



**Code SMTX Think Tank Meeting
Wednesday, January 7, 2015
6:00 pm
170 Charles Austin Dr.
City Park Recreation Hall**

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 December 3, 2014**
5. **Update on coding draft**
6. **Presentation and Discussion of proposed Economic Modeling**
7. **Presentation and Discussion of Proposed Regulating Plans**
8. **Discussion and possible action on Neighborhood Study Recommendation to council**
9. **Next Steps**
 - a. **Three Day Environmental Workshop March 3 – 5**
 - b. **Outreach Process**
 - c. **University Meeting**
 - d. **Employment Centers**
10. **Questions from the Press and Public.**
11. **Adjourn.**

1 Abby Gillfillan, Permit Center Manager, stated that Staff is creating a map to identify the
2 location and associated comments collected from the Neighborhood Character Study kits. She
3 discussed that the holes outlined on the map are areas lacking participation and will need
4 continued outreach.

5
6 Tom Wassenich suggested that staff create an online map displaying comments.

7
8 Chair Carson suggested that staff reach out for additional contacts to generate further
9 participation in underrepresented areas. In addition, he suggested reaching out to apartment
10 complexes/property managers to receive student input.

11
12 Chair Carson asked the Think Tank members for a Consensus to move forward with digitizing
13 comments into an online map. Consensus was reached.

14
15 Abby Gillfillan recommended that the Think Tank provide additional contacts for outreach.

16
17 **Discussions and proposed strategy for Areas of Stability**

18
19 Abby Gillfillan outlined intensity areas, employment areas, and stability areas within the
20 Comprehensive Plan. She stated that the neighborhood character studies will influence the
21 Comprehensive Plan while the code identifies how the Comprehensive Plan is implemented.
22 Additionally, the purple and pink areas outlined on the Comprehensive Plan are ‘creating
23 character’ while white areas on the Comprehensive Plan are ‘preserving existing character’. She
24 identified examples of various tools for creating character such as lot, frontage type, block, and
25 street networks.

26
27 Chair Carson suggested that there be a forth element to handle large areas of stability that may be
28 just outside the City Limits.

29
30 Abby Gillfillan added that we can use the Consultants and team expertise/renderings to help
31 depict neighborhood character.

32
33 Chair Carson recommended holding a collaboration meeting after the Code First Draft to discuss
34 further steps in the Neighborhood Character Studies.

35
36 Betsy Robertson requested to have a visual diagram of how Code SMTX, the Comprehensive
37 Plan, and other Master Plans work together as a process.

38
39 Abby Gillfillan asks for feedback on the Neighborhood Character Studies strategy. The Think
40 Tank is in Consensus to conduct the neighborhood character studies as a separate, but parallel
41 process to Code SMTX.

42
43 **Review and provide input for December 16 Council Update**

44
45 Abby Gillfillan requested feedback on the Council presentation for December 16.

46

1 Chair Carson suggested that staff pick the most powerful images for the presentation, eliminate
2 the City Hall transformation, and rearrange action word titles.

3
4 Vice Chair Nelson suggested having a slide that mentions important concepts such as
5 accessibility and affordability.

6
7 Chair Carson suggested that Staff reach out to City Council at a later date for more “direction”
8 versus an “update”.

9
10 **Next Steps:**
11 **Costing analysis**

12
13 Vice Chair Nelson requested to know the consultant’s scope of work.

14
15 Chair Carson requested to have an overview of the cost of the new code on a private and public
16 basis.

17
18 **Environmental Workshop**

19
20 Staff is working with a consultant to hold an environmental workshop in February as part of
21 Code SMTX.

22
23 **Pre-approved regulating plans**

24
25 Chair Carson asks for clarification on how to implement the new code on a parcel-by-parcel
26 basis. He suggested that the Think Tank help with brainstorming implementation methods.

27
28 Collette Jamison, Interim Director of Development Services, suggested to have the consultants
29 provide examples of how the new code has worked and been implemented in other cities.

30
31 **University involvement**

32
33 Chair Carson initiated discussion on how to get Texas State University involved. He proposed
34 that the Think Tank research ways to get the University more involved. He suggested one
35 method to increase involvement is for the Think Tank and Staff to hold a separate workshop with
36 the University.

37
38 **Questions from the Press and Public**

39
40 There were no questions from the press and public.

41
42 **Adjourn**

43
44 **THERE BEING NO FURTHER BUSINESS, THE MEETING ADJOURNED AT 8:11**
45 **P.M.**

46

1 _____
2 John David Carson, Chair

3
4 _____

5 Sean DuPont

Diann McCabe

6
7 _____

8 Chris Wood

Sofia Nelson, Vice Chair

9
10 _____

11 David Singleton

Betsy Robertson

12
13 _____

14 Tom Wassenich

15
16 **ATTEST:**

17
18 _____

19 Andrea Villalobos, Planning Technician



Think Tank Meeting
1-7-15

Agenda Item # 5
Update on Draft Code

Agenda Item # 6

Presentation and Discussion of Proposed Economic Modeling

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.



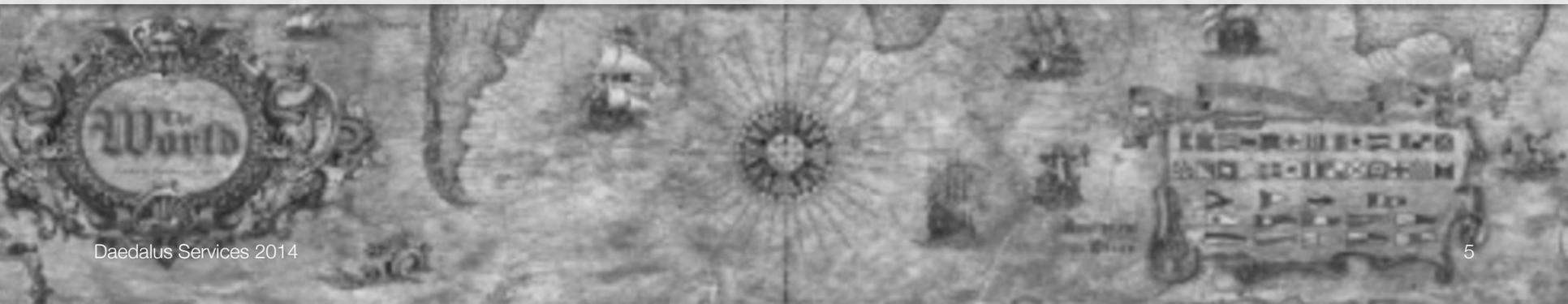
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section one

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

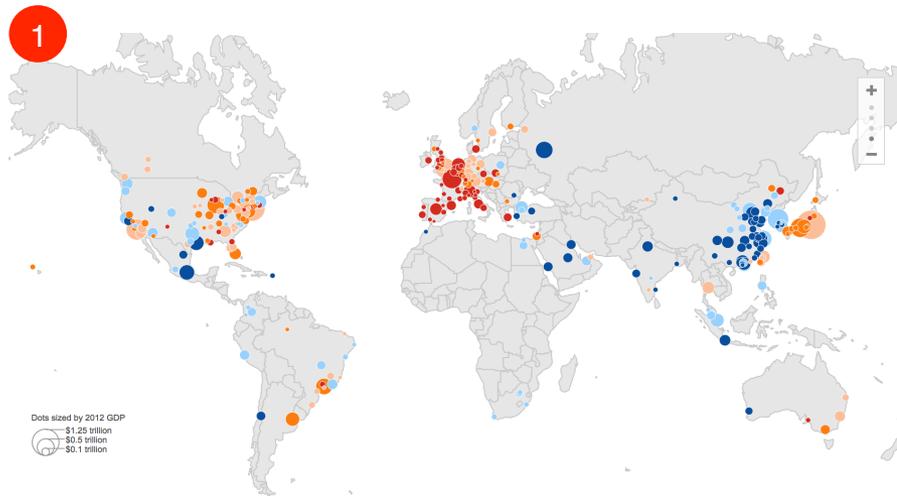
- Search for yield in a low interest rate environment
- Reduced returns from marginal debt investment (esp for governments)
- Increasing winner-take-all (or majority) of industry growth and profits
- Increasingly deep capital pools available for investment

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

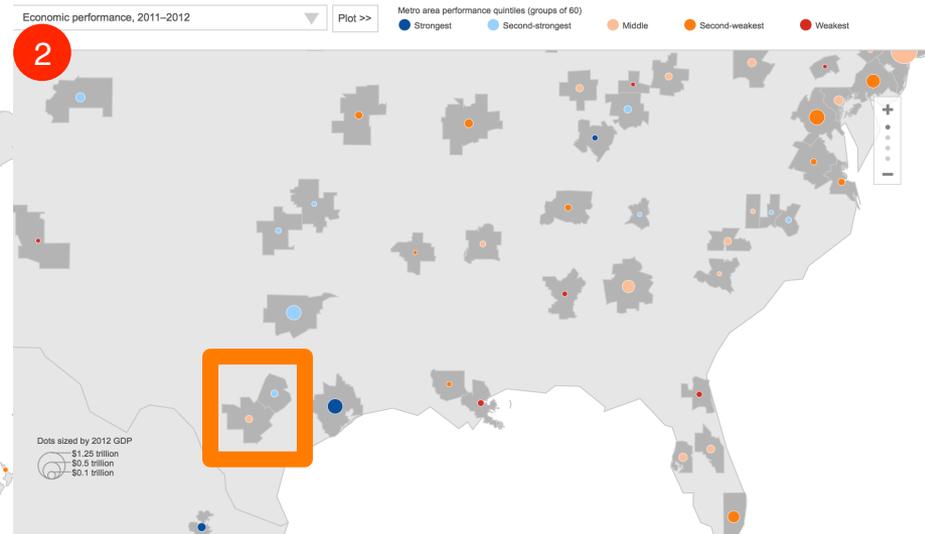
The most competitive cities and regions take a disproportionate share of the economic gains

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.

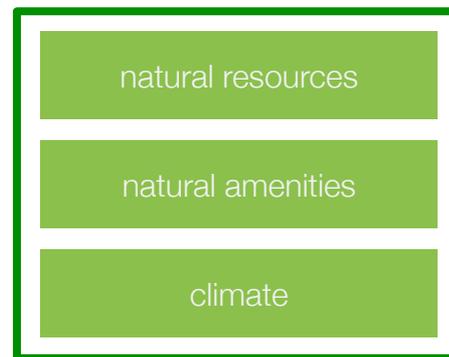
The quality of the place, its architecture, infrastructure, city services, culture, green spaces, regulatory regime, citizenry and businesses combine to give a city its differentiated value to the world – its competitiveness vis-à-vis alternatives.

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.”

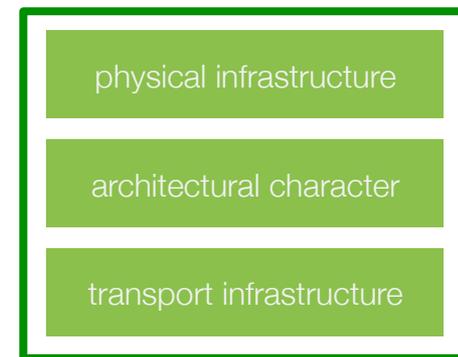
In particular, development of the urban environment is one of the few immediately visible ways to breath new life into an area and signal positive, beautiful difference to citizens and visitors.

Components of Competitiveness

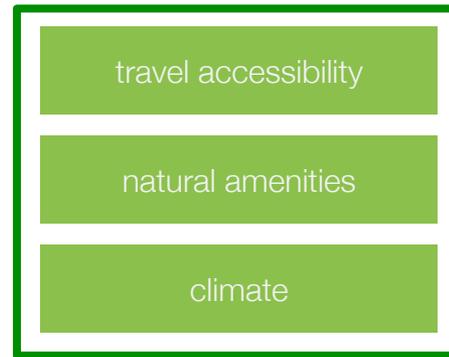
nature



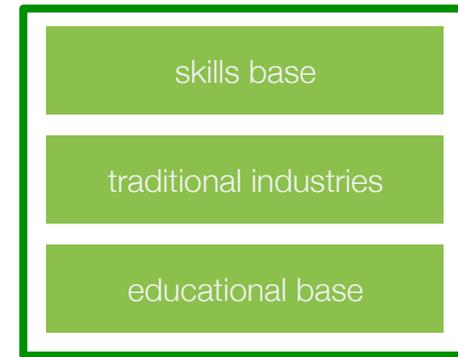
physical infrastructure



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.

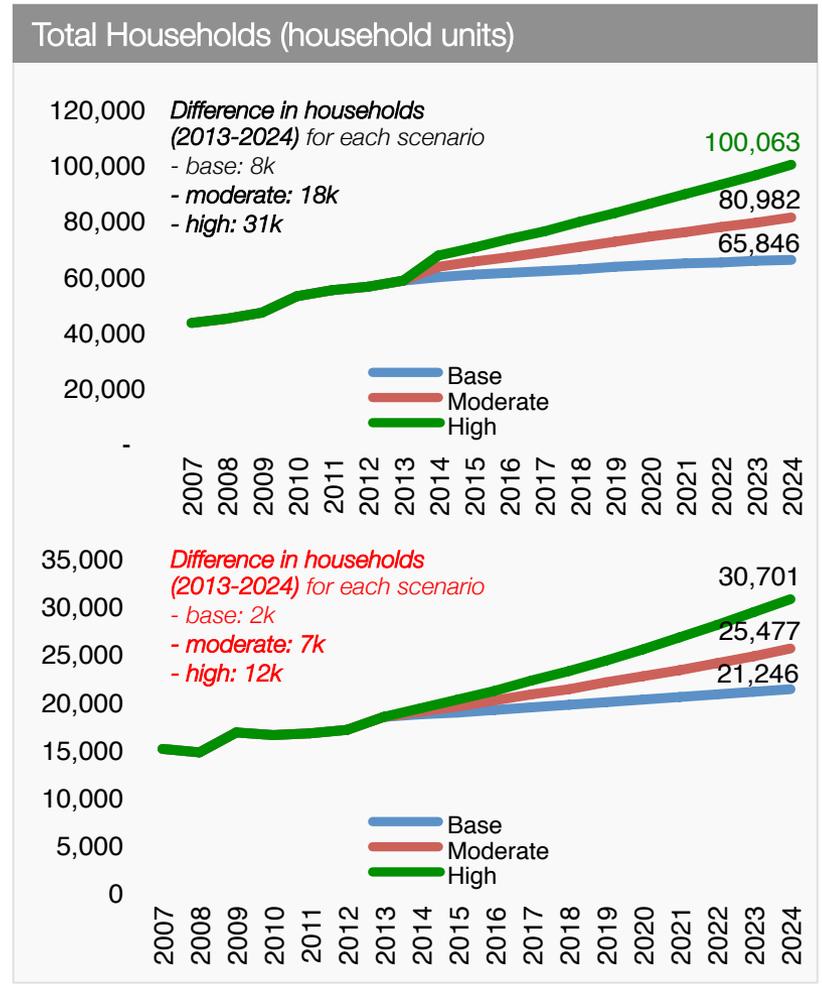
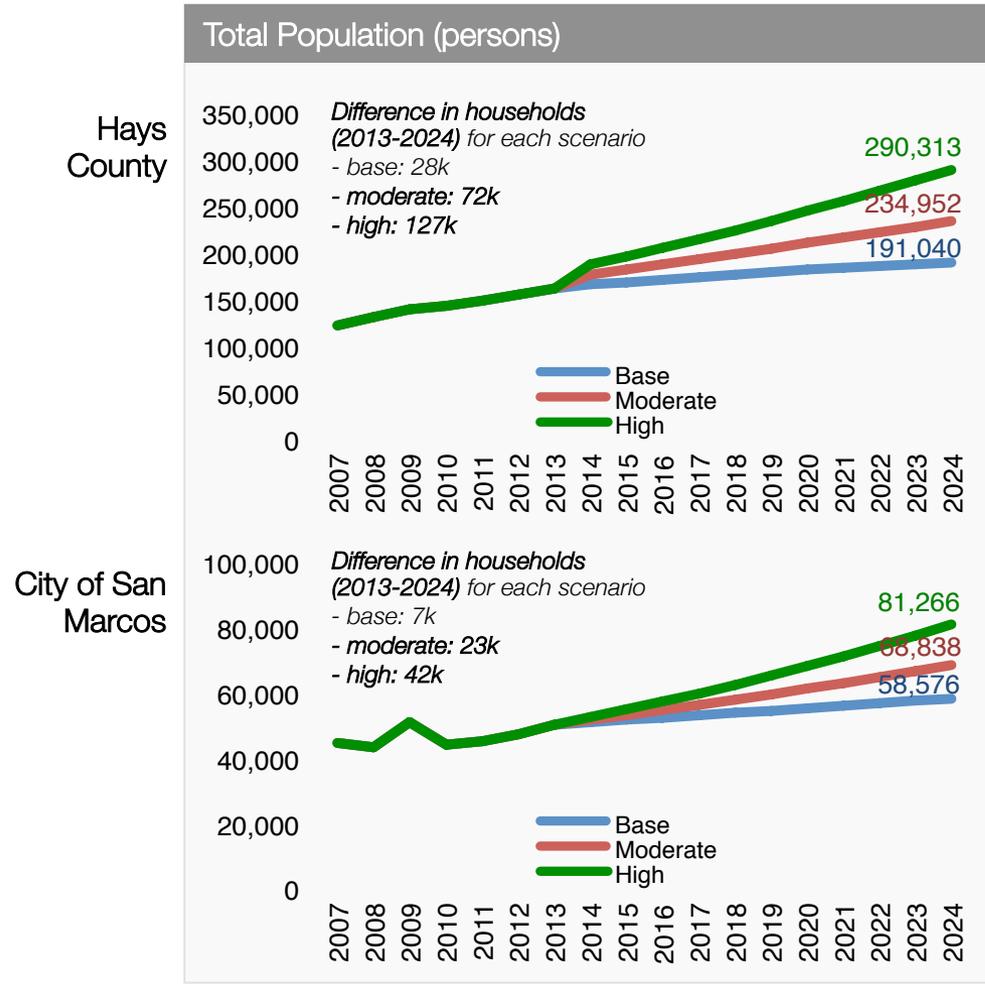
The city's challenge is how to best use these resources to support its physical development and boost its differentiation among other small cities in the region.

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...

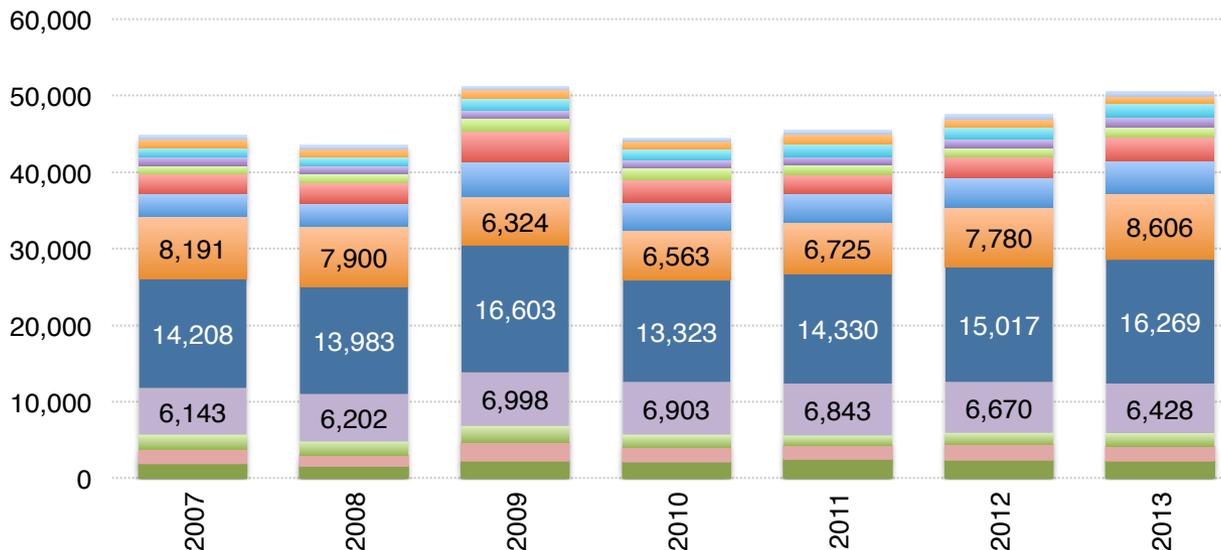


Source: Daedalus Services, Texas State Data Center Population Projections, US Census Bureau
Daedalus Services 2014

...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.

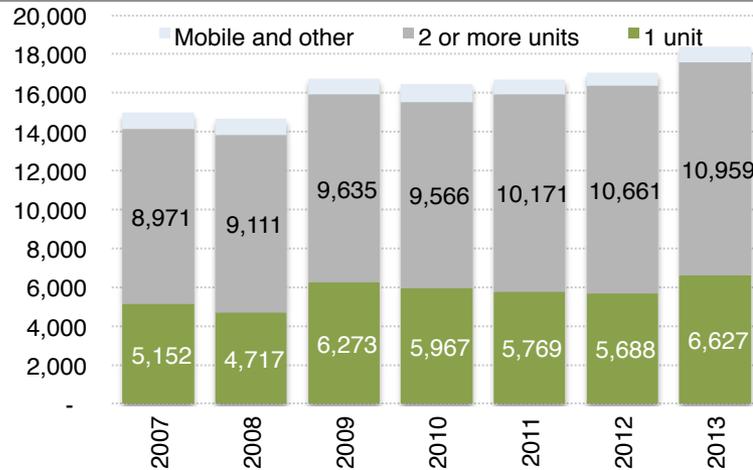
Any city-wide plans should reflect their preferences to a reasonable degree.

- 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

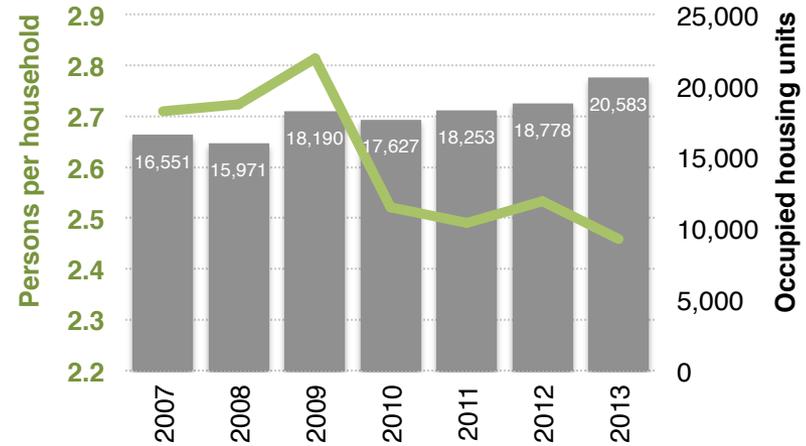
Household unit composition



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

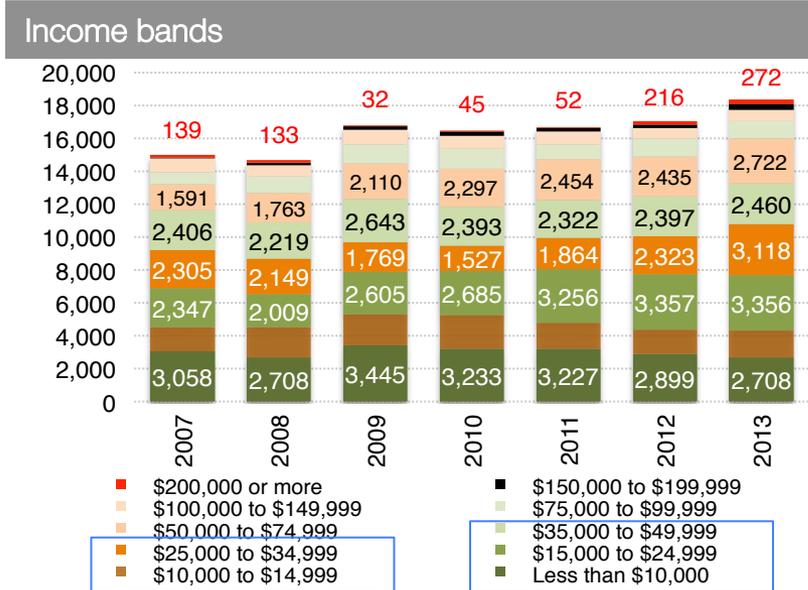


Since the recession's peak in 2008, the size of households has slowly fallen from a high of just over 2.8 in 2008 and a low of almost 2.4 in 2013. This fall in population per household indicates that individuals may be moving out of shared housing (or more densely shared housing) to establish their own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

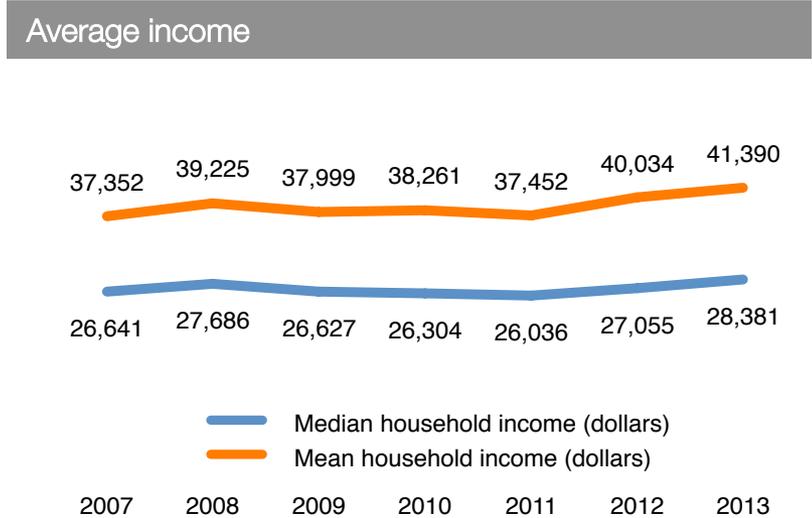
The result of a shrinking population density is often an increase in the total number of housing units demanded (20.5k in 2013).



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



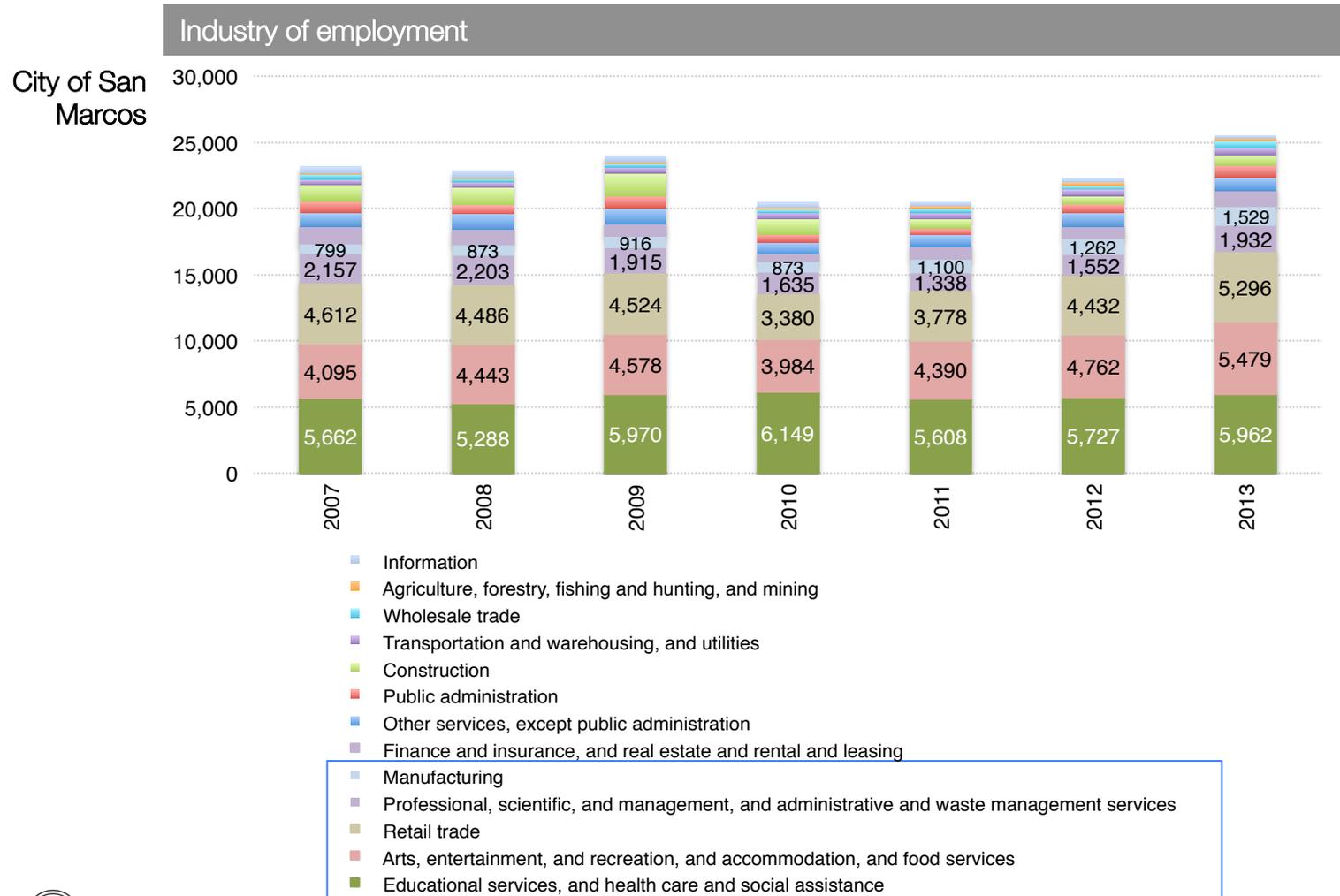
City of San Marcos



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)...



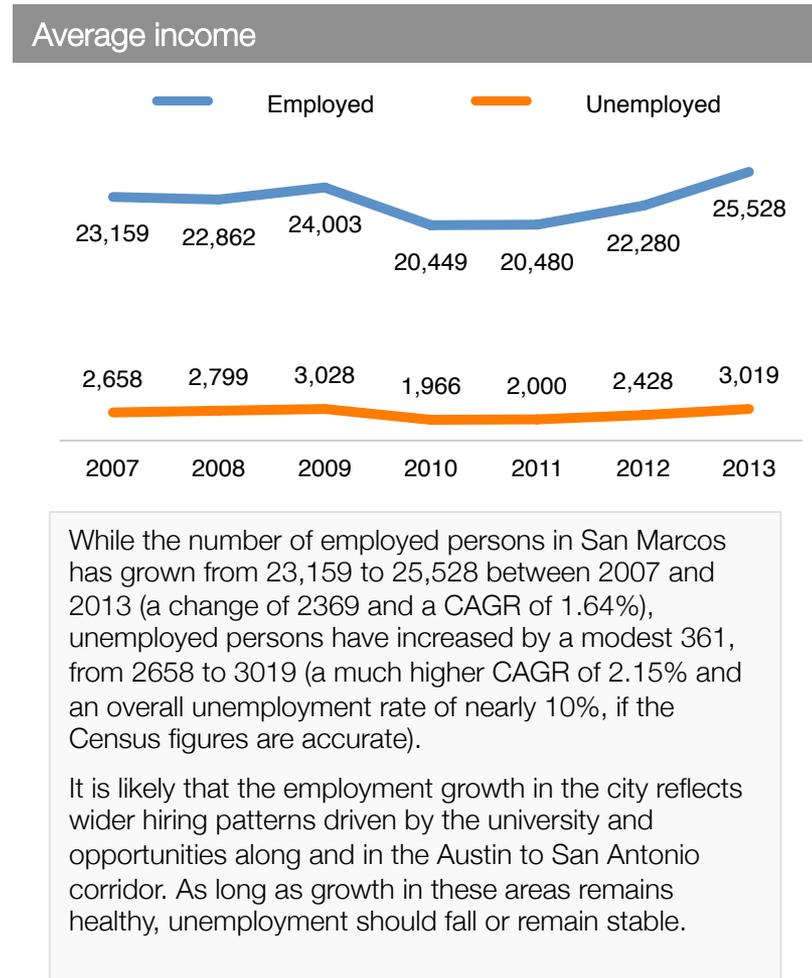
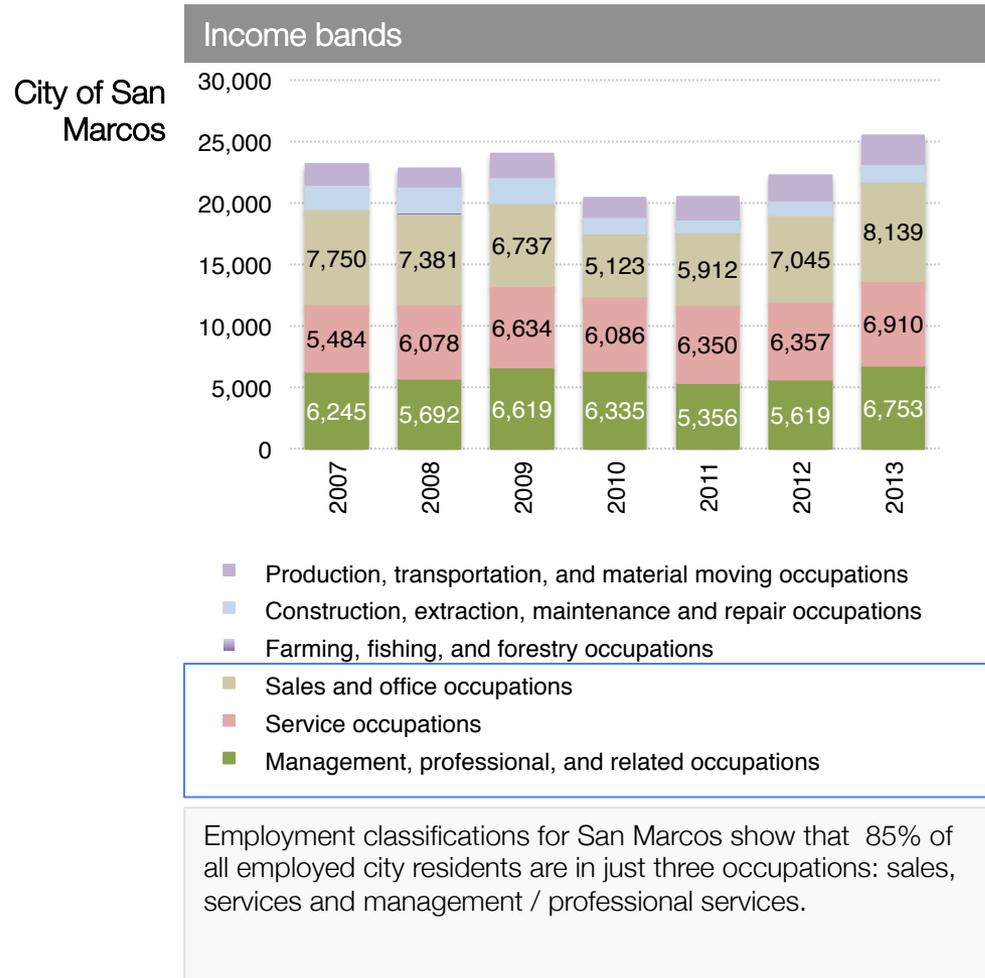
Since San Marco's industrial base is primarily based on low-value added service businesses, it is not surprising that five industries account for 80% of all employment in the city (and the top three represent 66%):

- 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...



...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.

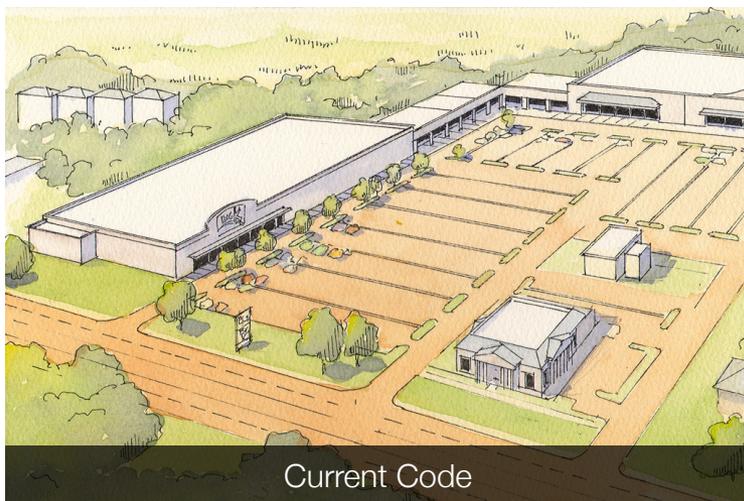


section three

The Proposed Code's fiscal impact supports growth



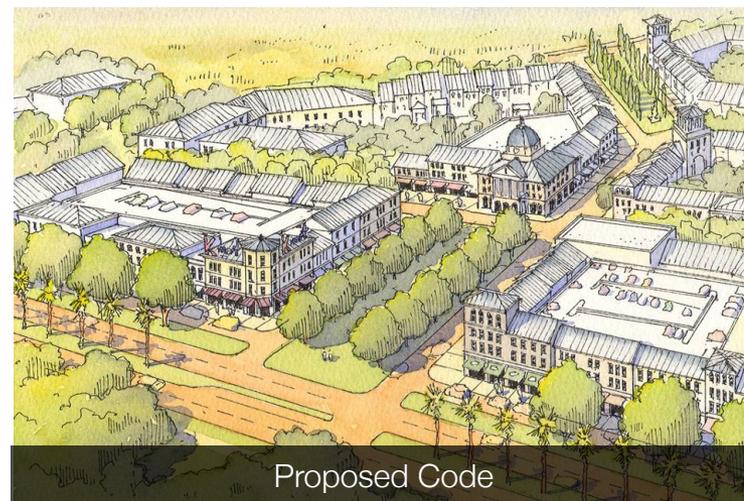
In the proposed code, people's preferences are central to the development approach – which supports economic activity and growth



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."



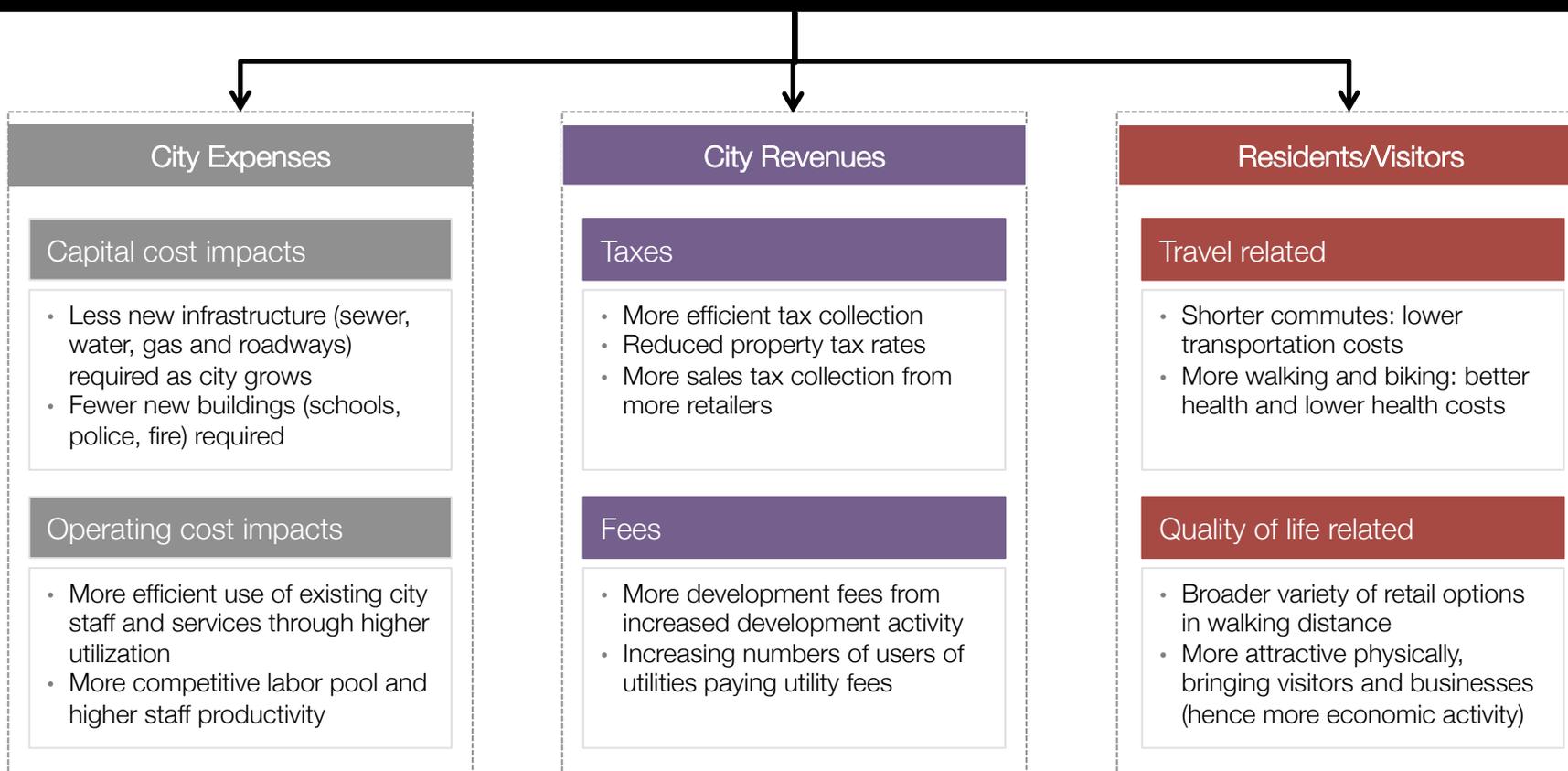
The proposed code takes a number of insights about the types of cities that people want to live, visit and work in, recognizes the value of a human-first approach to design and creates a simple and clear set of rules regarding development. These rules do not simply maximize density or force towers onto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



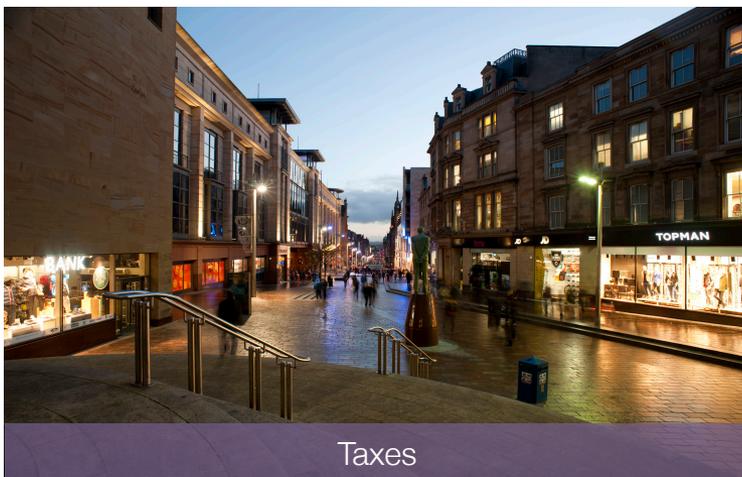
In addition to a reduced capital budget, the city's operating costs tend to be made more efficient.

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



Taxes

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.



Fees

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
ADJUSTED INCREMENTAL DIFFERENCE	723,000	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
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
ADJUSTED CUMULATIVE DIFFERENCE	723,000	1,630,037	2,771,721	4,212,726	6,027,115	8,306,602	11,176,914	14,783,204	19,322,714	25,024,480	32,171,823
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.

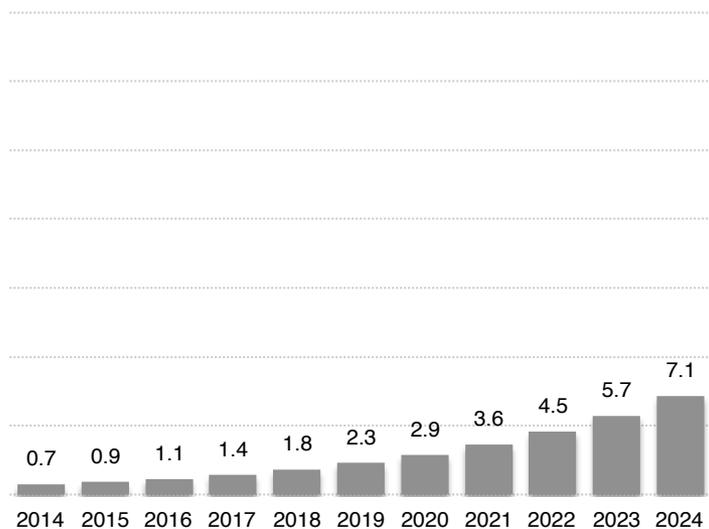
assumptions

- 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

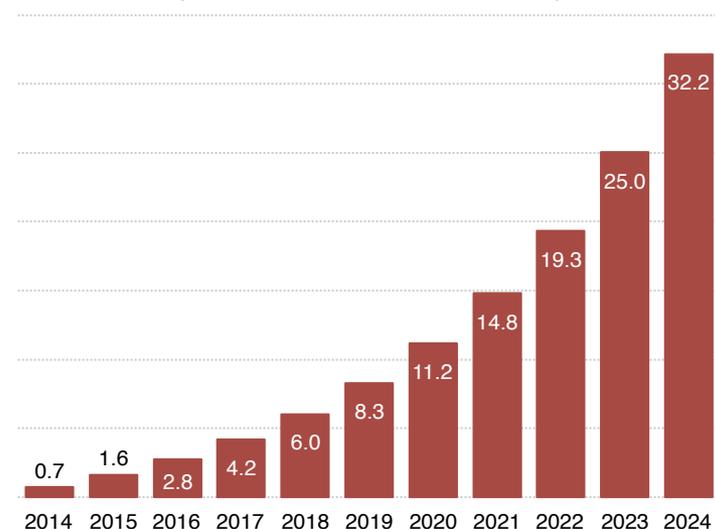
Incremental Infrastructure Spending Difference
(USD M Current 2014 Dollars*)



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.

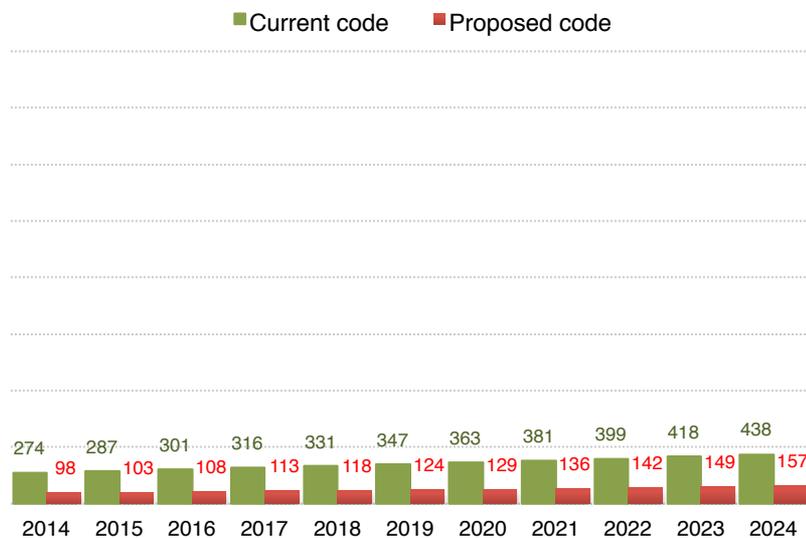
Source: Daedalus Services using inputs from CostOfGrowth.com, HarrisWilliams.com, University of Iowa and UC Davis



* 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

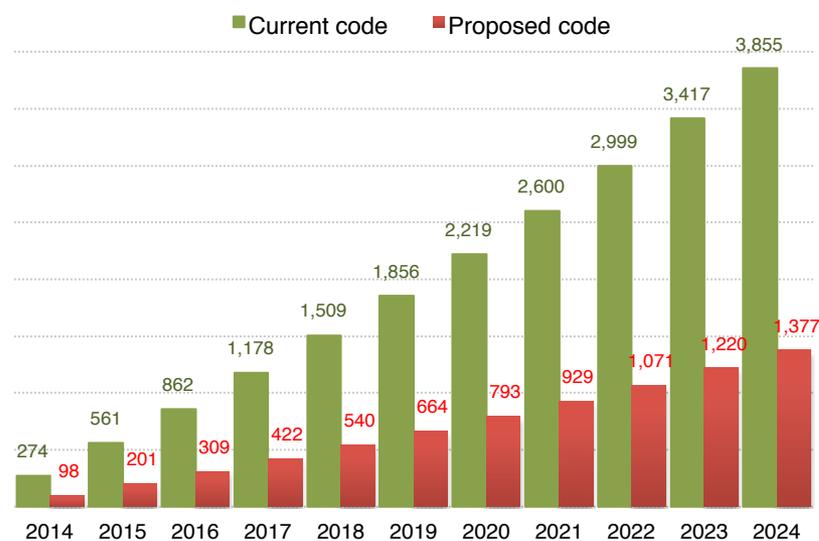
Incremental Land Requirements Difference
(total residential acres)



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	\$ 202,592
CSD4	\$ 20,835	\$ 69,291	\$ 25,980	\$ 116,106
CSD3	\$ 11,162	\$ 37,120	\$ 13,918	\$ 62,199
GC	\$ 17,221	\$ 57,271	\$ 21,473	\$ 95,965
NC	\$ 8,079	\$ 26,868	\$ 10,074	\$ 45,021
SF6	\$ 4,784	\$ 15,909	\$ 5,965	\$ 26,657

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

- 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
totals	\$ 106,628	\$ 213,255	\$ 319,883	\$ 426,510	\$ 533,138	\$ 639,765	\$ 746,393	\$ 853,020	\$ 959,648	\$ 1,066,275	\$ 5,864,513

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
totals	\$ 19,134	\$ 38,268	\$ 57,402	\$ 76,536	\$ 95,670	\$ 114,804	\$ 133,938	\$ 153,072	\$ 172,206	\$ 191,340	\$ 1,052,370

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
totals	\$ 63,635	\$ 127,269	\$ 190,904	\$ 254,538	\$ 318,173	\$ 381,807	\$ 445,442	\$ 509,076	\$ 572,711	\$ 636,345	\$ 3,499,898

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
totals	\$ 23,859	\$ 47,718	\$ 71,577	\$ 95,436	\$ 119,295	\$ 143,154	\$ 167,013	\$ 190,872	\$ 214,731	\$ 238,590	\$ 1,312,245

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

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

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

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

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

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.

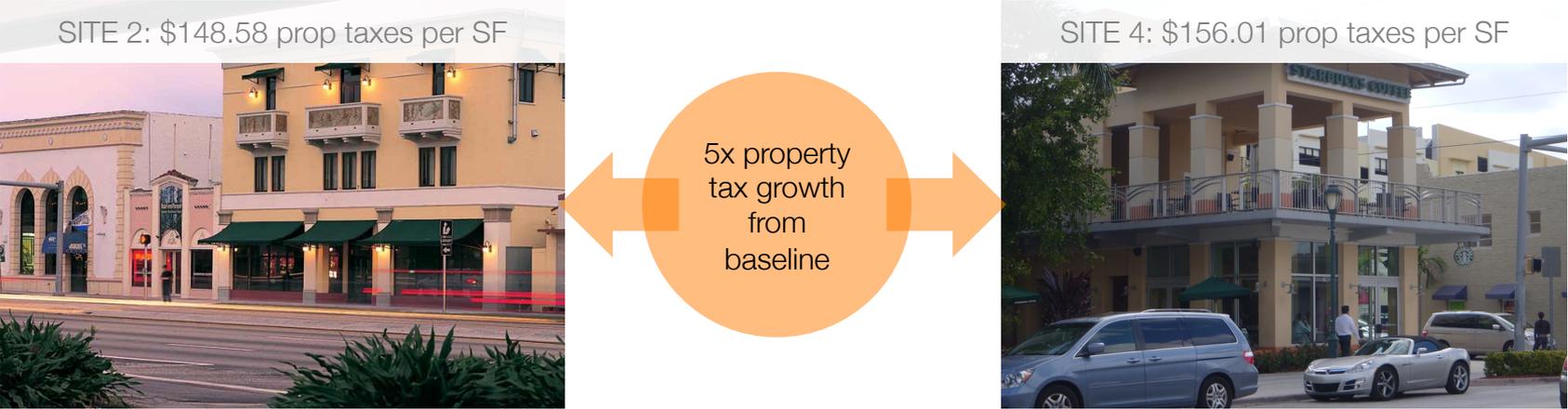
Under this view of the residents' retail activity, each one acre parcel of CSD5 land has the potential to generate nearly \$16k in annual sales taxes (\$656 per person annually, \$54 per month).

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



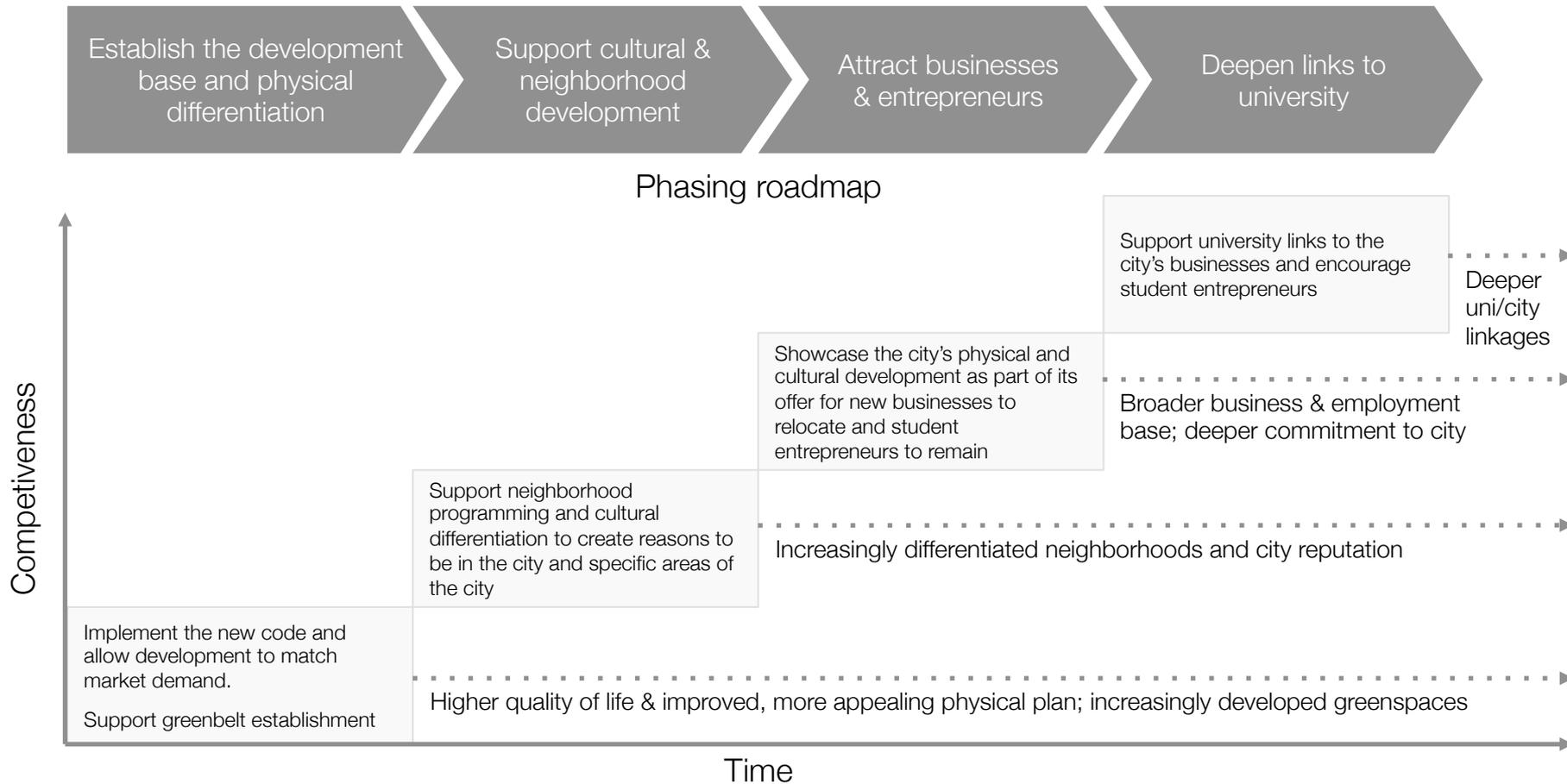
Site	Location	Type of Property	Site Acres	Square Footage	Assessed Value in 2006	Total Mileage 2012	Total Property Taxes	Single/Multiple Parcel	Property Taxes per Square Foot
6	Bank United in South Miami Plaza	Sub-Urban	0.79	34629.00	\$3,000,000	21.16	\$63,480.00	Single	\$86.63
5	South Miami Plaza	Sub-Urban	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.

The views expressed in this document are those of the authors and not necessarily reflect those of Dover Kohl & Partners, the City of San Marcos or any member of their staff.

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Our reports constitute opinions, not recommendations to buy or to sell or property valuations of the type obtained by a certified appraiser.

For more details on the
report please contact:

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development specialists

917 719 6371

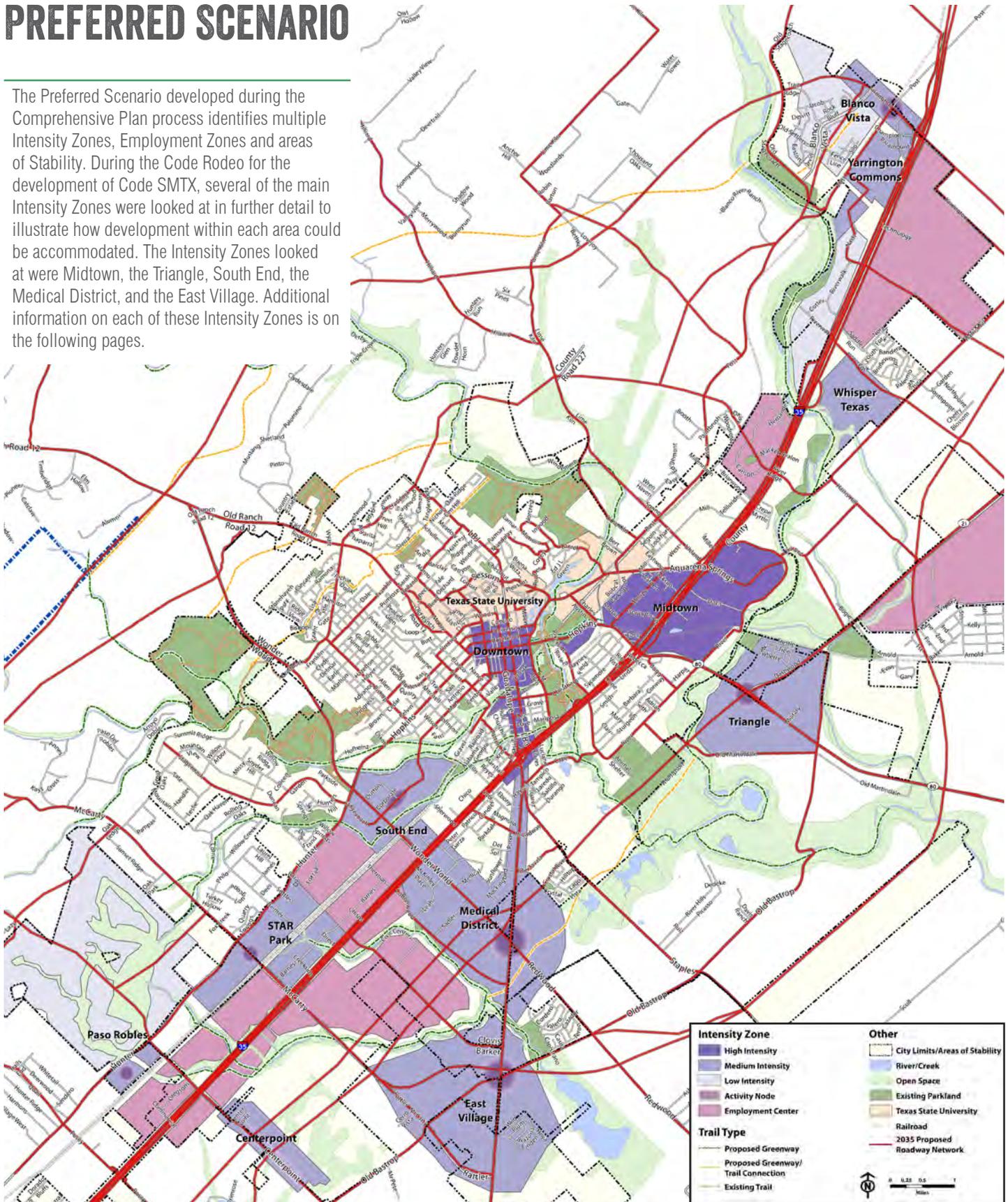
info@daedaluservices.com
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Agenda Item # 7

Presentation and Discussion of Proposed Regulating Plans

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

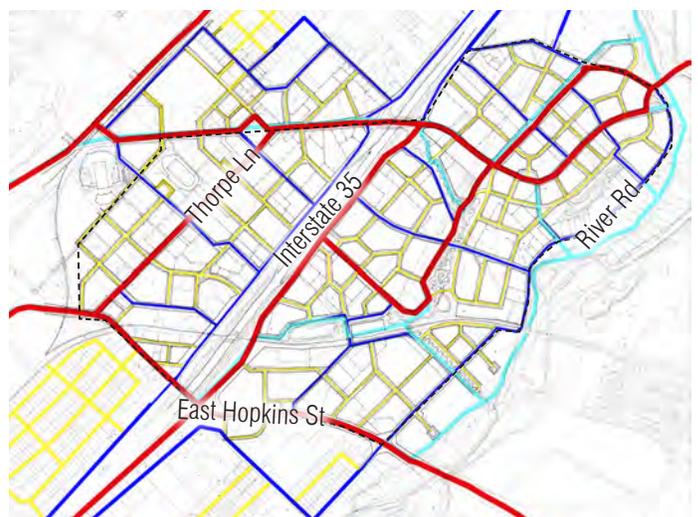


ILLUSTRATIVE PLAN AND 5-MINUTE WALKING CIRCLES

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

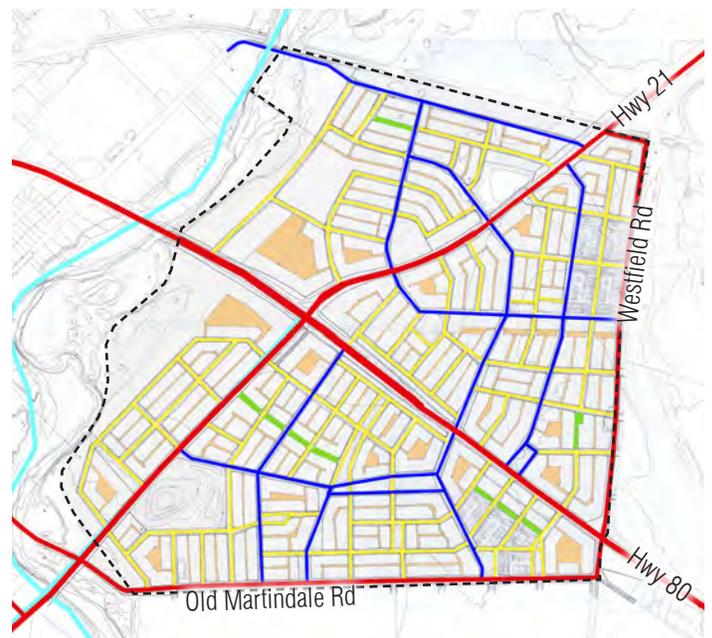
The Triangle is envisioned as an important medium-intensity zone for commercial activity and residential development on the east side of I-35. It is one of the primary routes to the San Marcos Airport and will act as a gateway in the future, providing amenities to serve airport customers and commuters. 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		
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	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

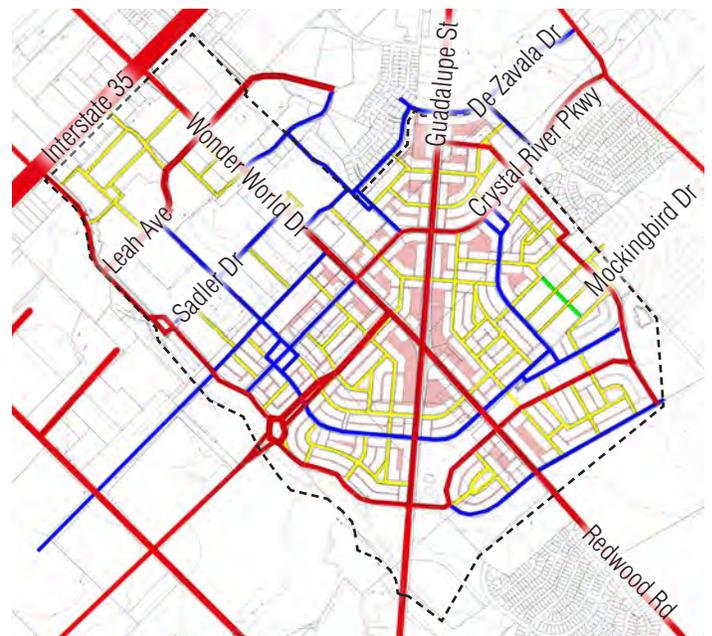
Central Texas Medical Center has the potential to become an economic hub and bring additional healthcare related employment to San Marcos. Mixed uses will allow residents to live, work, and do many day-to-day tasks within the district. The close proximity of these different uses along with connected 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

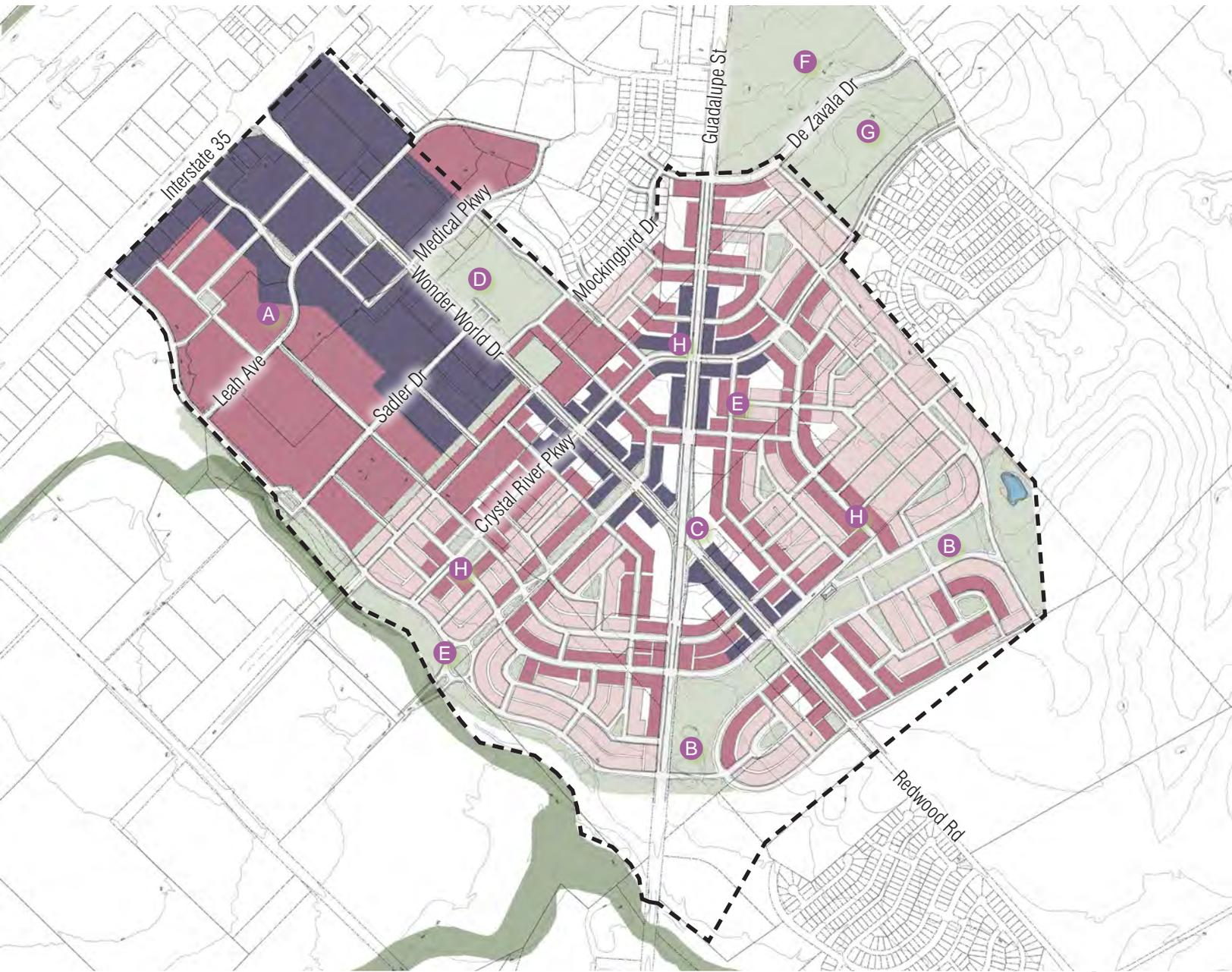
- A** Large portions of the Medical District are already developed with the hospital and doctors offices. These areas are unlikely to be redeveloped prior to other areas developing, however, a more complete street network can be identified.
- B** A greenway connection linking two parts of existing greenways 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



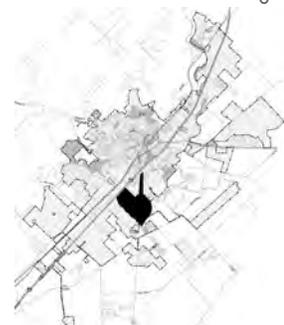
STREET NETWORK



CHARACTER DISTRICTS

LEGEND

	Primary Streets		CSD 5		Intensity Zone Boundary
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	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

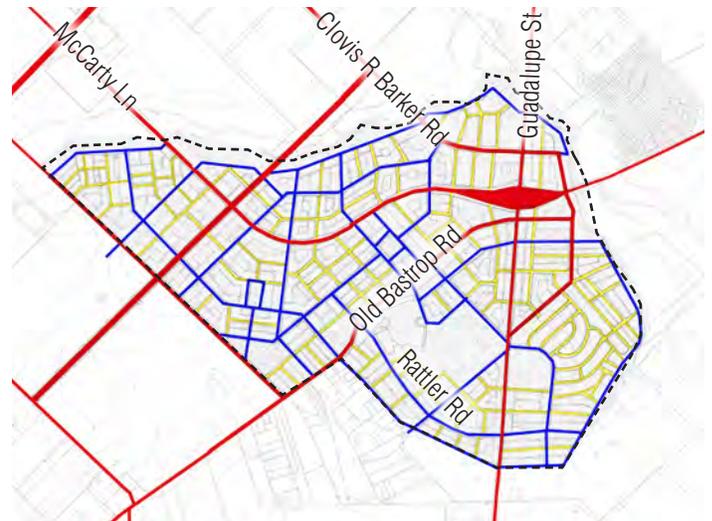
As the site of San Marcos' only high school, as well as an elementary school, this area has a high potential for growth. Designated as a Medium Intensity Zone, with an activity node centered around the intersection of Old Bastrop and Hwy 123, East Village will boast a mix of commercial, retail, and service 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

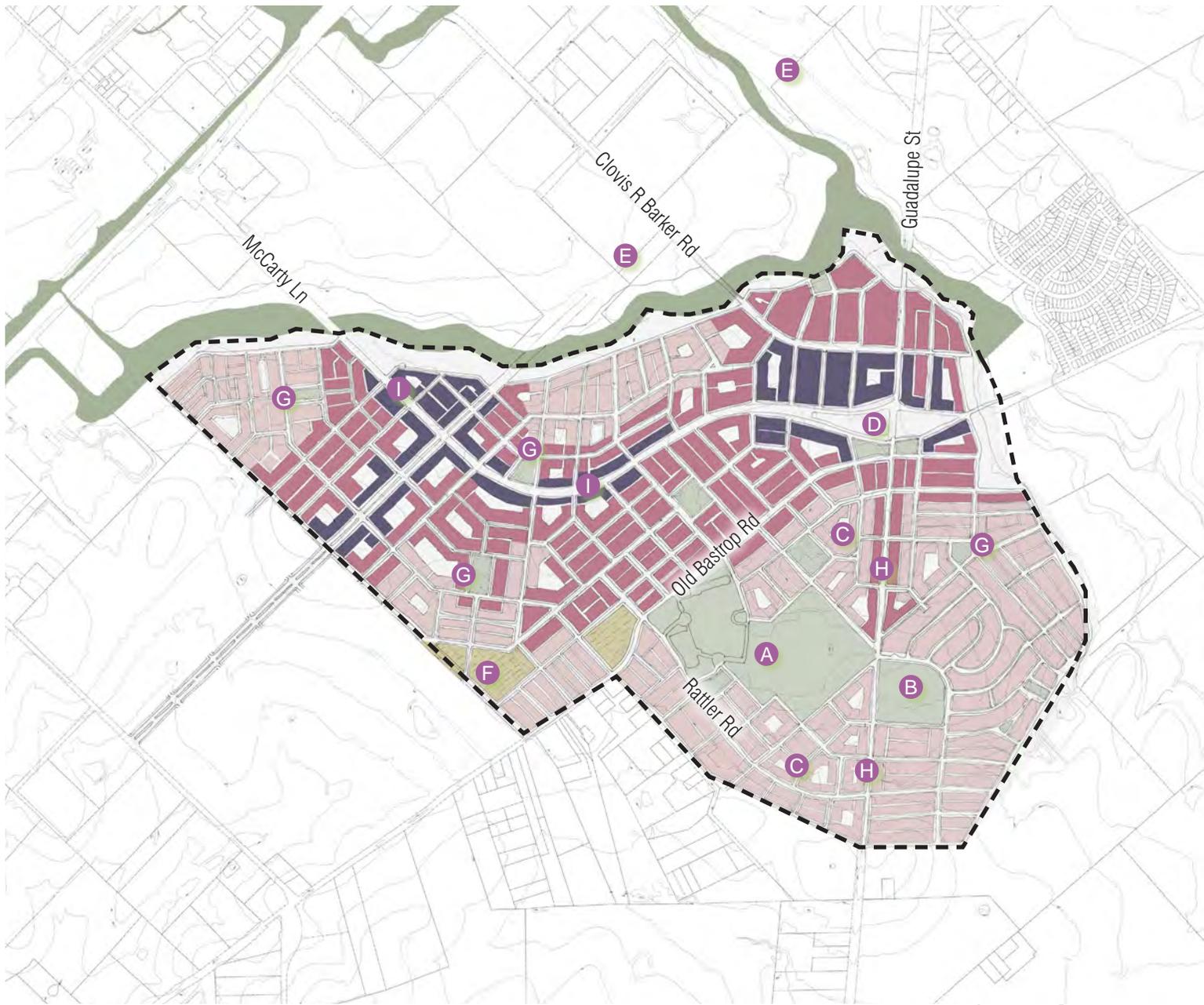
- A** San Marcos High School
- B** Bowie Elementary School
- C** Neighborhoods can develop around the high school making it part of the community instead of isolated from the rest of the City.
- D** An overpass is planned to start construction soon at the intersection of McCarty Lane and Guadalupe Street. 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

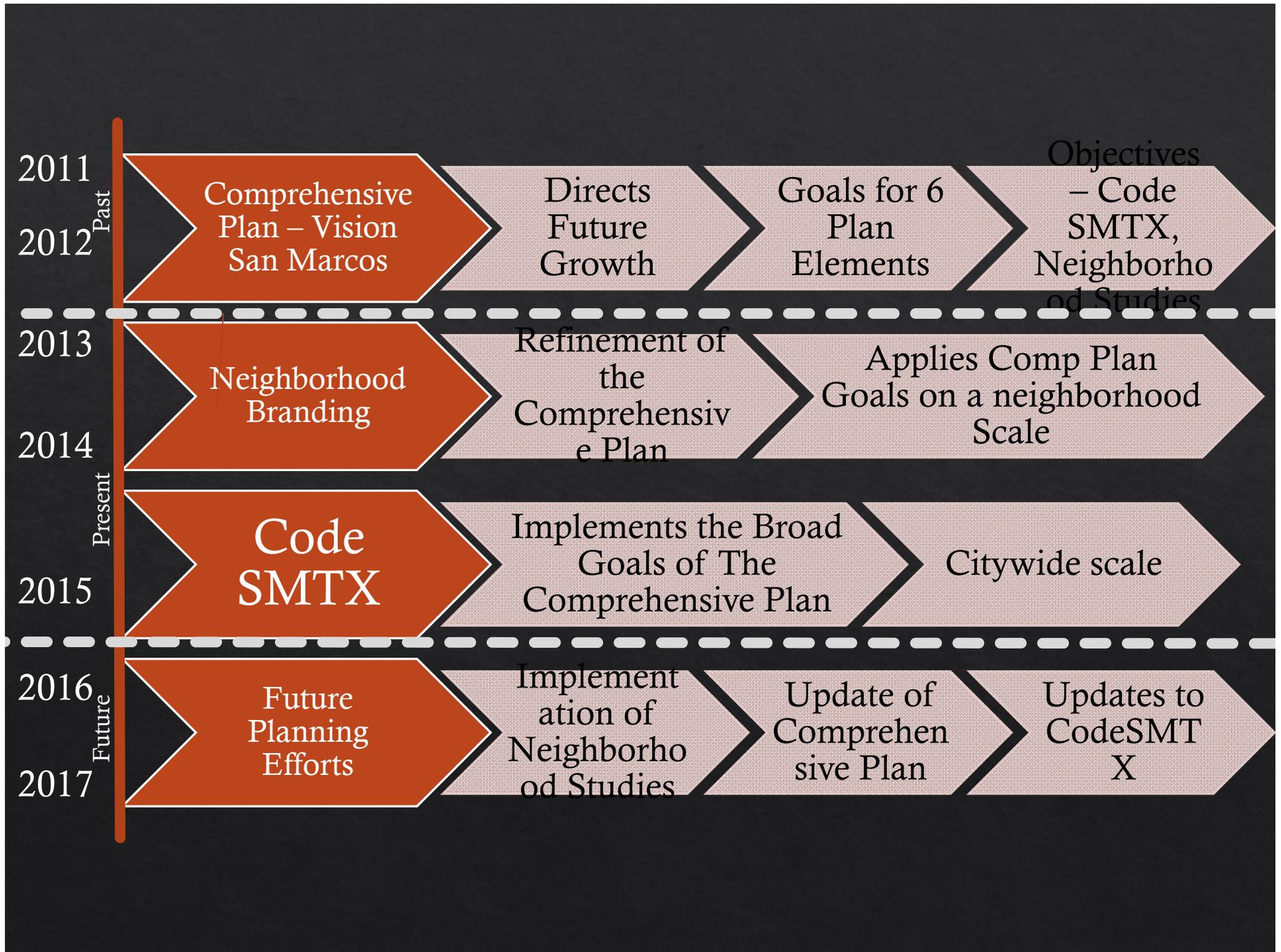
	Primary Streets		CSD 5		Intensity Zone Boundary
	Secondary Streets		CSD 4		
	Local Streets		CSD 3		
	Green Streets		CSD 2		
	Alleys		Civic		
	Bike Facility		Floodway		

CHARACTER DISTRICTS



Agenda Item # 8

**Discussion and Possible Action on
Neighborhood Branding
Recommendation to Council**



What is a Neighborhood Brand?

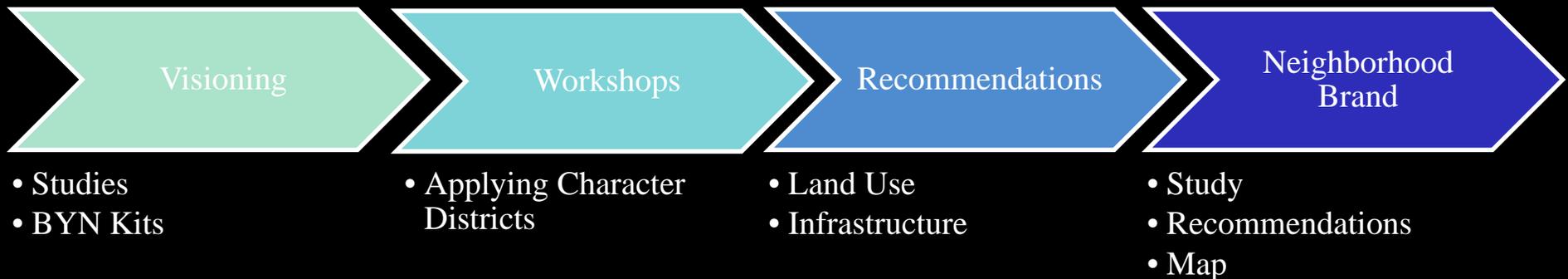
A Neighborhood Brand applies the goals of Vision San Marcos; Comprehensive Plan to each neighborhood.

Why Create a Neighborhood Brand?

Each neighborhood is unique and neighborhood branding provides an opportunity for citizens to take a proactive role in the planning process. Neighborhood branding ensures that changes in the form of new developments, zoning requests, or public improvements are implemented in a way that the character of the area is preserved and enhanced.

Neighborhood Branding Process

- The process is unique to each neighborhood but generally follows the graphic below
- Neighborhood Branding is a Neighborhood Driven Process



How does Neighborhood Branding relate to CodeSMTX?



2015

2nd Round of BYN							Neighborhood Workshop													
JAN							FEB							MAR						
				1	2	3	1	2	3	4	5	6	7	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14	8	9	10	11	12	13	14
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25	26	27	28	29	30	31								29	30	31				
APR							MAY							JUN						
			1	2	3	4						1	2		1	2	3	4	5	6
5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13
12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20
19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
26	27	28	29	30			24	25	26	27	28	29	30	28	29	30				
							31													

March 7 – Eastern

April 11 – Northwest Hills

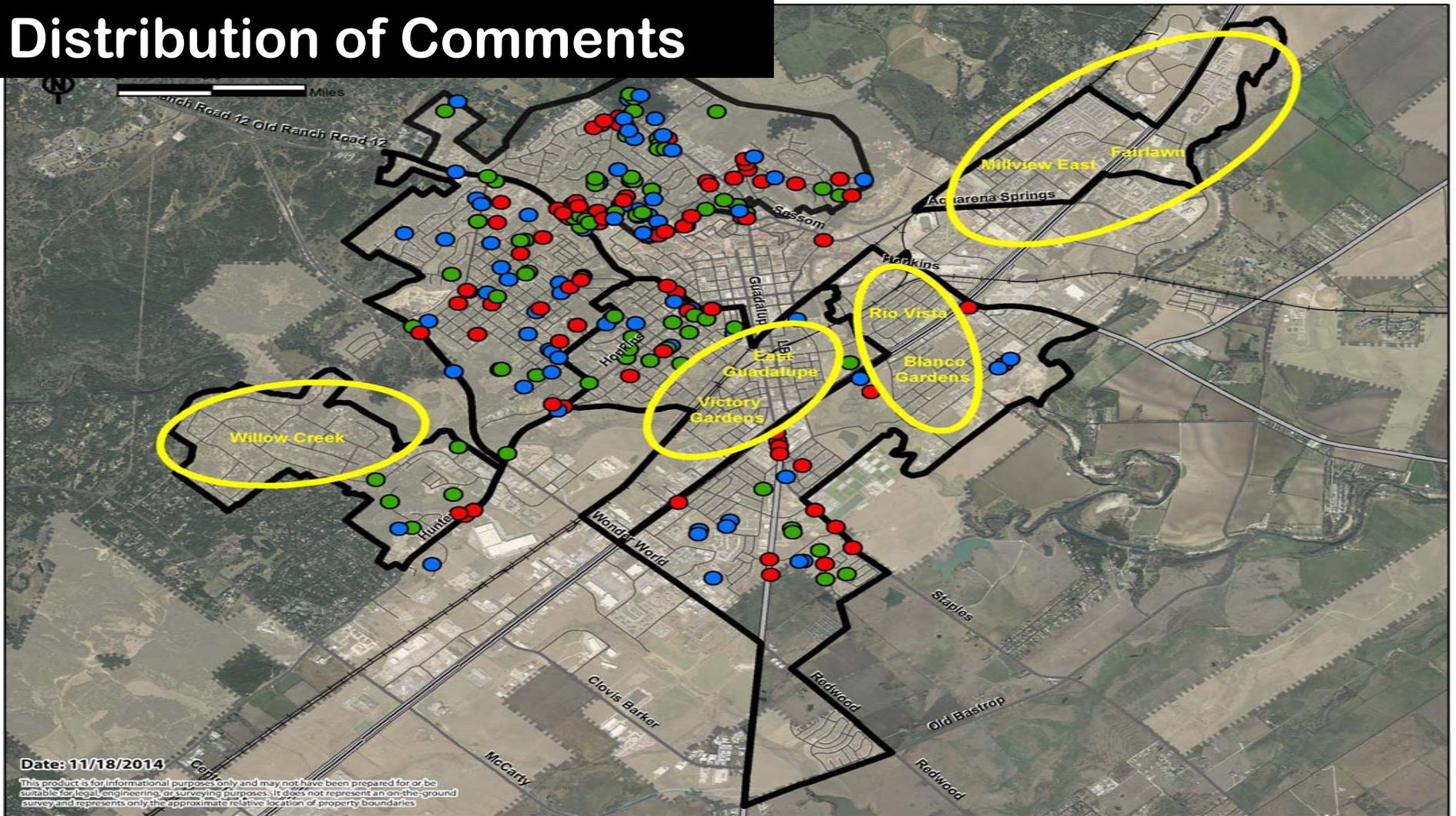
April 18 – Northern

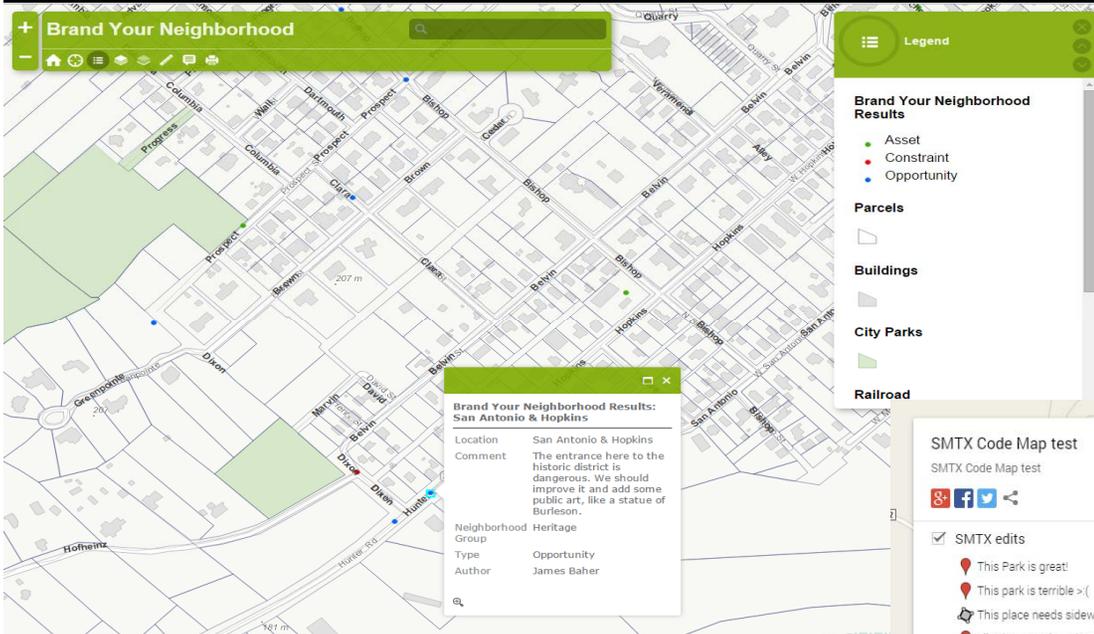
May 2 – Western

May 9 – Heritage

May 23 – Willow Creek

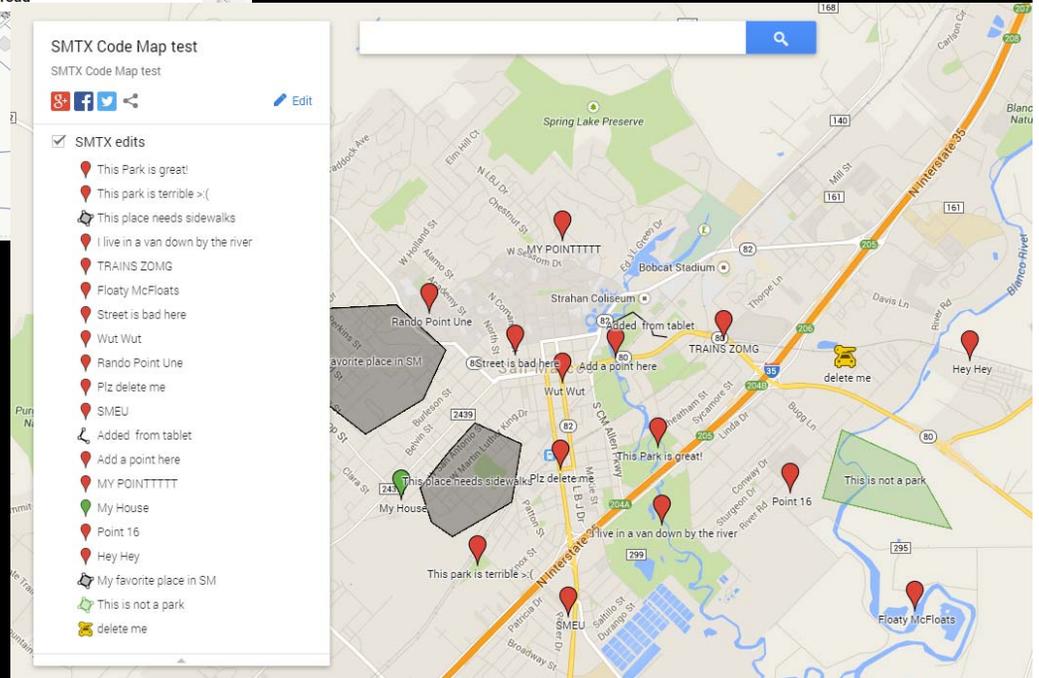
Distribution of Comments





Official Brand Your Neighborhood Results

Open Source editable
google Map comments



Think Tank Recommendation to Council with regard to Neighborhood Branding

The Think Tank is aware that Vision San Marcos Comprehensive Plan recommends that Neighborhood Character Studies be conducted to determine the types of projects that would be supported within the areas of stability;

The Think Tank recommends that as San Marcos continues to change and grow, neighborhoods should have the opportunity to complete Neighborhood Plans (referred to as Neighborhood Brands) in order to guide growth that is carefully planned and implemented to maintain and enhance the character of the area;

The Think Tank recognizes that 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 Branding process can be utilized by CodeSMTX on a city-wide scale.

Be it resolved that the Think Tank recommends the following to the San Marcos City Staff:

- A. Conduct CodeSMTX and the Neighborhood Branding as two separate but parallel projects
- B. Conduct a detailed study of each neighborhood that documents the existing character utilizing staff analysis and the input received from the Brand Your Neighborhood Activity
- C. 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 branding effort for each neighborhood area.