive Plan

- ▶ Clarifies and updates Development Standards City-Wide
- ▶ Updates Environmental Standards
- ▶ Provides options for different types of housing
- ▶ Increases Walkability, Connectivity City-Wide
- ▶ Improves Development Process including PDD's
- ▶ Integrate the SmartCode into the overall zoning code

# Big Picture Neighborhood Planning

## CodeSMTX

- Citywide Implementation of Comprehensive Plan

## Neighborhood Planning

- Refinement of Comprehensive Plan at a Neighborhood Scale

## Neighborhood Codes

- Implementation of the Neighborhood Plan

# Neighborhood Planning

- Multi-Step Process



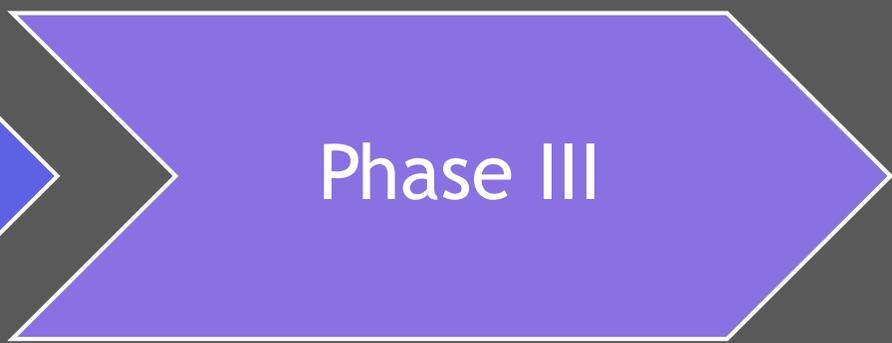
Phase I

- Visioning
- Document Existing Character
- Needs Assessment



Phase II

- Land Use Plan Recommendations
- Infrastructure Recommendations



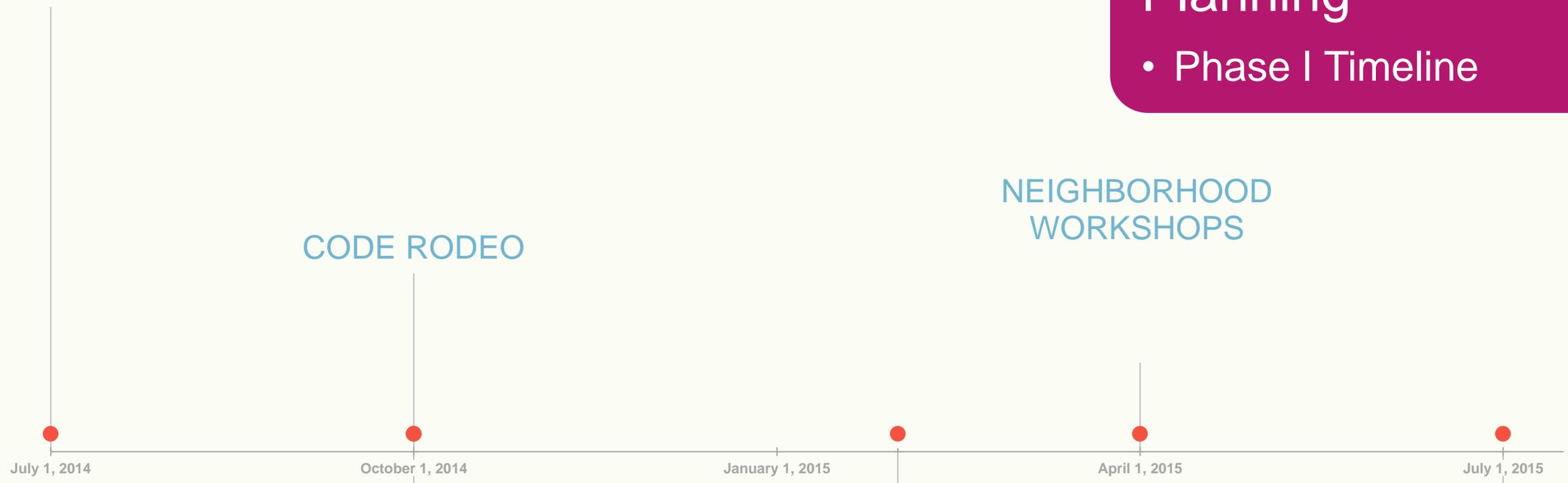
Phase III

- Plan Review and Adoption

# Neighborhood Planning

- Phase I Timeline

PROJECT START



CODE RODEO

NEIGHBORHOOD WORKSHOPS

BRAND YOUR NEIGHBORHOOD ROUND #1

BRAND YOUR NEIGHBORHOOD ROUND #2

PHASE I NEIGHBORHOOD PLANNING COMPLETE

# Think Tank Recognizes That....

- ▶ Neighborhoods should have the opportunity to complete Neighborhood Plans in order to guide growth that is carefully planned and implemented to maintain and enhance the character of the area
- ▶ This level of planning is not within the scope or time frame of the CodeSMTX project but that the outreach and feedback received as part of the Neighborhood Planning process can be utilized by CodeSMTX and that the tools identified through the CodeSMTX process can help to implement the neighborhood Plans

# Think Tank Recommends the following:

- ▶ Conduct CodeSMTX and Neighborhood Character Studies as two separate but parallel projects
- ▶ Conduct a detailed study of each neighborhood that documents the existing character through staff analysis and the input received from the Brand Your Neighborhood activity
- ▶ Hold individual workshops in each of the 6 identified neighborhood areas to:
  - ▶ a. Review and provide feedback on the results of the study
  - ▶ b. Identify Neighborhood Specific next steps in the coding effort for each neighborhood area
- ▶ Draft individualized recommendations for a Neighborhood Planning effort in each area to be presented to City Council
- ▶ Conduct a broad outreach effort to target residents within each identified neighborhood.
- ▶ Draft an oversight strategy for implementation of adopted neighborhood plans.

# Neighborhood Plans are Community Driven

## And Require a Meaningful Public Engagement Process

### Neighborhood Planning

- Community Driven  
Process



PLAN YOUR  
NEIGHBORHOOD



# Share your neighborhood vision!



[www.sanmarcostx.gov/neighborhoods](http://www.sanmarcostx.gov/neighborhoods)

# Phase I is completed for all Neighborhoods Simultaneously with CodeSMTX

## Phase I Includes.....

- ▶ Completed Neighborhood Character Study
- ▶ Completed Workshop in each of the 6 Neighborhood Study Areas
- ▶ Recommendations for authority of Neighborhood Plans
- ▶ Recommended scope and timeline for Neighborhood Plans in each of the 6 Neighborhood Study Areas

CodeSMTX

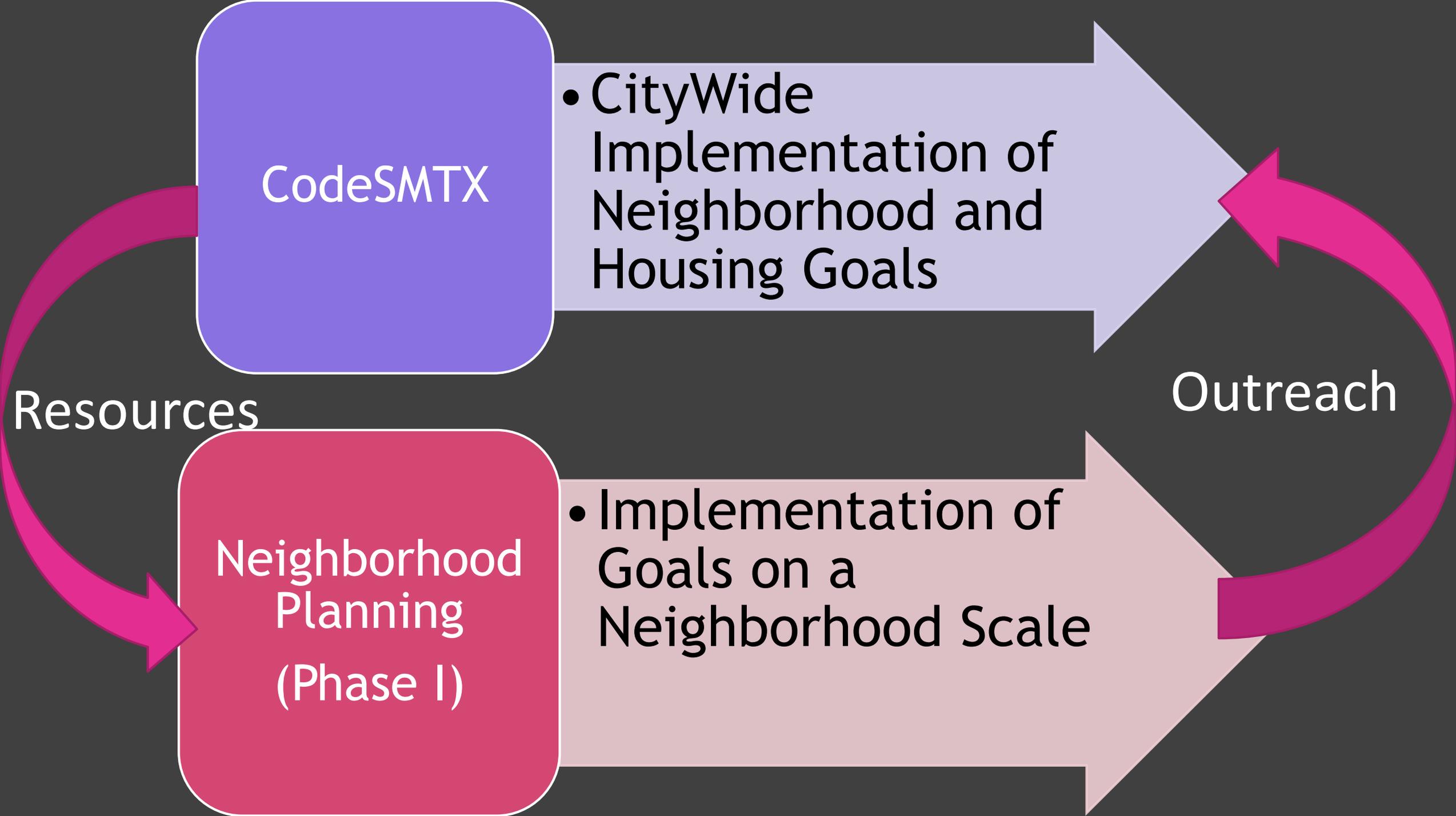
- CityWide Implementation of Neighborhood and Housing Goals

Neighborhood Planning  
(Phase I)

- Implementation of Goals on a Neighborhood Scale

Outreach

Resources



# Phase II

- ▶ Focus on each neighborhood individually
- ▶ Draft recommendations for Land Use and Infrastructure that comply with the goals of the Comprehensive Plan

# Phase III

- ▶ Final Neighborhood Plan is Adopted into the Comprehensive Plan for each Neighborhood
- ▶ A process for review and update of the plans is adopted

# Big Picture Neighborhood Planning

## CodeSMTX

- Citywide Implementation of Comprehensive Plan

## Neighborhood Planning

- Refinement of Comprehensive Plan at a Neighborhood Scale

## Neighborhood Codes

- Implementation of the Neighborhood Plan

# Neighborhood Codes

- Implementation of the Neighborhood Plan

- ▶ Land Use Recommendations are implemented through zoning codes



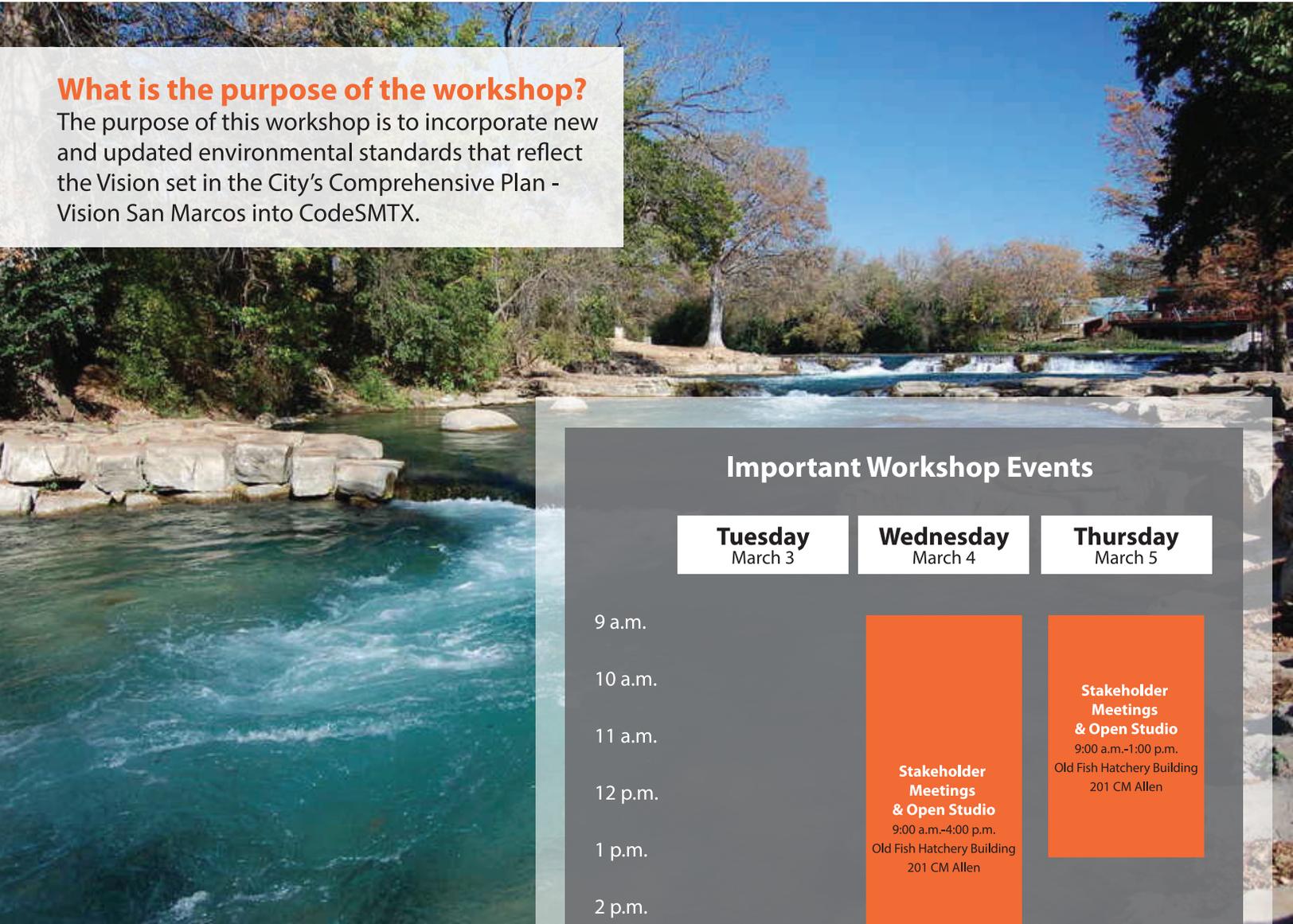
March 3, 4 & 5 | 2015

[www.sanmarcostx.gov/enviroworkshop](http://www.sanmarcostx.gov/enviroworkshop)

# ENVIRONMENTAL WORKSHOP

## What is the purpose of the workshop?

The purpose of this workshop is to incorporate new and updated environmental standards that reflect the Vision set in the City's Comprehensive Plan - Vision San Marcos into CodeSMTX.



## Important Workshop Events

	Tuesday March 3	Wednesday March 4	Thursday March 5
9 a.m.			
10 a.m.			
11 a.m.			
12 p.m.			
1 p.m.		<b>Stakeholder Meetings &amp; Open Studio</b> 9:00 a.m.-4:00 p.m. Old Fish Hatchery Building 201 CM Allen	<b>Stakeholder Meetings &amp; Open Studio</b> 9:00 a.m.-1:00 p.m. Old Fish Hatchery Building 201 CM Allen
2 p.m.			
3 p.m.			
4 p.m.			
5 p.m.			
6 p.m.		<b>Public Meeting</b> 5:30-7:00 p.m. San Marcos Activity Center 501 East Hopkins Street	<b>Public Meeting</b> 5:00-7:00 p.m. San Marcos Activity Center 501 East Hopkins Street
7 p.m.			

This workshop is in partnership with:



## STAY INFORMED

VISIT [www.sanmarcostx.gov/enviroworkshop](http://www.sanmarcostx.gov/enviroworkshop)

CONTACT [planning\\_info@sanmarcostx.gov](mailto:planning_info@sanmarcostx.gov)

Contact the City's Planning & Development Services Department for more information. Email, call 512.393.8230 or fax 855.759.2843

View the complete schedule at [www.sanmarcostx.gov/enviroworkshop](http://www.sanmarcostx.gov/enviroworkshop)

# Code SMTX Environmental Module

## Workshop Schedule

Old Fish Hatchery Building (206 N. CM Allen Pkwy)

	Tuesday, March 3	Wednesday, March 4	Thursday, March 5
8:00 AM			
9:00 AM	Meet with Staff Team	San Marcos Watershed Initiative Presentation	City Staff and Public Services
10:00 AM			
11:00 AM	Tour with Staff Team (includes lunch out)	Code SMTX Discussion	Environmental Stakeholder Groups
12:00 PM		Development Community	
1:00 PM			Team Working Session
2:00 PM	Water Quality Protection Plan Presentation	Engineering/ Consultant	
3:00 PM			
4:00 PM			
5:00 PM	Kick Off Meeting (San Marcos Rec Hall)	San Marcos Watershed Initiative/ Think Tank Joint Meeting ( Meadows Center)	Pin-up/ Open House (San Marcos Rec Hall)
6:00 PM			
7:00 PM			
8:00 PM			

\* All Stakeholder Meetings are open to the public and everyone is encouraged to attend

\* We will be located at the Old Fish Hatchery Building unless otherwise noted

Stakeholder Presentations	Team Meetings	Public Meetings	Stakeholder Meetings
---------------------------	---------------	-----------------	----------------------

# **CITY OF SAN MARCOS TRANSPORTATION MASTER PLAN UPDATE**

COMPREHENSIVE REVIEW OF EXISTING  
DOCUMENTS & POLICIES WITH  
RECOMMENDATIONS

FINAL

Prepared by McCann Adams Studio  
for HDR Engineering, Inc.

August 20, 2014



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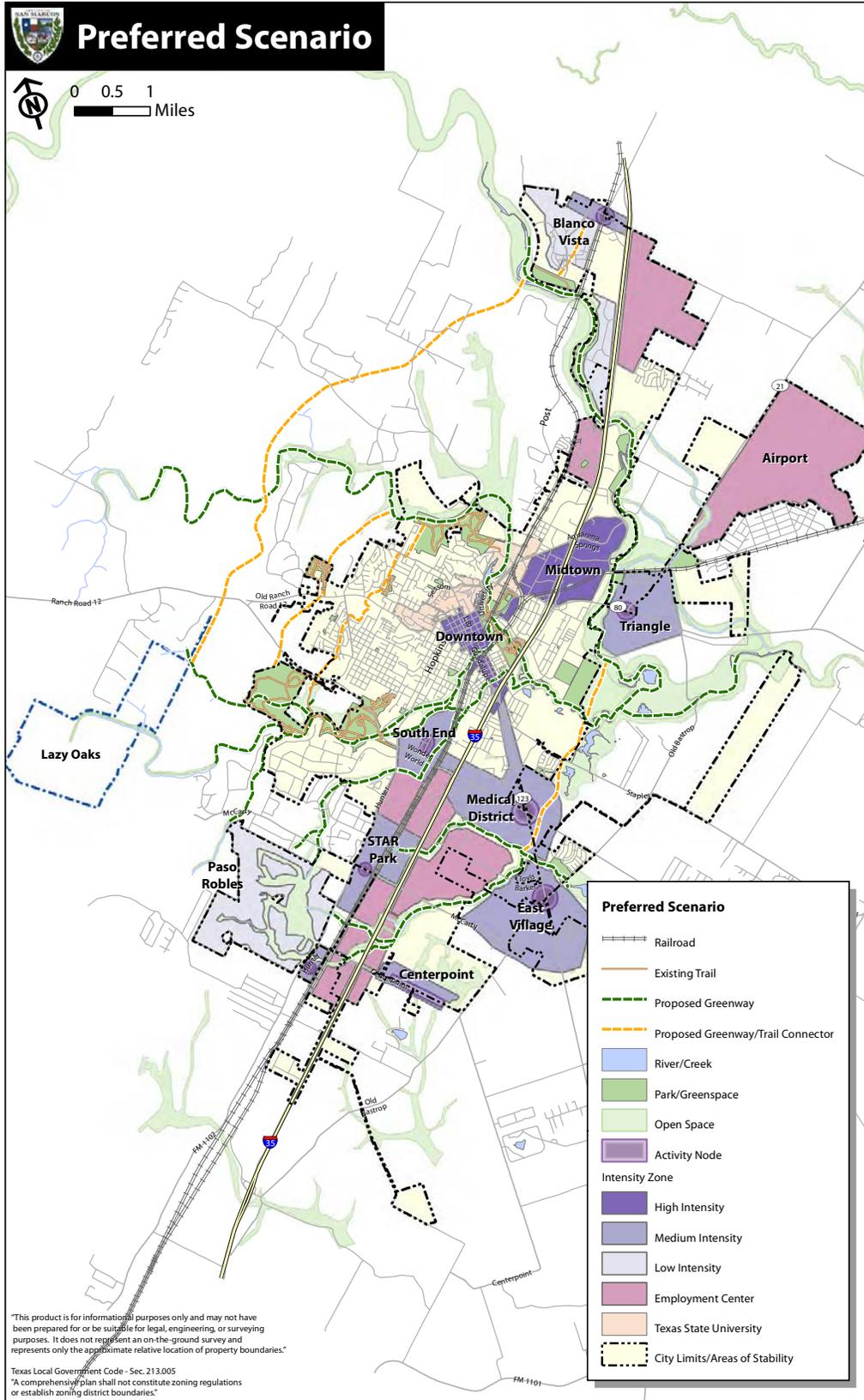
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**Figure 1:**  
**San Marcos Comprehensive Plan "Preferred Scenario"**

## INTRODUCTION

This report provides a comprehensive review and evaluation of existing documents and policies that guide the planning and implementation of transportation facilities in the City of San Marcos. The intent of the report is to summarize the transportation policies set forth in these documents, to identify any conflicts and inconsistencies with the City's recently adopted Comprehensive Plan, known as *Vision San Marcos: A River Runs Through Us* (2013), and to make recommendations aimed at bringing all of the City's transportation policies into alignment within an updated Transportation Master Plan.

### **The Comprehensive Plan Vision San Marcos: A River Runs Through Us (2013)**

The San Marcos City Council adopted the Comprehensive Plan in April, 2013 after an extensive public engagement process and work by both City staff and outside consultants. The adopted plan addresses the need for a more comprehensive and integrated transportation network that caters to all types of users and modes in San Marcos. The Comprehensive Plan lists the following transportation action items:

- Focus on non-vehicular transportation improvements in the updated Transportation Master Plan;
- Develop connections between the community and the airport;
- Develop a transit plan that matches the preferred scenario map to encourage connectivity between the identified activity centers;
- Create a connected network for non-automobile travel;
- Develop a unified parking plan;
- Obtain "Bicycle-Friendly Community" designation;
- Create a Sidewalk Master Plan;
- Create an Urban Transit District;
- Pilot a Green Streets program, and
- Develop a complete streets policy.

The Comprehensive Plan indicates that the Travel Demand Model used in San Marcos demonstrates that about 30% of area roadways experience high levels of congestion, particularly during the morning travel time. The Comprehensive Plan prioritizes coordinated land use and development strategies with the goal of lower vehicle miles and hours travelled and it indicates that the "preferred land use scenario" could achieve these goals.

The Comprehensive Plan is rooted in a vision of environmental protection and support for non-automobile transportation as part of a larger sustainable development strategy. Throughout the plan, economic development, land use, and transportation planning successes are connected to ecological sustainability and compact development.

## SUMMARY OF TRANSPORTATION POLICIES

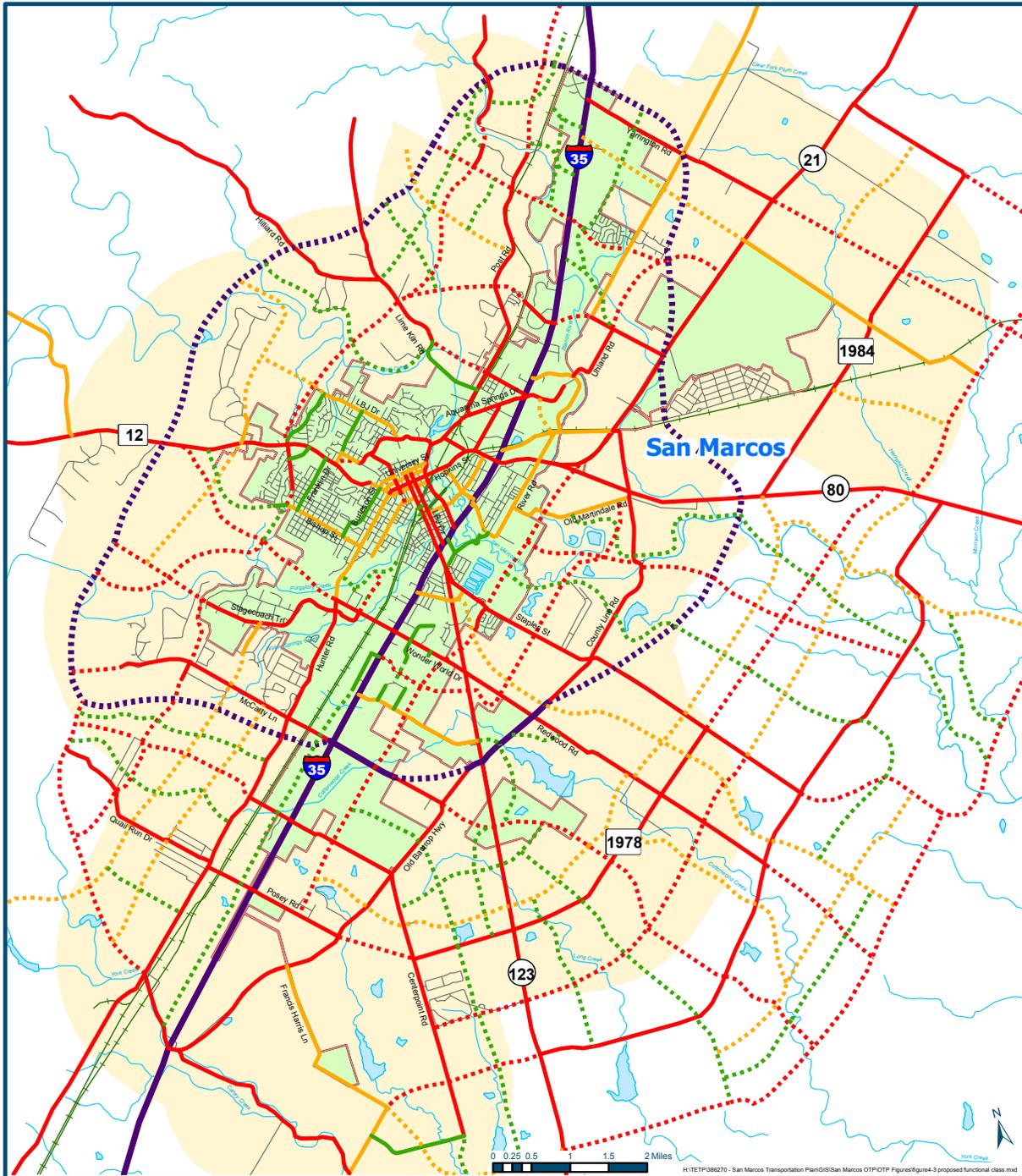
In addition to the Comprehensive Plan itself, the following documents provide specific policy guidance for transportation decision-making in the City of San Marcos:

1. San Marcos Transportation Master Plan (2004) *prepared by Wilbur Smith Associates*
2. San Marcos Transportation Design Manual (2004) *prepared by Wilbur Smith Associates*
3. San Marcos Downtown Master Plan (2008) *prepared by Broaddus & Associates*
4. San Marcos Five-Year Transit Plan (2014), *prepared by Nelson Nygaard;*
5. Downtown Parking Initiative, *prepared by Gateway Planning and Kimley Horn & Associates (2012):*
6. *Texas State University Campus Master Plan (2006-2015), prepared by Broaddus & Associates.*
7. *ITE Context Sensitive Design Manual (2010), entitled Designing Walkable Urban Thoroughfares: A Context Sensitive Approach, prepared by the Institute of Transportation Engineers in collaboration with the Congress for New Urbanism.*
8. Agreements with TxDOT.
9. San Marcos Land Development Code (including zoning regulations).

Today, these important plans and policies are not always consistent with the vision set forth in the Comprehensive Plan. Page 83 of *Vision San Marcos: A River Runs Through Us* outlines the need to revise policies to ensure that the current vision of the plan is implemented. To that end, this section of the report identifies inconsistencies between the vision of the adopted Comprehensive Plan and the regulatory framework that guides transportation policy decisions in the City and makes initial recommendations aimed at bringing those policies into alignment.

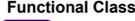
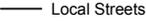
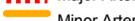
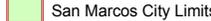
### 1. San Marcos Transportation Master Plan (2004)

The last complete iteration of the San Marcos Transportation Master Plan was completed over ten years ago. Since that time, the rapid pace of growth in the region has changed and the vision of a future San Marcos has evolved with it. The 2004 plan focuses more on private automobile traffic






**Map Key**

	Freeways		Local Streets
	Major Arterials		Railroads
	Minor Arterials		San Marcos City Limits
	Collectors		San Marcos ETJ

NOTE: Existing functional classes are shown as solid lines, while proposed functional classes are shown as dashed lines.

Map Date: May 11, 2004

**Figure ES-1**  
**Proposed Thoroughfare Plan and Functional Classification System**  
 San Marcos Transportation Master Plan  
 San Marcos, TX

Figure 2:  
San Marcos Thoroughfare Plan (2004)

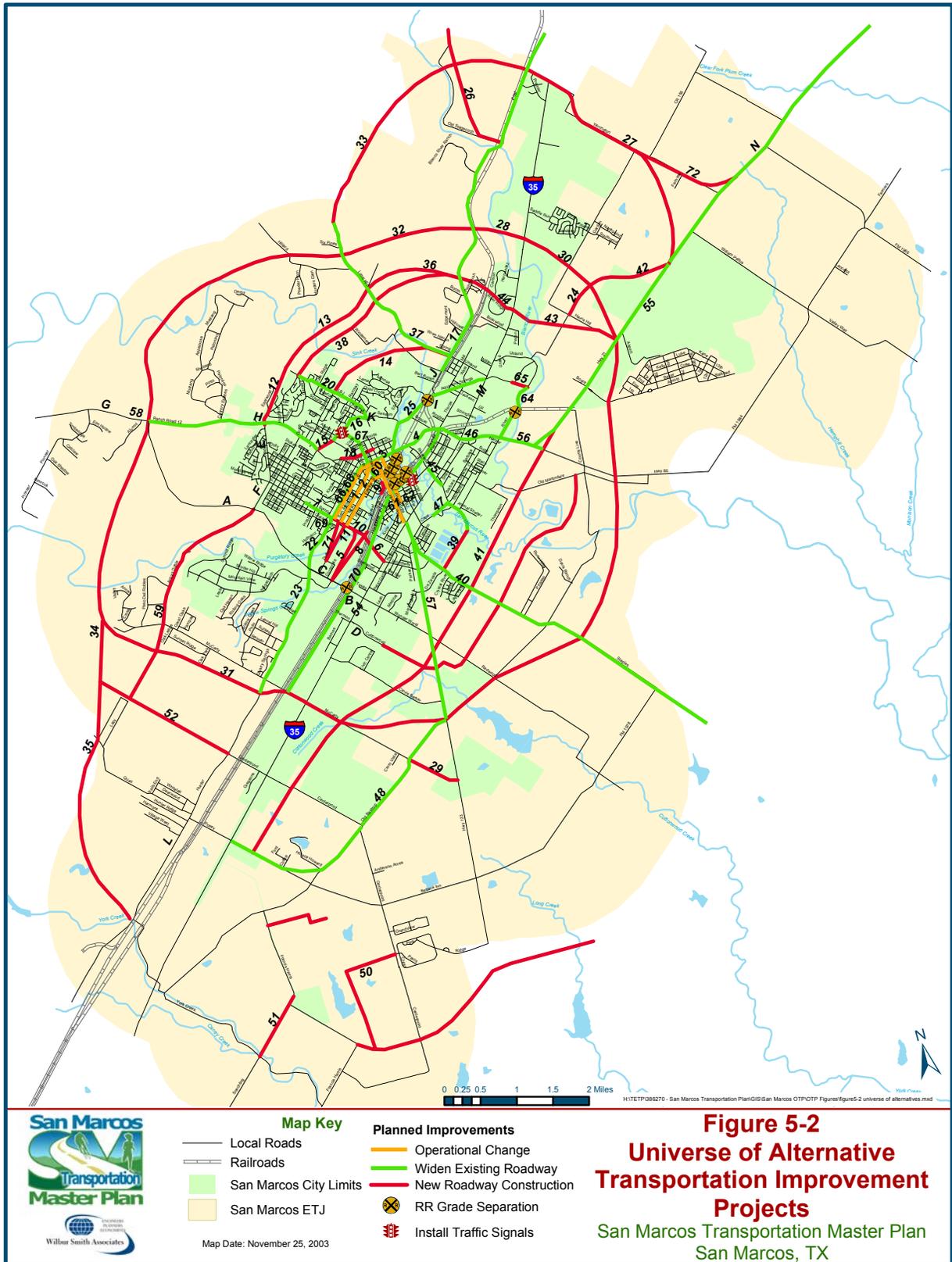


Figure 3:  
 Universe of Alternative Transportation Improvement Projects (2004)

than on transit or non-motorized transportation. Chapter Six of the 2004 Plan addresses bicycle and pedestrian facilities for San Marcos. While the plan calls for “the enhancement of bicycling and [the] consideration of needs for pedestrian movement”(pg. 6-1), the Plan ultimately focuses on the improvement of single occupant vehicle facilities first.

The recommended solutions to transportation concerns in the Transportation Master Plan generally focus on road expansions and the creation of a freeway loop system to help distribute through traffic. The Plan recommends that one of the top priorities for future transportation planning should be the acquisition of wider rights-of-way to allow for the future expansion of roadway facilities for vehicular traffic.

The 2004 Plan does not include street cross sections to guide the design of street improvements, but rather the number of lanes for each functional classification and the projected volume of vehicles each type of roadway could handle.

#### Conflicts and Inconsistencies with the Comprehensive Plan

With its primary focus on vehicular mobility, the 2004 Transportation Plan is in direct conflict with the Comprehensive Plan’s emphasis on sustainable multi-modal transportation solutions. *Vision San Marcos* is clear in its goal of equality between pedestrians and motorists: “Sidewalks are equally important to the transportation system as roadways”(pg. 102). To make the Transportation Plan consistent, the updated document needs to develop a more comprehensive policy for all modes of transportation including bicycle, pedestrian and vehicular circulation.

The types of streets discussed in the 2004 Plan represent generally standard, car-centric designs. The concept of “complete streets” and the balanced use of rights-of-way for all modes of transportation is a clear direction provided by the Comprehensive Plan. Further development of acceptable street sections is recommended, particularly with regard to the Comprehensive Plan’s desired inclusion and accommodation of pedestrian and bicycle facilities within each functional classification and the recognition that streets represent the most significant portion of the City’s public space. The updated Transportation Plan will need to develop a suite of street cross-sections that accomplish this goal, and that apply best practices including the criteria set forth in the Institute of Transportation Engineer’s Context Sensitive Design Manual (discussed below).

The currently adopted Thoroughfare Map that was included and amended along with the Transportation Master Plan no longer complements other planning efforts throughout San Marcos. An updated Thoroughfare Map

that supports the Comprehensive Plan's Preferred Scenario with its defined Activity Centers will be an important product of the updated Transportation Plan. Based on the prioritization of environmental protection in the Comprehensive Plan and the observation that a number of the roadway construction and expansion projects recommended in the 2004 Plan posed "serious threats" to the environment, some of the future roadway alignments (particularly those west of IH-35) will need to be reevaluated for current and future applicability.

## **2. The San Marcos Transportation Design Manual (2004)**

The San Marcos Transportation Design Manual was adopted alongside the 2004 Transportation Master Plan as an accompanying technical document to guide the design and construction of streets. Much like the plan that it accompanies, it is focused on the maximization of space for cars in terms of lanes and lane widths.

The 2004 Design Manual methodically lists the types of streets approved for design and construction in San Marcos, their functional classification, more detailed geometrics associated with each type and with special circumstances, such as intersections, railroad crossings, and traffic calming areas.

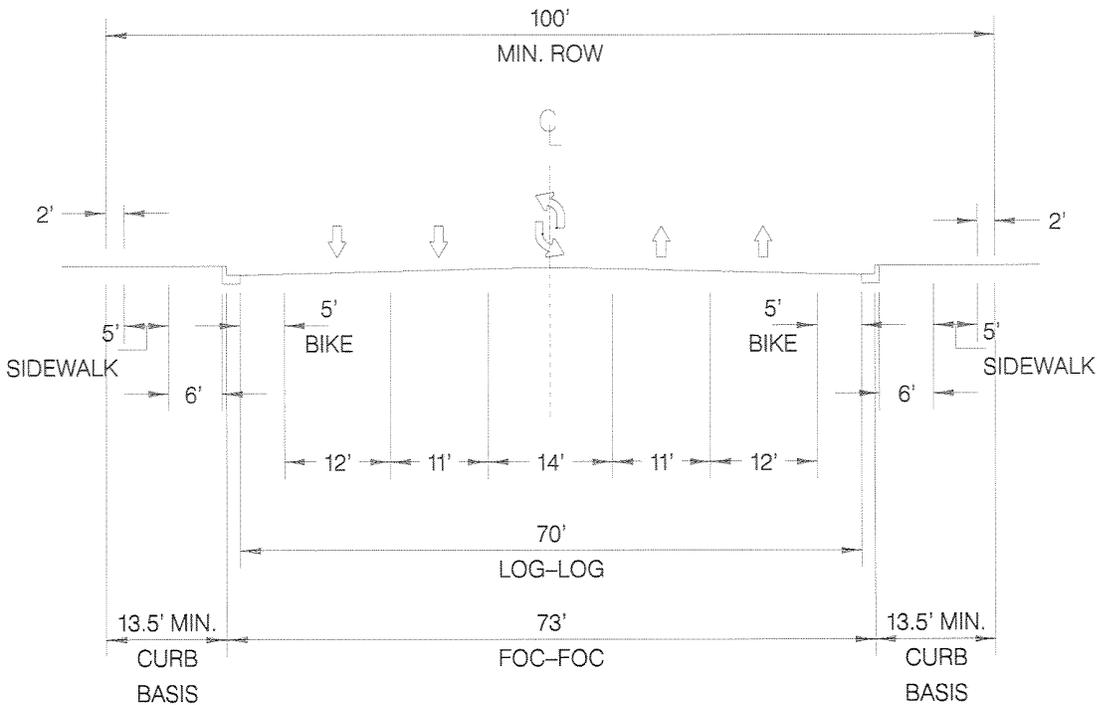
The following roadway types are included with specific design standards, with each defined by expected traffic volumes and levels of access, among other criteria:

- Alley
- Residential Street
- Residential Collector
- Neighborhood Collector
- Commercial/Multifamily Collector
- Industrial Collector
- Minor Arterial
- Major Arterial
- Parkway
- Freeway

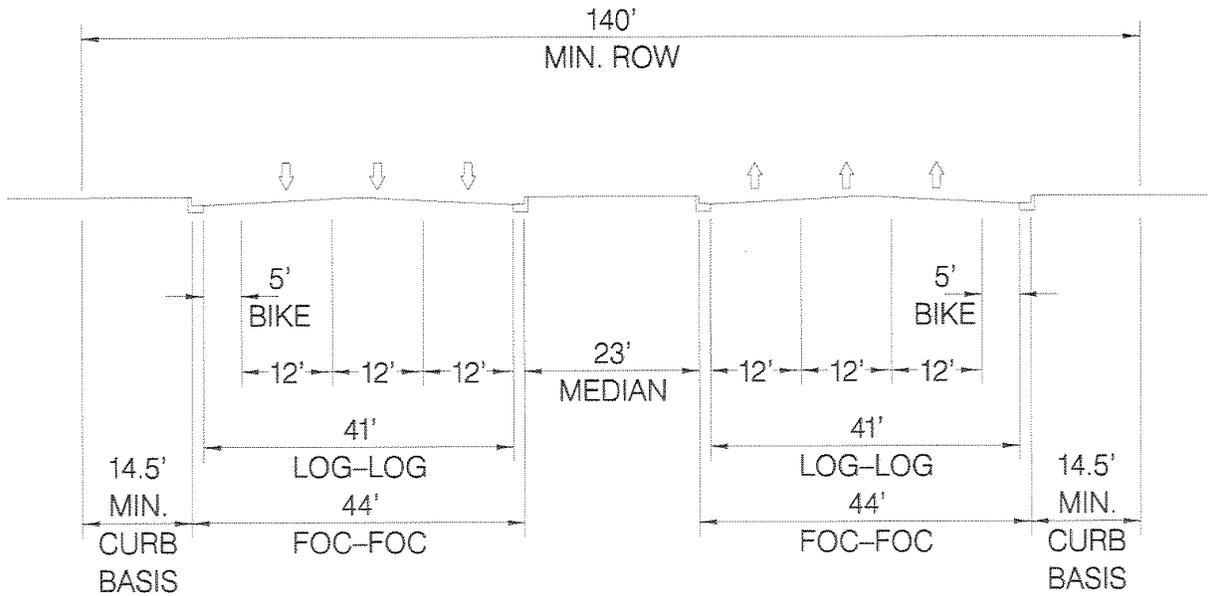
The accepted designs of each street type reflect a generally conservative approach with respect to right-of-way acquisition and lane widths and appear to be based on use-based volume forecasts. The functional classifications and a mobility analysis of each type were adapted from the 1984 AASHTO Geometric Design of Highways and Streets manual.

Design Elements	Alley	Residential Street	Residential Collector	Neighborhood Collector	Commercial/Multifamily Collector	Industrial Collector	Minor Arterial	Major Arterial	Parkway	Freeway
Expected ADT (vpd)	-	500	500-3,000	500-3,000	2,000-10,000	> 3,500	3,500-12,000	9,000-20,000	18,000-30,000	18,000-30,000
Minimum Right-of-Way (feet)	16	53	62	54	80	70	82	100	140	150
Minimum Paved Width (feet)	15	30	38	30	48	44	58	70	2 @ 41	2 @ 46
Number of Lanes	1-2	2	2	2	2-4	4	4	2-4	6	6
Lane Width (feet)	15-20	10-11 <sup>a</sup>	10-11 <sup>a</sup>	10-11 <sup>a</sup>	11-12	11 to 12	12	12	12	12
Design Speed	-	20-30	30-35	30-35	30-40	30-40	40-45	40-50	50-70	50-70
Curb Basis (feet)	-	10	10.5	10.5	14.5	11.5	10.5	13.5	14.5	14.5
Tangent Length between reverse curves (feet)	-	50	100-150	100-150	100-150	100-150	150-200	150-200	200	200
Spacing of Cross-Street (feet)	-	<300	300-500	300-500	500	500	1000	1000	1300	1300
Driveways permitted	-	Yes	Yes	Yes	Restricted	Restricted	Restricted	Restricted	No	No
Driveway Spacing (feet) <sup>b</sup>	-	1 Driveway/Property	50-75	50-75	75-100	75-100	150-200	150-200	-	-
Parking	-	Yes	Yes	Yes	Restricted	Restricted	Restricted	No	No	No
Landscaping	-	Both sides	Both sides	Both sides	Both sides	Both sides	Both sides	Both sides	Both sides	Both sides
Sidewalks	-	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Grades % (max) <sup>c</sup>	2	8	8	8	8	8	8	8	6	6
Min. Median Widths (feet)	-	-	4	4	4	4	6	6	23	23
Expected percent of Heavy Vehicles (%)	-	1.7	1.4-8.3	1.4-8.3	2.0-9.8	2.0-9.8	12.1-34.0	34.0-50.0	Full access	Full access

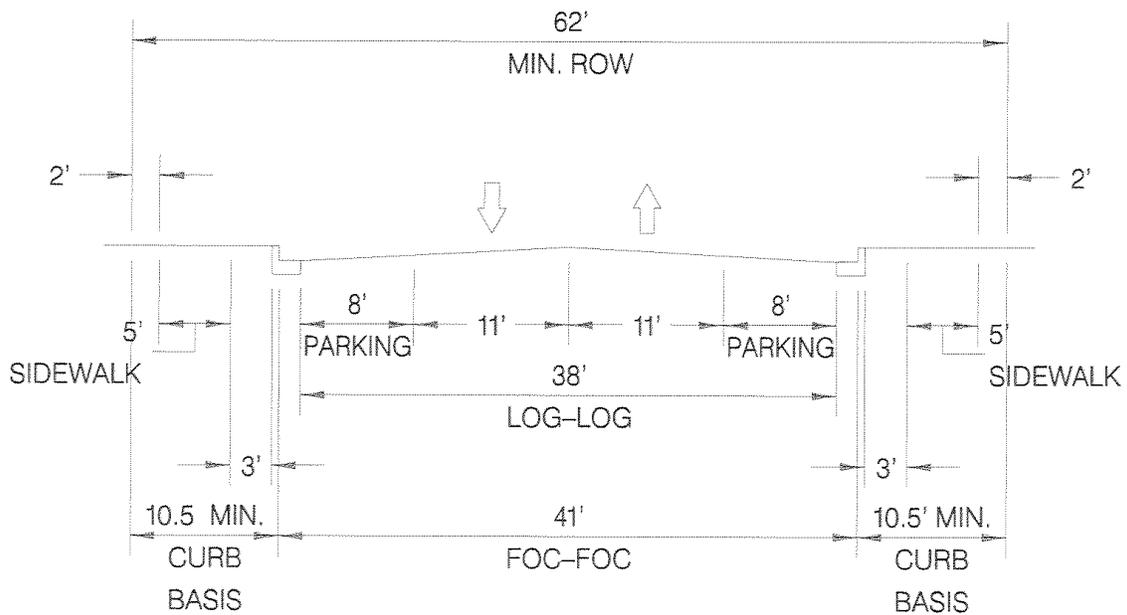
**Figure 4:**  
**Roadway Design Standards (2004)**



**Figure 5a:**  
**Design Criteria for Four-Lane Divided Major Arterial Street**



**Figure 5b:**  
**Design Criteria for Six-Lane Parkway**



**Figure 5c:**  
**Design Criteria for Residential Collector Street**

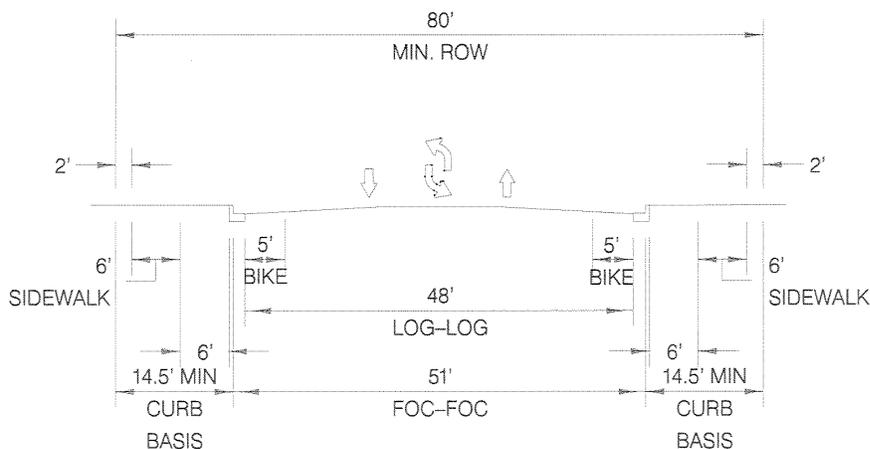
## Conflicts and Inconsistencies with the Comprehensive Plan

Like the Transportation Plan, the Design Manual is not consistent with the Comprehensive Plan, which prioritizes the development of better facilities for both pedestrians and bicyclists, and the concept of “complete streets”. In order to bring the Transportation Design Manual into alignment with the Comprehensive Plan (and with the principles of Context Sensitive Solutions discussed below), the following policies should be reviewed:

### Roadway Design Standards

(Table 1-1):

- Functional Classification should be revised and terminology should move away from strictly use-based determinations, i.e. “Residential Street” (Figure 5c) or “Commercial/Multifamily Collector” (Figure 5d). Roadway typologies and the specific context should be considered in the design, not simply projected trip counts based on typical uses.
- In general, minimum lane widths should be reviewed and potentially revised downward. The recommended 12 ft. lane widths on arterials could be reduced, depending on the specific context. As an example, the 38 ft. allocated for three lanes on a “Commercial/ Multi-Family Collector” could be reduced by as much as 5 ft. Less space devoted to car travel could open up valuable right-of-way for pedestrian and bicycle facilities recommended by the Comprehensive Plan.
- The spacing of cross streets for arterials should be reviewed and potentially revised downward. The current 1,000 ft. spacing recommendation could be detrimental to neighborhood connectivity goals.



**Figure 5d:**  
**Design Criteria for Commercial/Multi-Family Collector Street**

### Street Cross Sections

It is recommended that the updated Transportation Manual redesign the hierarchy of roadway types and the corresponding standards, consistent with the goals of *Vision San Marcos* to create a more comfortable pedestrian and bicycle environment. The roadway design standards should be refined to make them more pedestrian and bicycle friendly, and to incorporate current best practices and context sensitive design practices. The roadway widths are greater than they need to be to accommodate traffic in a calm manner, and to create an attractive pedestrian environment. For example:

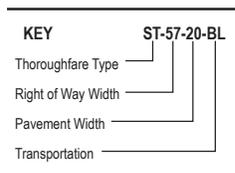
- Lane widths could be reduced in width, and the gutter pan could be included as part of the functioning roadway (e.g., as part of the 8-foot parking lane), as recommended by the Context Sensitive Solutions (see discussion below).
- On local residential streets where traffic volumes are minimal, the standards could allow for “queuing” streets with roadway widths of 28 feet and parking on both sides.
- The standards do not address the location of street trees; ideally most streets should be planted with trees in a zone of 6 to 7 feet along the curb edge, providing a green edge to the street and a clear separation between the sidewalk and a safer and more comfortable pedestrian environment. Root barriers should be utilized to prevent damage to curbs and sidewalks.
- The “alternative” standards without curbs and gutters should provide for a separated sidewalk, perhaps with rain gardens that provide the drainage and water quality functions.
- Protected bike lanes should be considered along streets with greater traffic volumes (e.g., along Multi-Family Collector streets).
- Uninterrupted pavement widths greater than 40 feet (i.e., without a median or a bulb-out) should be avoided as much as possible, as they create difficult and unsafe pedestrian crossing conditions.

### **3. The San Marcos Downtown Master Plan (2008)**

The San Marcos Downtown Master Plan guides the redevelopment and restoration of the historic Downtown. The Plan provides a coherent vision for Downtown as a walkable urban destination centered on the historic courthouse square and organized into a series of “villages” with distinct identities and thoughtful connections between them.

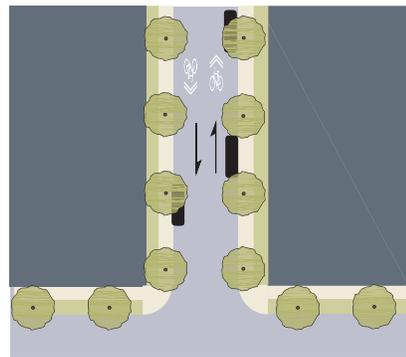
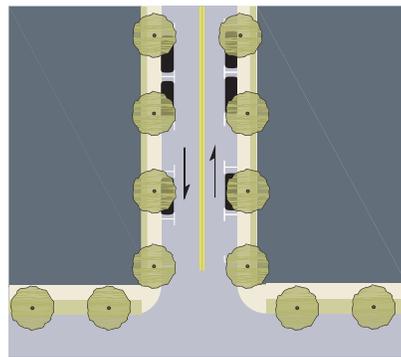
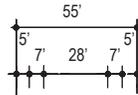
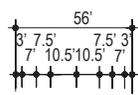
The Downtown Master Plan addresses the Downtown street and roadway network with specific recommendations, including:

- Reinforce the character of primary and secondary streets by implementing Form Based Codes,
- Convert Downtown streets from one-way to two-way operation,
- Time traffic signals to improve traffic flow,
- Create a parking management plan and corresponding parking district,
- 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, and
- Incorporate consistent streetscaping elements, i.e. street trees, paving, benches, and lighting.



**THOROUGHFARE TYPES**

Highway:	HW
Boulevard:	BV
Avenue:	AV
Commercial Street:	CS
Drive:	DR
Downtown FBC Street:	DT
Street:	ST
Road:	RD
Rear Alley:	RA
Rear Lane:	RL
Bicycle Trail:	BT
Bicycle Lane:	BL
Bicycle Route:	BR
Path:	PT
Transit Route:	TR
Sharrow	SH



**Lee St**  
**DT9-56-36**

**Love St**  
**DT10-55-28**

Thoroughfare Type
Transect Zone Assignment
Required Right-of-Way Width
Pavement Width
Curb Relocation (Y/N)
Movement
Design Speed
Pedestrian Crossing Time
Traffic Lanes
Parking Lanes
Curb Radius
Walkway Type
Planter Type
Curb Type
Landscape Type
Transportation Provision

Downtown FBC Street
T4, T5
56 feet
36 feet
No
Slow Movement
25 MPH
5.7 seconds
2 lanes
Both Sides at 7.5 foot marked
10 feet
7 foot Sidewalk
4 x 4 foot Tree Wells
Curb
Trees at 30' o.c. Avg.
None

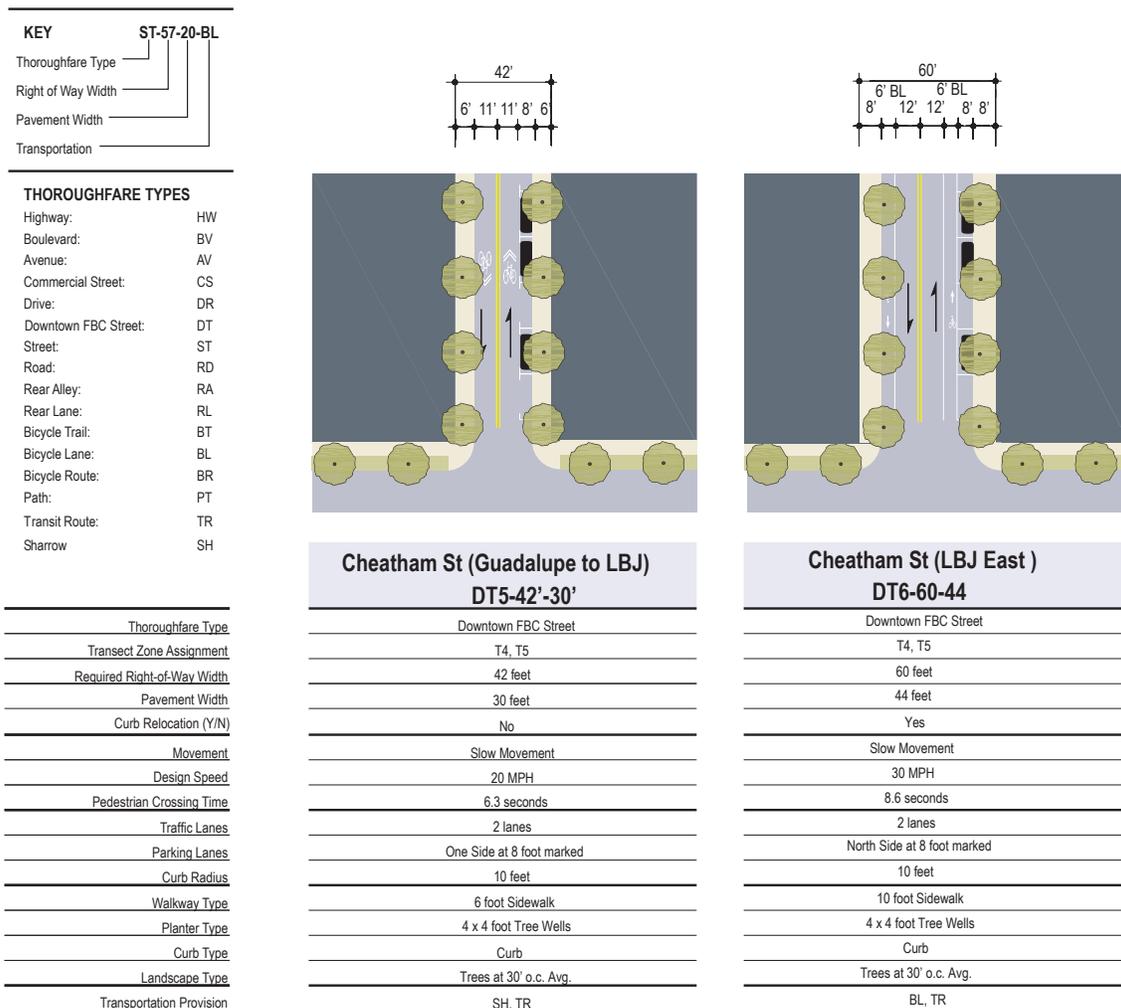
Downtown FBC Street
T4, T5
55 feet
28 feet
No
Slow Movement
30 MPH
8 seconds
2 lanes
Both Sides unmarked
10 feet
7 foot Sidewalk
4 x 4 foot Tree Wells
Curb
Trees at 30' o.c. Avg.
SH, TR

**Figure 6a:**  
**Downtown Master Plan Draft Street Cross Sections**

The Plan also addresses transit, but it was written before San Marcos was designated an “Urbanized Area,” which will phase out the city’s dependence on Capital Area Rural Transit Service (CARTS) for the transit service. Additionally, the 2008 Plan cites forthcoming commuter rail service (i.e., LoneStar rail) that has not yet come to fruition. Nevertheless, the plan’s call for a robust, multi-modal transit hub is consistent with the vision set forth in the Comprehensive Plan.

As planning principles, the Downtown Master Plan emphasizes the importance of street design for both quality of life and economic development:

“Prescribe sustainable infrastructure projects that minimize and shade paved surfaces, resolve stormwater problems, balance vehicular and pedestrian needs, and prioritize parking strategies.” (p. 49)



**Figure 6b:**  
**Downtown Master Plan Draft Street Cross Sections**

Draft street cross sections for Downtown streets have also been released as part of the Downtown Master Planning process. These still appear to be in draft stages as of May 2014, but do generally reflect more urban interpretations of downtown streets.

The Downtown Design Guidelines, which were revised and adopted in 2012 as an addition to the Downtown Master Plan and accompany the Downtown SmartCode, refine the scale of recommendations throughout Downtown by breaking it into distinct districts for specific design vision and regulation. The guidelines act as implementation tools for the 2008 Downtown Master Plan. The City's SmartCode, which applies to much of the Downtown area, does include typical street sections that support the vision of the Downtown Master Plan, particularly in conjunction with the Downtown Streetscape Project.

#### Conflicts and Inconsistencies with the Comprehensive Plan

The Downtown Plan, with its emphasis on enhancing the pedestrian environment, is largely consistent with the planning goals and principles set forth in the Comprehensive Plan, and as such would not require significant amendments. One potential flaw in the design strategy described through the draft Downtown Street Cross Sections is the allocation of pedestrian space. Many of the street sections allocate 6-8 ft. of sidewalk space for a pedestrian walkway, street trees, and possibly ingress and egress for buildings lining the street. This is not enough space for an urban street. Best practices for sidewalk design include at least 12 ft. of space between the curb and street-facing buildings for adequate walking and planting areas. The Context Sensitive Design Manual (described below) recommends a streetside width of 19 to 21 feet, depending on the context (See Figure 10).

Notably absent in this collection are cross sections for LBJ St. and Guadalupe St., both of which are currently wide, one-way thoroughfares through Downtown. These are key automobile thoroughfares and important Downtown connections for pedestrians and bicyclists. Both the Guadalupe and LBJ corridors have already received special consideration and City Council has approved their conversion to two-way traffic.

#### **4. San Marcos Five-Year Transit Plan (2014)**

In March 2012, the results of the U.S. Census designated San Marcos as an urbanized area, making it eligible for federal and state funds for public transportation. Since the 1980s the Capital Area Rural Transportation System (CARTS) has been providing general public paratransit service, and since 1996 fixed-route bus service along several routes. In 2013, CARTS contracted with consultants Nelson Nygaard to develop a Five-Year Strategic Plan for

Transit Development. Guided by technical staff and a Steering Committee, six goals were established for the study:

- Conduct a comprehensive evaluation of the entire transit system
- Understand the needs of existing and potential customers
- Develop recommendations to optimize bus service
- Provide a framework for sustainable system growth
- Ensure alignment with the recently adopted local and regional plans; and
- Increase ridership by improving the attractiveness and practicality of transit service

During the evaluation process, a number of important findings were identified:

- Residential densities have increased in several areas.
- A significant number of bus stops do not have signage and are not accessible.
- Several route segments exhibit low productivity.
- One-way streets near San Marcos Station increase travel time.
- Several routes operate along narrow, residential streets.
- A high percentage of customers must transfer to reach their destination.
- Most trips arrive and depart on-time.

The Strategic Plan organized its recommendations into two categories: system route restructuring, and system service expansion recommendations. System restructuring recommendations include a series of route changes that reallocate service from unproductive corridors to areas with greater transit need and high ridership potential. The route restructuring recommendations take into consideration planned growth defined by the Comprehensive Plan, and also seek to reduce inefficiencies that have developed over time due to changes in development, traffic, and infrastructure. System expansion recommendations require additional funding to increase the number of service hours and number of vehicles. Expansion recommendations are intended to build upon restructuring recommendations.

#### Route Restructuring Recommendations

The Plan makes the following recommendations, which present a cost-neutral route restructuring to lay the foundation for growth as additional

funds become available. Key features of the recommended system are:

- 30 minute service on major corridors and to major destinations
- New crosstown route to reduce travel time and transfers
- New transfer opportunities away from San Marcos Station
- Simplified downtown routing
- Improve route directness
- Improved efficiency and cost-effectiveness
- High probability of increased ridership

The Plan evaluated the performance of the existing eleven bus routes, and recommended their consolidation into six new routes. Each of the six recommended routes is described on the attached map and chart.



**Figure 7a:**  
**Transit Plan Summary of Recommended Routes**

Recommended Route	Route Serves San Marcos Station	Frequency	Total Annual Hours	Description
1 – Hopkins/Wonder World	No	30	5,500	Connects Medical Center to Walmart via Hopkins
2 – Post Road	Yes	60	1,375	Serves Post Road neighborhood and H-E-B
3 – Uhland Road	Yes	60	1,375	Serves Uhland Road loop and H-E-B
4 – Linda/Conway	Yes	30	2,750	Serves Walmart via Conway Drive and Linda Drive
5 – Outlets/University	Yes	60	2,750	Serves outlet malls, Texas State campus and Craddock Avenue
6 – Guadalupe/Redwood	Yes	6 trips / day	750	Service to Redwood via Guadalupe Street and Parker Drive
Total Annual Hours			14,500	

**Figure 7b:**  
**Transit Plan Summary of Recommended Routes**

### Service Expansion Recommendations

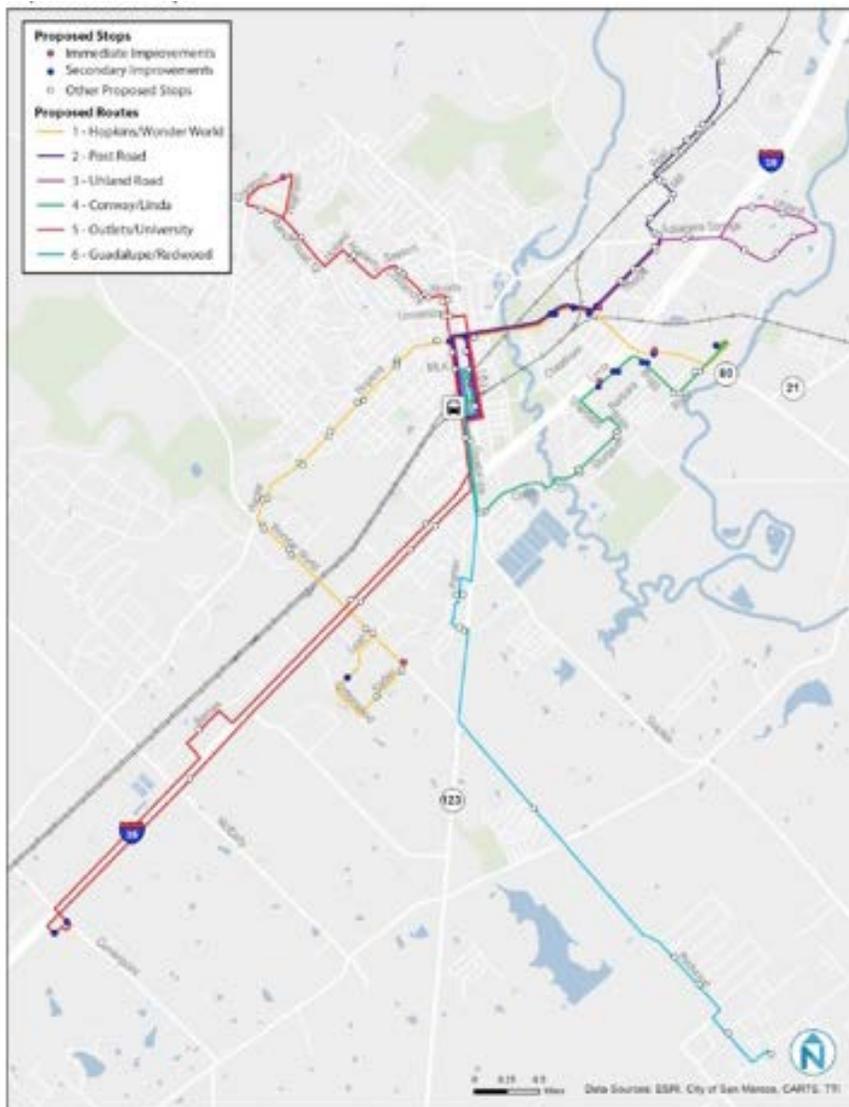
The Plan’s recommendations for service expansion are based on community feedback for increased service and market analysis findings. Expansion recommendations are divided into four phases as follows:

Category	Phase	Service Changes	Total Annual Hours
System Restructure	Phase 1	Cost neutral route restructure	15,000
Service Expansion	Phase 2	Extend service from 7am-6pm to 7am-8pm	17,500
	Phase 3	Add Saturday service to arterial routes	19,750
	Phase 4	Upgrade Outlets/University route frequency to 30 minutes	23,000
	Phase 5	Increase service on rural and senior routes Extend service from 7am-8pm to 6am-9pm Consider new routes	25,000

**Figure 7c:**  
**Transit Plan Service Expansion Recommendations**

## Bus Stop Improvements

CARTS and the City of San Marcos are also cooperatively embarking on a multi-year effort to improve bus stops throughout the system. Currently, 75% of bus stops lack basic signage. Operators are instructed to pick up customers waiting along the route, thereby creating safety hazards and unnecessarily impeding traffic at times. Beginning in the summer of 2014, CARTS and the City of San Marcos will begin installing new signage at all bus stops in the system. Furthermore, CARTS and the City of San Marcos are committed to improving accessibility at stops and increasing the number of benches and shelters, based on bus stop guidelines described in the Plan. Immediate and high priority bus stop improvements are described on the attached map:



**Figure 7d:**  
**Transit Plan Recommended Immediate Improvements**

## 5. Downtown Parking Initiative (2012)

The Downtown Parking Initiative was developed to better address the management of limited on-street parking and the lack of convenient longer-term parking options for Downtown customers and employees. The document established four basic principles:

1. On-street parking should be dedicated to downtown visitors and customers,
2. Employees and Downtown residents should not park in on-street spaces during normal business hours,
3. On-street spaces should be managed with time limits and meters, and enforced; and
4. The goal in managing on-street parking is to provide convenient parking for the greatest number of potential parkers, while applying time limits that reasonably accommodate the needs of customers and visitors.

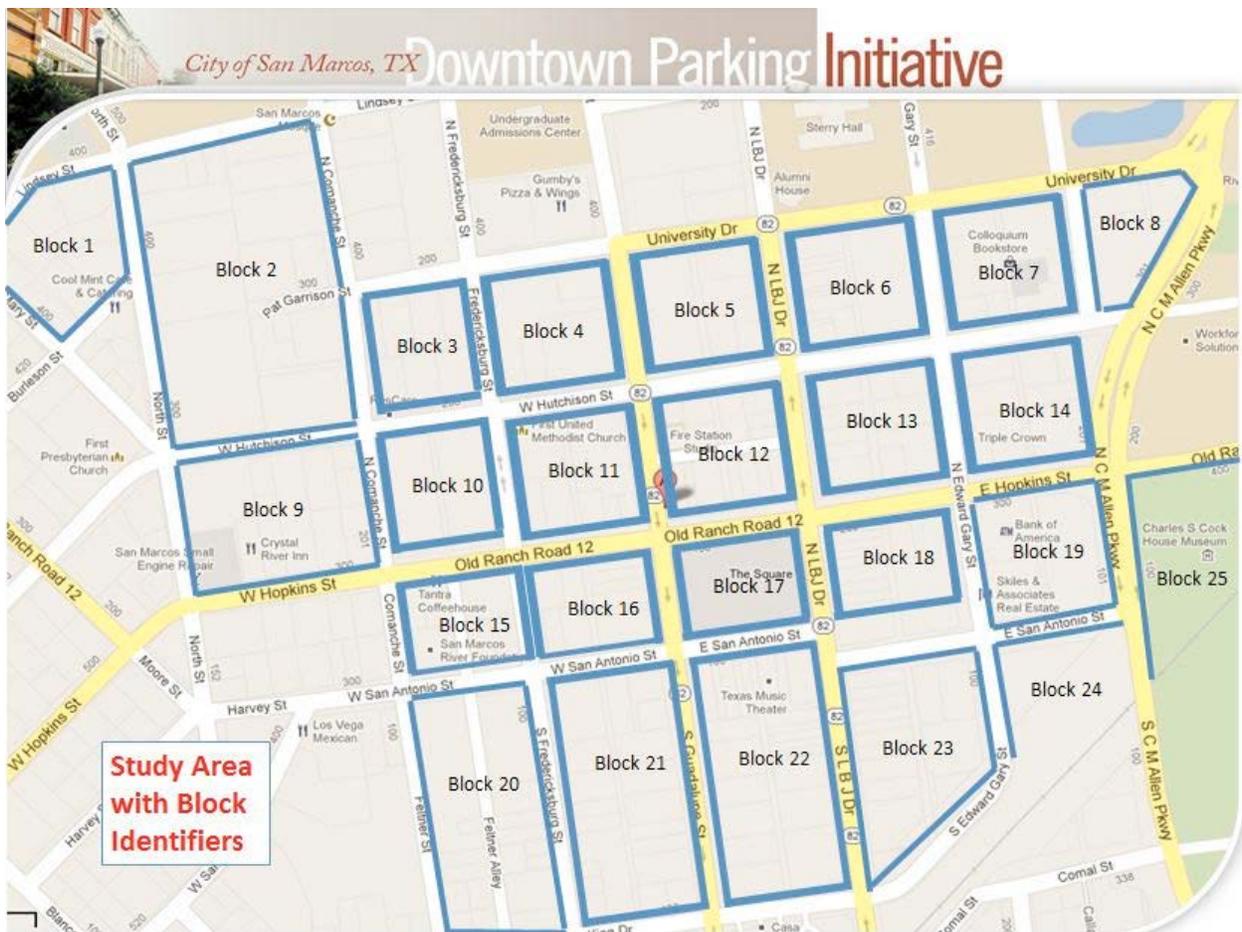


Figure 8:  
Downtown Parking Initiative Study Area

The Plan makes several recommendations:

- On-street meters or pay stations should be deployed on downtown streets to promote short-term convenient parking and to discourage abuse of the two-hour limit.
- Zoning revisions should be considered to allow “fee-in-lieu” parking instead of (or in addition to) on-site parking.
- Shared parking standards should be expanded, and all non-residential parking ratios should be the same to allow for easy changes of use, without triggering non-conforming status, and
- Joint arrangements with private sector businesses, institutions and the university should be pursued to expand the supply of off-street parking for Downtown customers and employees.

Seven action items are set forth in the plan:

1. Create a Parking Benefit District with its own board;
2. Recruit a Parking Program Coordinator to manage the district;
3. Develop an initial business and funding plan for the district;
4. Invest in on-street parking infrastructure including meters and parking stations;
5. Develop mid-to long-term surface parking resources that can ultimately be converted to parking garages;
6. Support New Downtown Development that can increase the supply of public parking; and
7. Develop an overall parking program branding marketing and communications strategy

### Conflicts and Inconsistencies with the Comprehensive Plan

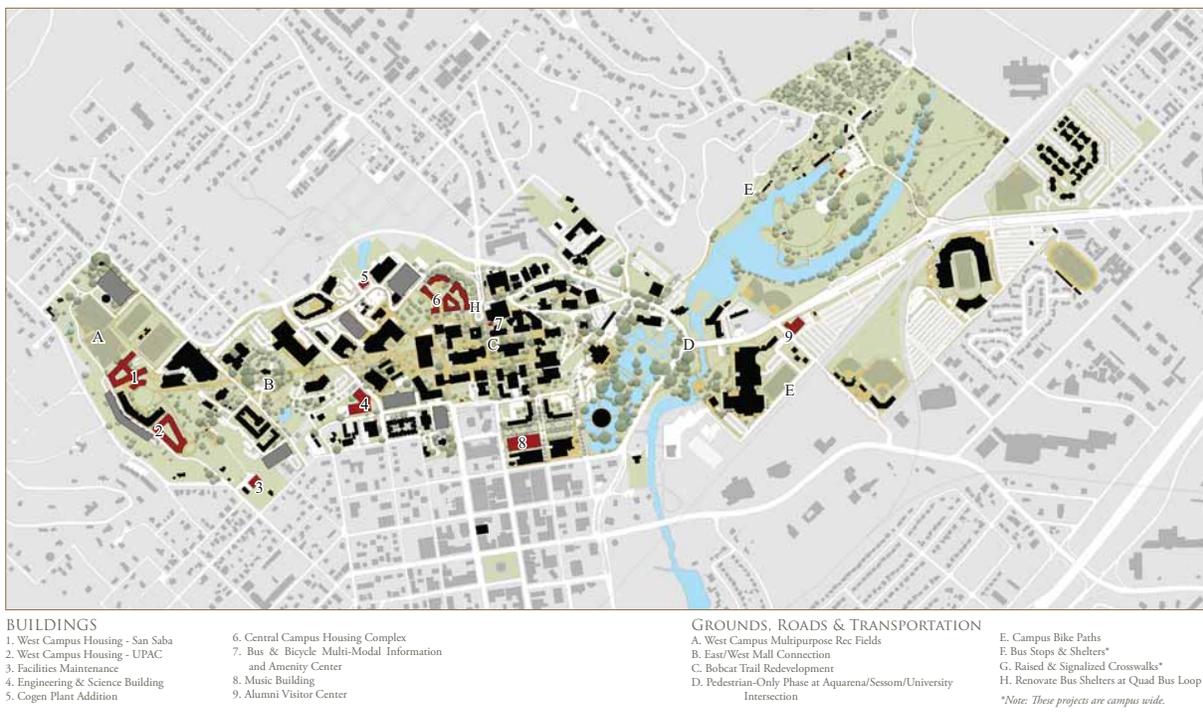
The recommendations of the Downtown Parking Initiative are consistent with the policies of the Comprehensive Plan, in that both are supporting the creation of a pedestrian-friendly Downtown that promotes a “park-once” district, optimizing the efficiency of scarce parking resources.

## 6. Texas State University Campus Master Plan 2006-2015 (Update 2012-2017)

The Master Plan for the Texas State University campus was developed in 2005 and then updated in 2011. The goal of the Plan was to create “a logical framework for growth.” A series of mobility principles of the Master Plan were established:

- Manage University transportation and movement of people to further the mission of the campus and contribute to the educational, intellectual and physical development of the students, faculty and staff;
- Recognize that the University is a member of the regional community, and consider its impact on its neighbors and their access to the campus;
- Provide a campus that is conveniently and safety accessible by foot, bicycle, automobile and bus;
- Provide a safe and reasonable flow of traffic with preferred vehicular routes clearly identified;

### 2012-2017 IMPLEMENTATION PLAN - NEW CONSTRUCTION SAN MARCOS CAMPUS



**Figure 9:**  
**Texas State University Campus New Construction Plan 2012-2017**

- Provide parking, conveniently located or served by bus;
- Continue to create an environment that is accommodating for persons with disabilities; and
- Eliminate the difficulties guests and first-time visitors experience when entering the campus, finding parking and navigating the campus.

The Plan calls for a more rational separation of motorized and pedestrian traffic to encourage a campus where walking and biking is the preference over driving. It proposes the systematic removal of surface parking lots to create a comprehensive network of green open spaces and new building footprints. Surface lots are replaced with strategically sited parking garages to free up space for new buildings and open spaces. Students and faculty are encouraged to park once and walk or bike during their time on campus. It calls for Downtown streets and sidewalks to penetrate the campus in a “seamless pedestrian experience”. Covered walkways are proposed throughout the campus to provide continuous protection to the pedestrian.

IN-PROCESS PROJECTS  
 GROUNDS, ROADS & TRANSPORTATION



**Figure 10:**  
**In-Process Projects - Grounds, Roads, & Transportation**

The Five-Year Plan outlines a series of transportation improvements (some of which have now been implemented):

- 1,674 garage spaces have been added in the Speck and Matthews Street Garages, replacing 822 surface parking spaces;
- Concho Green has been created out of a former surface lot;
- Bobcat Trail will be converted from a congested parking lot into a shaded walkway;
- Construction of a second bus terminal is proposed on Woods Street between LBJ and Guadalupe Streets;
- Clarify circulation patterns at high-traffic pedestrian and vehicular junctions. Study North LBJ Bus Loop and Pleasant Street Garage;
- Consider a satellite commuter lot to address IH-35 commuting;
- Reconsider location of parking garages in the Long Term Plan (Plan identifies several new locations);
- Continue to work with the City of San Marcos on the design of the Aquarena Springs Drive overpass;
- Improve pedestrian activity and safety with raised crosswalks, flashing crosswalk signage, ADA compliance, etc., and
- Enhance east-west connections with pedestrian-only walking signal at the intersections of Aquarena Springs Drive, W. Sessom Drive and University Drive.

### Conflicts and Inconsistencies with the Comprehensive Plan

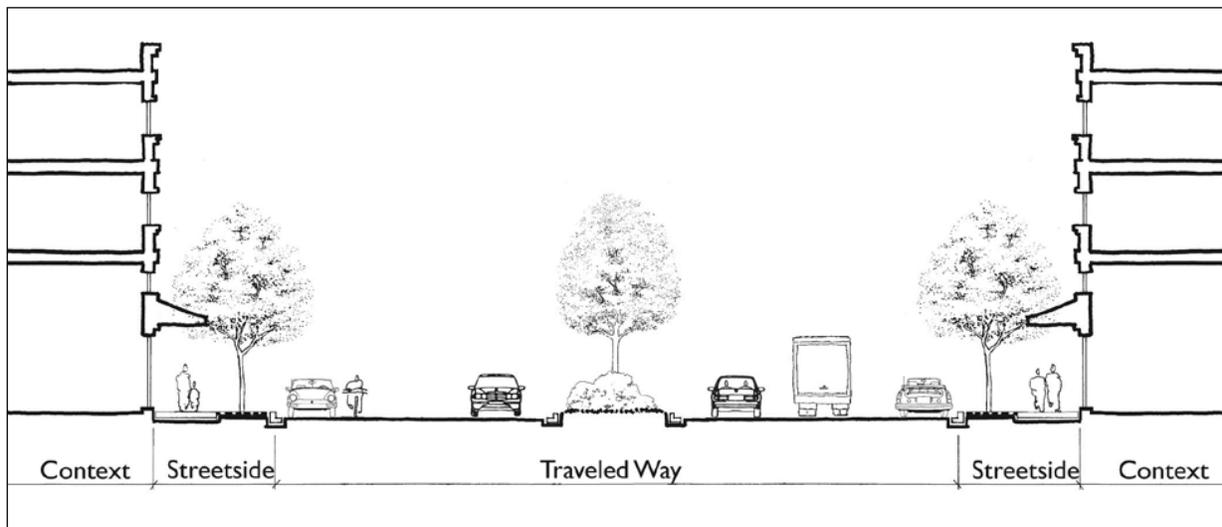
The transportation and urban design recommendations of the Texas State University Campus Master Plan are consistent with the Comprehensive Plan's policies for the creation of a more balanced system of transportation facilities, with an emphasis on walking and biking. The replacement of surface parking lots with strategically located garages on the campus will contribute to a more walkable and attractive central city, consistent with the vision for Downtown and the surrounding neighborhoods.

### **7. ITE Context Sensitive Design Manual (2010)**

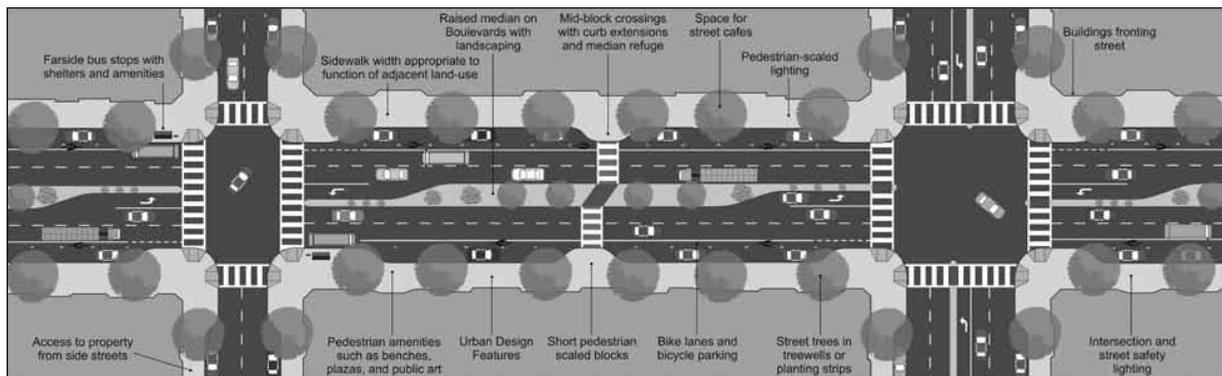
In collaboration with the Congress for New Urbanism (CNU), the Institute of Transportation Engineers (ITE) adopted recommended practices for the design of walkable thoroughfares. Entitled *Designing Walkable Thoroughfares: A Context Sensitive Approach*, the document focuses on best practices for the design of arterial and collector roadways in urban environments, "where development intensity, the mix of land uses, and design features combine to make walking, transit and biking efficient

and attractive transportation choices". The manual promotes multimodal transportation systems that serve all users and are conducive to community environments, enhancing both livability and sustainability.

Whereas conventional thoroughfare design had frequently been driven by traffic demand and level-of-service objectives, this ITE manual strives to balance goals of travel time and speed with issues of neighborhood design, livability and safety, and with other transportation objectives related to freight deliveries, emergency response, local business access and transit operations. The manual emphasizes a collaborative and multidisciplinary approach to thoroughfare design, beginning with long-range transportation and land use planning processes and continuing throughout the entire project development process.



**Figure 5.1** Components of an urban thoroughfare. Source: Community, Design + Architecture.



**Figure 5.2** An illustration of the elements of a context sensitive thoroughfare. Source: Concept by Community, Design + Architecture, illustration by Digital Media Productions.

**Figure 11:**  
**ITE Context Sensitive Design Manual Thoroughfare Elements**

### Context Zones

The Context Sensitive approach applies four distinct context zones to the design of thoroughfares, ranging from “walkable suburban” to “urban downtowns”. Similar to the “transects” of a Smart Code, each of these zones is characterized by the mix and type of land uses; the way buildings, circulation and parking are placed on a site and their relationship with the street; and the form and orientation of buildings that help shape the feel and space of the street. As part of the planning process, the manual calls for the thoroughfare designer to:

- Consider existing and future conditions;
- Assess area plans and policies, zoning and community goals;
- Consider dividing the area into multiple context zones;
- Identify current and future levels of pedestrian, bike and transit activity; and
- Consider characteristics of the neighborhood beyond the thoroughfare.

### Thoroughfare Types

Three types of multi-modal thoroughfares are identified:

- *Boulevards* (35 mph or greater) are divided arterial thoroughfares that serve multimodal movement, a mix of regional and local traffic and transit routes. They are typically four lanes or more, serve longer trips, and combine higher capacity and higher speed vehicular movement with pedestrian-oriented edges. They could include one-way access lanes on either side to create a “multi-way boulevard”.
- *Avenues* (30 to 35 mph) are generally shorter in length than boulevards; they are primary pedestrian and bike routes, may serve local transit, and often provide curbside parking. They do not exceed four lanes, and could include a raised landscaped median.
- *Streets* (25 mph) are generally two lanes serving local traffic and access to abutting properties.

Before selecting a thoroughfare type, the manual calls for the designer to consider the:

- continuity or length of the roadway;
- the purpose or length of trip;
- the level of access to the adjacent land use and the level of access management;

- the type of freight service;
- the need for emergency response; and
- the types of transit operating on the street.

### Design Criteria

Where conventional thoroughfare design is based on a design vehicle (i.e., typically the largest vehicle that can use the facility e.g., a tractor trailer truck), the context sensitive design approach takes an analytical approach that includes traffic engineering, safety, land use, livability and sustainability impacts. Rather than designing the thoroughfare for the largest vehicle that occasionally uses the facility, the context sensitive approach designs for the largest design vehicle that will use the facility with considerable frequency and recommends consideration of two types of vehicles:

- A design vehicle that must be regularly accommodated without encroachment into the opposing lanes or the street side area; and
- The control vehicle that infrequently uses the facility and must be accommodated, allowing for encroachment into opposing lanes, the street side area, and/or for multiple turns.

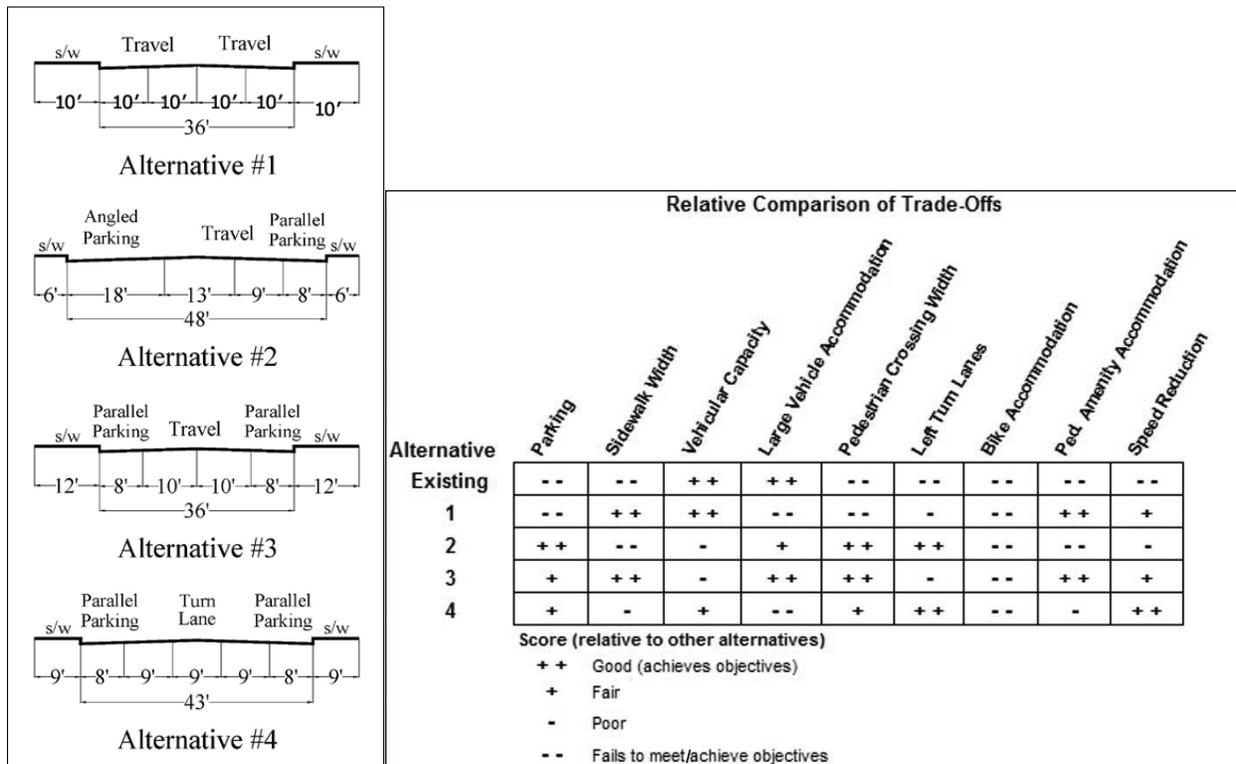


Figure 12: ITE Context Sensitive Design Manual Cross Section Examples

Design speeds for major thoroughfares are recommended to be maintained at 25-35mph to improve the user's perception of the street and to better allow for the types of maneuvers associated with constrained, multimodal urban places. In order to control speeds and to provide more pedestrian-friendly crossings, the manual calls for lane widths and the overall street width to be minimized. Travel lanes of 10 to 11 feet are recommended for most thoroughfares and in all context zones, recognizing that larger lane widths may be needed for major bus routes. Curbside lanes (where there is no parking) are recommended at 11 feet inclusive of the gutter pan. Where curbside parallel parking occurs, an 8-foot parking area is recommended. This is in contrast with the City of San Marcos Transportation Manual, which provides a separate 18 inches for the gutter pan.

Streetside areas (i.e., the area back of curb that includes the sidewalk, planting and street furniture) are recommended to be between 19.5 and 21.5 feet in width, depending on the context zone. This includes: an 18 inch edge or curb and gutter zone; a six to seven foot furnishing or landscape zone; a nine to 10 foot clear "throughway" sidewalk, and an additional three feet of setback area.

The manual lays out specific design criteria for each type of thoroughfare within each of the Context Zones, and provides specific context sensitive design recommendations for residential neighborhoods and downtown districts.

#### Capacity and Level of Service

Context-sensitive design considers traffic projections and LOS, but balances the need for all users, emphasizing in some cases one mode over another, depending on the context and circumstances. For example in a dense downtown district, pedestrian circulation and safety may take priority over vehicular movement. Rather than focusing on the capacity of the individual thoroughfare, context sensitive solutions emphasize network capacity. The manual also points out that "LOS and capacity are only two of many factors that should be considered in the design of roadways...In urban areas, traffic capacity may be subjugated to economic development or historic preservation."

#### Conflicts and Inconsistencies with the Comprehensive Plan

The City of San Marcos Comprehensive Plan's emphasis on multi-modal solutions and the need for a more comprehensive and integrated transportation network is consistent with the context-sensitive planning and design principles set forth in the ITE manual. However, as discussed above, the City's Transportation Master Plan (2004), and the corresponding

Transportation Design Manual will need to be updated to incorporate the ITE's design principles and best practices for context sensitive and walkable multi-modal thoroughfares.

## 8. Agreements with TxDOT

A key barrier to change in San Marcos' streetscapes is TxDOT jurisdiction over various thoroughfares, including in Downtown. Without direct City control of design and development, TxDOT roadways may provide a lack of flexibility when redesigning or retrofitting streets to comply with the latest vision in the Comprehensive Plan. Additionally, TxDOT requirements may not be harmonized with those of the Downtown Master Plan or the SmartCode, causing potential gaps in a comprehensive design and traffic strategy. The following sections cover the agreements that the City of San Marcos has entered into with TxDOT regarding roads within the city limits and how they may influence municipal planning efforts.

Municipal Maintenance Agreement, 1978 between TxDOT and the City of San Marcos provides for State participation in the maintenance of all controlled access highways (i.e., IH-35) and certain non-controlled highways.

- The agreement gives TxDOT the right to establish traffic regulations including speed limits subject to traffic and engineering surveys;
- It allows street lighting to be installed by the City provided the City pay all capital, maintenance and operating costs;
- It defines the authority and responsibility of both parties for maintenance of highway routes through the City;
- It requires the City to prevent any encroachments into the right-of-way of highway routes;
- It gives TxDOT the right to review and permit installation of all traffic control devices;
- It confirms that the City will assure that all driveways adjoining state facilities are in compliance with TxDOT regulations; and
- It requires the City to perform biennial inspections of all bridges and bridge- classified culverts and submit the inspection and inventory data to the State.

### Non-Controlled Highways:

The agreement lists the non-controlled State highways within the City limits, including: SH 123, Loop 82, RM 12, FM 621, FM 2439, SH 80, and Loop 82.

The State's responsibilities for these roadways are to:

- Maintain the pavement base including shoulders, curbs and gutters;
- Install normal highway markings for directing traffic;

- Assist the City in sweeping and leaning pavement, mowing and cleaning of litter, and in maintaining ditches; and
- Assist in snow and ice control.

The City's responsibilities are to:

- Prohibit angle parking, except upon approval by the State subject to traffic and engineering surveys;
- Install and maintain all parking restriction signs, school safety devices, pedestrian crosswalks, parking strips and special guide signs subject to State approval;
- Installation, repair, removal or adjustment of publicly or privately-owned utilities or services, in accordance with TxDOT standards and subject to State approval;

Controlled Highways:

The agreement covers IH-35 within the San Marcos city limits.

The State's responsibilities are to:

- Maintain the traveled surface of the through lanes, ramps and frontage roads;
- Mow and clean litter along the highway;
- Sweep the through lanes, ramps and frontage roads;
- Remove snow and ice;
- Erect and maintain all normal markings and signs; and
- Maintain drainage facilities within the right-of-way.

The City's responsibilities are to:

- Restrict parking on frontage roads to parallel parking on one side only;
- When considered desirable by both the City and State, pass and enforce an ordinance providing for one-way traffic on the frontage road;
- Secure approval from the State for any utility installation, repair, removal or adjustment within or across the right-of-way; and
- Pass ordinances to enforce controlled access to the freeway.

IH-35 Highway Illumination Agreement, 1990 between TxDOT and the City of San Marcos provides for the State to contribute financial aid in the construction, maintenance and operation of a highway illumination system along IH-35.

The State's responsibilities under this agreement are to prepare or provide for the plans and specifications, bidding and construction of the lighting system, subject to the City's consent. The State assumes maintenance of the concrete traffic barrier and the anchor bolts, nuts, washers and conduits associated with the lighting system.

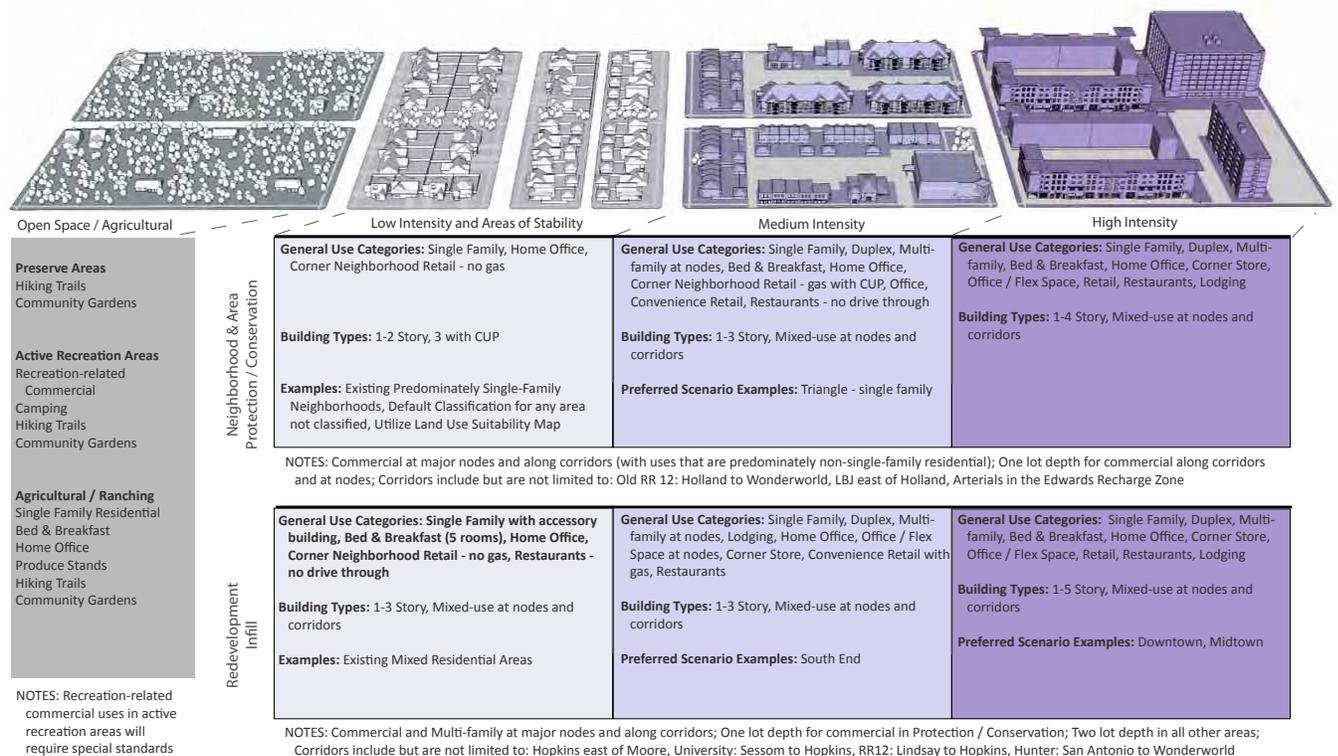
The City is responsible for providing the electrical energy for proper operation, and for maintaining and operating the system in an efficient and “sightly” condition, providing all equipment and labor at no cost to the State.

Agreement for Use of State Highway Right-of-Way for Parades, 2002 between TxDOT and the City of San Marcos states that prior to any special event or parade within the State’s right-of-way, this agreement requires the City to submit a written request to TxDOT, accompanied by a traffic control plan, insurance certification and a right-of-way use agreement.

## 9. San Marcos Land Development Code

The current version of the Land Development Code is already under consideration for major revision, but some elements, particularly in the zoning districts and standards section of the Code, are of particular relevance to future transportation planning.

For the areas that are not covered by the form-based Downtown SmartCode, the remainder of the Land Development Code regulates development standards and, with that, some transportation standards, including block lengths, curb cuts, building setbacks, and lot sizes.



**Figure 13:**  
**Comprehensive Plan Land Use Intensity Matrix**

# City of San Marcos Zoning Map

Development Services-GIS Division  
January, 2013

Zoning		
AR	HI	P
CBA	LI	PDD
CC	MF-12	PH-ZL
CS	MF-18	SF-11
D	MF-24	SF-4.5
DR	MH	SF-6
FD	MR	SF-R
GC	MU	T4.0
HC	NC	T5
	OP	TH

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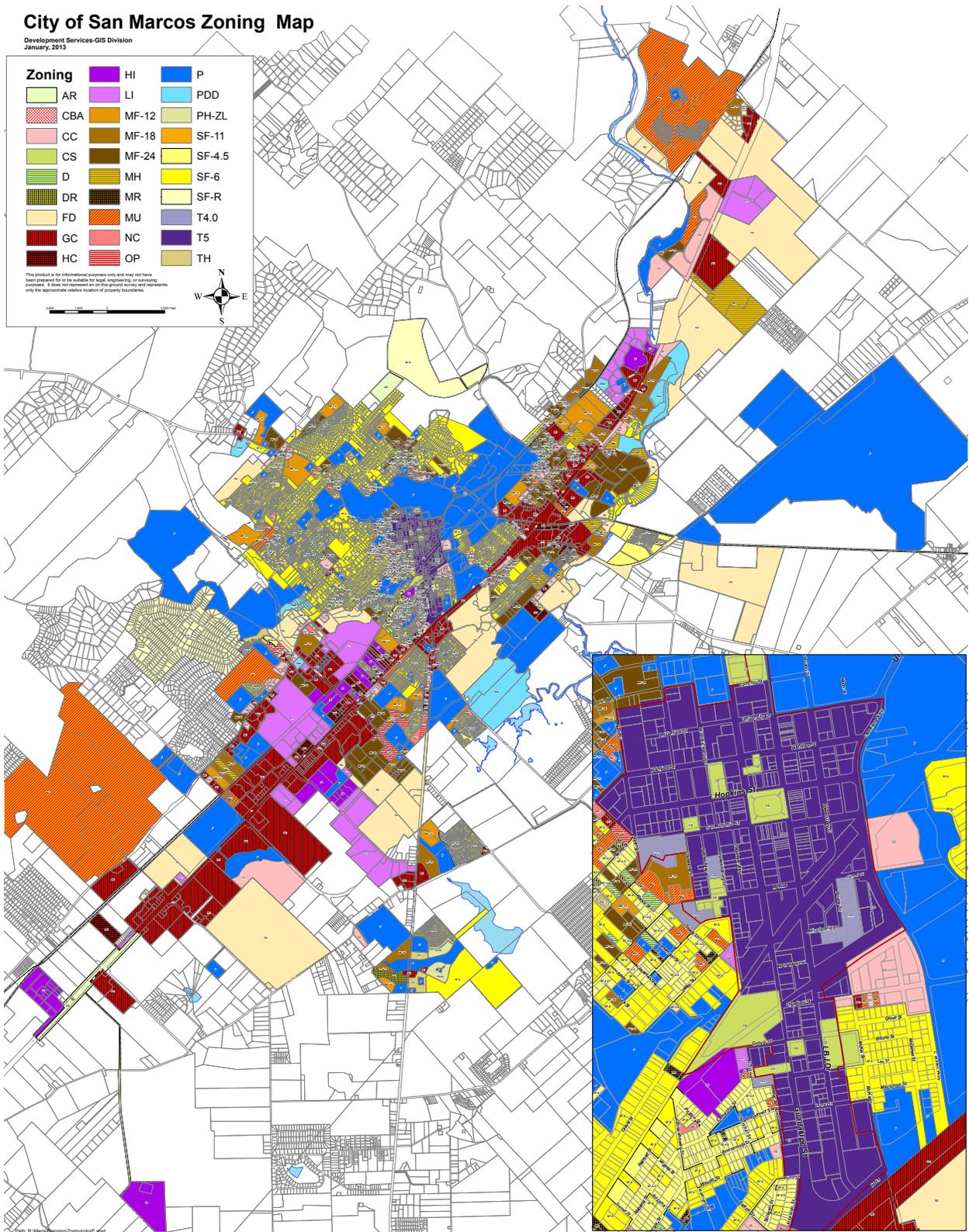


Figure 14:  
San Marcos Current Zoning Map

The following chapters of the Code are the most germane to transportation issues:

- Chapter 4 – Zoning Regulations
- Chapter 6 – Development Standards
- Chapter 7 – Public Facilities Standards

### Conflicts and Inconsistencies with the Comprehensive Plan

While San Marcos has implemented a SmartCode of form-based zoning standards for much of the downtown area, much of the City is covered by traditional use-based zoning regulations. While this type of regulatory framework can serve an important role, it can also be a limiting factor if not applied carefully. The language of the Comprehensive Plan is very direct in its critique of traditional zoning regulations: “Zoning is conservative in nature and has a bias toward maintaining the status quo.”(p. 83)

It goes on to explain that zoning should not be viewed as the goal, but rather one tool in a suite of many to implement the vision of the Comprehensive Plan. Consequently, zoning policies outside of the Downtown SmartCode area should be carefully considered with respect to their effects on transportation.

The zoning map does not currently reflect the preferred scenario outlined in the Comprehensive Plan. This has major implications for transportation planning, particularly when considering connections between important identified activity centers. With different land uses and intensities projected and planned for the future, context-sensitive multimodal transportation connections are of paramount importance. The Land Use Matrix (Sec. 4.3.1.2) should be reviewed in conjunction with the zoning map to ensure that transit-supportive densities can be achieved along targeted corridors.

Other current zoning, subdivision and development standards that may require review to act in concert with the Comprehensive Plan vision for future transportation may include:

- Minimum block lengths of 600 ft. (Maximum of 1,200-1,600ft.) (Sec. 6.7.1.1 and 7.4.1.4): This policy discourages a more compact pattern of streets and blocks.
- “Discouragement of Traffic Through Residential Streets” (Sec. 7.4.1.4): This policy may prevent some logical street network planning.
- Minimum curb cut widths for a variety of development types (Sec. 7.4.2.5 – Table 7-1): Minimum widths, including 15ft. for Townhomes and 25ft. for “Banks, Service Stations, and Convenience Stores with

Fuel Pumps” seem excessive, as curb cuts should be minimized to prevent vehicular crossing of sidewalks and the interruption of curbside planting. When required, maximum curb cut widths should be incorporated into the code.

- Dimensional and Development Standards (Sec. 4.1.6.1): Minimum Setbacks should be reviewed and in some cases reduced– most are more than 20 ft., which may compromise the goal of creating active street frontages. Smaller setbacks, or even “build-to lines” can promote a more pedestrian friendly environment by creating a more human scale “street wall” and the perception of more accessible destinations.
- Minimum lot frontages should be reviewed to allow for small-lot, transit-supportive development.
- Smaller lots may provide for “missing middle” housing types that provide greater housing diversity and density that is more supportive of transit.
- Maximum building heights should be reviewed and in some cases increased to achieve greater residential and commercial densities.

Further recommendations for amendments to the Land Development Code will be developed in a future paper as part of the Transportation Master Plan process when task 7 is completed.

## SUMMARY OF RECOMMENDATIONS

The Comprehensive Plan outlines the need to update policies to ensure that the current vision of the plan is implemented. To that end, this report has identified inconsistencies between the Comprehensive Plan’s vision of a multi-modal transportation system and current transportation policies and standards in key City policy documents. The following provides a summary of the recommendations for each of these policy documents:

### 1. San Marcos Transportation Master Plan (2004)

- Develop a full set of street sections that provide for the accommodation of pedestrian and bicycle facilities within each functional classification, applying best practices including the criteria set forth in the Institute of Transportation Engineer’s Context Sensitive Design Manual;
- Update the Thoroughfare Map to support the Comprehensive Plan’s Preferred Scenario with its defined Activity Centers.

- Re-evaluate some of the recommended roadway alignments of the 2004 Plan, based on the prioritization of environmental protection in the Comprehensive Plan and the observation that a number of the proposed alignments (particularly those west of IH-35) pose “serious threats” to the environment,

## 2. The San Marcos Transportation Design Manual (2004)

- Functional Classification should be revised and terminology should move away from strictly use-based determinations, i.e. “Residential Street” or “Commercial/Multifamily Collector”. Roadway typologies and the specific context should be considered in the design, not simply projected trip counts based on typical uses.
- The spacing of cross streets for arterials should be reviewed and potentially revised downward. The current 1,000 ft. spacing recommendation could be detrimental to neighborhood connectivity goals.
- Minimum lane widths should be reviewed and potentially revised downward. The recommended 12 ft. lane widths on arterials could be reduced, depending on the specific context. Less space devoted to car travel could make valuable right-of-way available for pedestrian and bicycle facilities recommended by the Comprehensive Plan.
- The gutter pan could be included as part of the functioning roadway (e.g., as part of the 8-foot parking lane).
- On local residential streets where traffic volumes are minimal, the standards should allow for “queuing” streets with roadway widths of 28 feet and parking on both sides.
- Street standards should provide for street trees in a zone of 6 to 7 feet along the curb edge, providing a green edge to the street and a clear separation between the sidewalk and the road.
- The “alternative” standards without curbs and gutters should provide for a separated sidewalk, perhaps with rain gardens that provide drainage and water quality functions.
- Protected bike lanes should be considered along streets with greater traffic volumes.
- Uninterrupted pavement widths greater than 40 feet (i.e., without a median or a bulb-out) should be avoided as much as possible, as they create difficult and unsafe pedestrian crossing conditions.

### **3. The San Marcos Downtown Master Plan (2008)**

- Revise the draft street cross sections to increase sidewalk widths to a minimum of 12 feet between the curb face and building frontages to provide for adequate walking and planting areas.
- Develop cross sections for LBJ St. and Guadalupe St. in response to the City Council's approved its conversion to two-way traffic.

### **4. The San Marcos Five-Year Transit Plan (2014)**

- The principles of strengthening local transit service are generally consistent with the policies of the Comprehensive Plan, especially considering the gradual phasing out of CARTS service dependency for San Marcos.

### **5. Downtown Parking Initiative (2012)**

- The recommendations and policies of the Downtown Parking Initiative are consistent with the policies of the Comprehensive Plan.

### **6. Texas State University Campus Master Plan 2006-2015 (Update 2012-2017)**

- The recommendations and policies of the Texas State University Campus Master Plan are consistent with the policies of the Comprehensive Plan.

### **7. ITE Context Sensitive Design Manual (2010)**

- The design criteria and best practices set forth in the Context Sensitive Design Manual are consistent with the policies of the Comprehensive Plan.

### **8. Agreements with TxDOT**

- The details of these agreements must be considered when performing long-range planning exercises for streets within the San Marcos city limits.

## 9. San Marcos Land Development Code

- Zoning policies outside of the Downtown SmartCode area should be carefully considered with respect to their effects on transportation.
- The zoning map should be updated to support the preferred scenario outlined in the Comprehensive Plan.
- Context-sensitive multimodal transportation connections between Activity Centers should be developed.
- Review the Land Use Matrix (Sec. 4.3.1.2) to ensure that transit-supportive densities can be achieved along targeted corridors.
- Review the policy for minimum block lengths of 600 ft. (Maximum of 1,200-1,600ft.) (Sec. 6.7.1.1 and 7.4.1.4), which discourages a more compact pattern of streets and blocks.
- Review policies related to “Discouragement of Traffic Through Residential Streets” (Sec. 7.4.1.4), as they may prevent some logical street network planning.
- Review minimum curb cut widths for a variety of development types (Sec. 7.4.2.5 – Table 7-1) to minimize vehicular crossing of sidewalks and the interruption of curbside planting. Consider adding maximum curb cut widths into the code.
- Minimum Setbacks should be reviewed and in some cases reduced – most are more than 20 ft., and “build-to lines” should be considered to promote a more pedestrian friendly environment with a clearly defined “street wall”. (Sec. 4.1.6.1).
- Minimum lot frontages should be reviewed to allow for small-lot, transit-supportive development. Smaller lots may provide for “missing middle” housing types that provide greater housing diversity and density that is more supportive of transit.
- Maximum building heights should be reviewed and in some cases increased to achieve greater residential and commercial densities.
- Further recommendations for amendments to the Land Development Code will be developed in a future paper as part of the Transportation Master Plan process when task 7 is completed.

**SAN MARCOS**  
We'd love your company.

