

City Council Visioning Session

Thursday, January 7, 2021

Friday, January 8, 2021

Setting the Stage

Day 1

- ❖ Update on current Key Strategic Priorities
- ❖ Determine Key Strategic Priorities for 2021 and Beyond

Setting the Stage

Day 2

- ❖ Review and Finalize Key Strategic Priorities
- ❖ Wrap-Up and Next Steps

City Manager Update

❖ Update on Key Strategic Priorities

- Workforce Housing
- Multi-Modal Transportation
- Workforce Development
- Downtown Vitality
- Sustainability

Workforce Housing

A. Update, consolidate and communicate housing policies and action plans.

- ✓ Adopted the Affordable Housing Policy in February 2020. The LIHTC Policy will be added as an appendix to the Strategic Housing Action Plan.
- ✓ Created webpage with links to all housing programs, policies, and plans.
- ✓ Collaborated with Austin Tenants Council to assist with local housing needs.

B. Develop dedicated housing and revenue sources that meet goals.

- ✓ Completed construction on permanently affordable homes targeted to flood victims on City-owned lots. (3 homes in 2019. Working on 9 homes in 2020-2021.)
- ✓ Collaborating with Southside and BR3T on CDBG Housing Rehabilitation Program.
- ✓ Created land bank and community land trust, and continue seeking additional lots.
- ✓ Developed marketing campaign for Homebuyer Program.

C. Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.

- ✓ Identified potential code amendments during the annual code update process (in progress). LDC Phase I and II approved by Council.

Workforce Housing

Key next steps:

- *Staff creating policies and procedures for CDBG programs related to rehabilitation of homes.*
- *Continue to seek additional lots and complete construction on additional homes on City-owned lots.*
- *Develop long-term rental registration code amendment and implement program.*
- *Working collaboratively with local stakeholders and Texas State on a project to build a cost effective and affordable unit*

Multi-Modal Transportation

A. City reviews the benefits and challenges of creating an integrated, seamless transit partnership between the City and Texas State University.

- ✓ *Adopted Five Year Strategic Master Plan for Transit Service in 2020.*
- ✓ *Coordinated with TxDOT on Downtown bike paths to mitigate traffic and protect air quality.*
- ✓ *Continue seamless partnership with Texas State and CARTS.*

B. City continues other multi-modal initiatives.

- ✓ *Working with Parking Advisory Board on implementing parking management plan.*
- ✓ *Deployed scooter program with SPIN.*
- ✓ *City CIP/Engineering coordinating on \$1.3M Hwy 80 Shared Use Pedestrian Path Project (Thorpe to River Road).*
- ✓ *Implementing numerous Transportation Master Plan projects. (Hopkins Street, Hunter/Wonder World pedestrian intersection, Uhland Road improvements, ongoing bike lane and sidewalk improvements.*

Multi-Modal Transportation

Key next steps:

- *Continue Transportation Master Plan CIP construction projects to improve multi-modal alternatives.*
- *Continue working on a seamless transit partnership with Texas State University.*
- *Implement Five Year Strategic Plan for Transit Service.*
- *Improve Bicycle Friendly Community rating.*

Workforce Development

A. Leverage and Partner with the Community.

- ✓ *Worked with GSMP within existing contract and new Vision 2025 to focus more efforts on workforce development, business retention, and support.*
- ✓ *Provided several job fairs for the community through the Library.*
- ✓ *Set up a mentoring program for SMCISD students and 25 City employees have signed up.*

B. Facilitate opportunities for Training and Programming.

- ✓ *Worked with non-profits and social services to develop a service guide.*
- ✓ *Added a Job and Career Center at the Library.*
- ✓ *Enhanced content on the library website referencing training available within 30 miles of San Marcos.*
- ✓ *Moved GED and English classes online in response to COVID.*
- ✓ *Collaborating with ACC on possible classes and fast track careers.*
- ✓ *Added Facebook group for jobs, education, and career growth opportunities.
Currently 860 members.*

Workforce Development

Key next steps:

- *Identify potential items to include in economic development agreements, i.e. educational initiatives.*
- *Continue coordinating with businesses, Chamber of Commerce, GSMP, SMCISD, ACC, Texas State University, Texas Workforce and other stakeholders to identify challenges and unmet community needs.*
- *Evaluate GSMP contract to include deliverables of training and programming opportunities.*

Downtown Vitality

A. Support diversified business activity.

- ✓ *Included Downtown Master Plan draft in scope of 2020 Comprehensive Plan update. Consultant selected and surveyed district stakeholders on visioning.*
- ✓ *Main Street program visioning and priority projects, ongoing discussion by Main Street Advisory Board.*

B. Take measures to improve downtown quality of place.

- ✓ *Allocated funding from the Downtown TIRZ Board for downtown property acquisition, enhancing Kissing Alley, and other infrastructure and pedestrian improvements.*
- ✓ *Implemented Downtown Pattern Guidelines for consistency of light fixtures, seating areas, and sidewalks.*
- ✓ *Implementing programs to improve downtown empty storefronts and landscaping.*

C. Accessibility to and within the downtown.

- ✓ *Awarded contract for the San Marcos River Bike and Pedestrian Trail Project.*
- ✓ *Convened Parking Advisory Board to consider bylaws and work plan.* sanmarcostx.gov
- ✓ *Updating numerous park trails.*

Downtown Vitality

Key next steps:

- *Continue revision of the Downtown Master Plan.*
- *Review permitting and conditional uses in Downtown.*
- *Define goals and objectives of Main Street Program.*
- *Determine next steps on the use of downtown properties acquired through TIRZ funding.*

Sustainability

A. Develop a baseline of sustainability performance measures.

- ✓ *Meeting with local partners on the City's sustainability initiative.*
- ✓ *Collecting data and performing a cost/benefit analysis.*
- ✓ *Conducted energy audits of City facilities.*

B. Promote Sustainability Practices throughout the community.

- ✓ *Created Sustainability website to centralize the City's programs.*
- ✓ *Implemented recycling and sustainability poster program.*
- ✓ *Collaborating with Community Action on low-income weatherization program.*

C. Determine strategies to incorporate sustainability into City construction and operations.

- ✓ *Developing design guidelines and pattern book of sustainable solutions.*
- ✓ *Incorporated sustainable and energy efficient elements for our new Public Service Center and 2017 Bond projects like the new Fire Stations, Police and Library expansions.*

D. Determine economic development and procurement policies to encourage sustainability for businesses that work with the City.

- ✓ *Researching home/business sustainability and conservation grants, rebates, and awards: Rainwater harvesting, solar, efficient lighting and HVAC systems.*

Sustainability

Key next steps:

- *Continue data collection, research, evaluate overall savings, and roll out of reduction program.*
- *Complete City website of centralized environmental programs.*
- *Develop weatherization or energy efficiency incentive programs for the community.*
- *Implement sustainable infrastructure solutions in CIP program.*

Accomplishments - Bond Projects

- ✓ *Fire Station #2 (La Cima)* – *Completed December 2020*
- ✓ *Library expansion* – *nearing completion*
- ✓ *SM Police Station remodel* – *underway*
- ✓ *New Public Services Center* – *underway*
- ✓ *New Fire Training Facility* – *underway*
- ✓ *Fire Station #6 Highpoint* – *underway*

Accomplishments during COVID

Balancing the City Budget

- ✓ *2020-21 Budget adopted Sept. 2020 during economic downturn.*
- ✓ *Mitigated the \$6.4M sales tax revenue shortfall.*
- ✓ *Initiated \$5.5M in cost reductions.*
- ✓ *Initiated a hiring freeze, except essential front line staff.*
- ✓ *Initiated freeze on training and travel.*
- ✓ *Delayed facility repairs and street overlay projects.*
- ✓ *Evaluated utility rate models and adjusted fees.*
- ✓ *Evaluated and delayed CIP projects.*
- ✓ *Worked through the SB2 revenue cap with no tax rate increase.*
- ✓ *Renegotiated and reduced Economic Development 380 incentives – July-Nov 2020.*

Accomplishments during COVID

Helping the Community

- ✓ *Provided extensive resources for the community on the City's website.*
- ✓ *Provided COVID updates at every Council meeting.*
- ✓ *Implementing CARES funding to assist the community.*
 - ✓ *Allocated \$50,000 to assist homeowners with utility bills, and worked with Community Action to assist the community with Cares funding for utility payments.*
 - ✓ *Waived utility disconnects and late fees.*
 - ✓ *Provided \$200,000 funding to support Small Business Grants/Funding program in partnership with the Chamber.*
- ✓ *Provided free masks to SMCISD for students and staff.*
- ✓ *Partially reopened City facilities to better serve the community.*

Major Project accomplishments

- ✓ *Transit 5 Year Strategic Master Plan – Adopted September 2020*
- ✓ *SMTX LDC Amendments Phase I – Adopted Nov. 2019*
- ✓ *SMTX LDC Amendments Phase II – Adopted Sept. 2020*
- ✓ *Comprehensive Plan Rewrite Update – Work Session, November 2020*
- ✓ *Architectural Standards – Recommendations to Council December 2020*
- ✓ *Manage CDBG HUD funded programs*
- ✓ *Numerous CIP/ Transportation Master Plan projects:*
 - *Mobility Hub, CM Allen, Mill Street, Hopkins infrastructure underway, numerous bike lane, bike paths, and sidewalk improvements.*
- ✓ *Projects accomplished with Downtown TIRZ funding:*
 - *Downtown property acquisitions, Downtown Alley Redevelopment, Pedestrian Safety and Comfort Improvements, Reconstruction with CAMPO Planning, and Justice Center Streetscape Improvements.*

Other Accomplishments - Special Projects

- ✓ **Homelessness Committee**
 - *Collaborating with numerous entities.*
- ✓ **Criminal Justice Reform Committee**
 - *Appointments from the community.*
- ✓ **San Marcos Use of Force Ad Hoc Committee**
 - *Convened for first meeting in December.*
- ✓ **Work Force Housing Task Force**
 - *Action Plan created for Council approval.*
- ✓ **Core4 Task Force for Youth Services**
 - *Restructured and moving forward.*
- ✓ **Sustainability Committee**
 - *Consolidated programs on City webpage.*
- ✓ **Legislative Committee**
 - *Updated and approved by Council .*

Determine Key Strategic Priorities for 2021 and Beyond

Review and Finalize Key Strategic Priorities for 2021 and Beyond

Wrap-up and next steps