



VISION SMTX COMPREHENSIVE PLAN IMPLEMENTATION REPORT (2025)

The Vision SMTX Comprehensive Plan was adopted by the San Marcos City Council in October 2024 as a long-range planning tool to guide San Marcos over the next 20 years. The Plan is organized into recommendations for 7 key topics. The following implementation report provides a framework for reporting progress and planning future initiatives. The plan can be viewed online at: sanmarcostx.gov/visionsmtx

REPORT LEGEND

TOPIC identifies one of 7 plan topics

GOAL # indicates the comprehensive plan goal number

ACTION # indicates the action number

ACTION STATEMENT indicates one of 130 action statements

LEAD DEPARTMENT indicates the lead department(s)

PROGRESS STATUS indicates whether the action is initiated, in-progress, on-going, or complete

UPDATES/COMMENTS indicates a status on progress and the method for implementation

PERFORMANCE METRIC indicates how progress is proposed to be tracked

METRIC STATUS indicates the status of a metric (Tracking, Exploring, Not Tracking)

2025 Draft Comprehensive Plan Implementation Worksheet

October 2025

Topic	Goal #	Action	Action Statement	Lead Department	Progress Status	Fall 2025 Status Updates/Comments (regulatory, incentive, program, plan, policy, infrastructure, process, staff position, study/research, collaboration, education, and/or resource)	Performance Metric	Metric Status
Arts & Culture	AC-1	AC-1.1	Support existing creative establishments and facilitate the creation of a visual and performance arts and cultural center/district.	Destination Services	In Progress	A Request for Proposals (RFP) will be released Fall 2025 for a feasibility study of a performing arts center/facility. (Study)	Secure entity per RFP process	Tracking
Arts & Culture	AC-1	AC-1.2	Identify the need and opportunities for new arts and culture related facilities such as libraries, museums, and community theaters.	Destination Services	In Progress	A Request for Proposals (RFP) will be released Fall 2025 for a feasibility study of a performing arts center/facility. (Study)		
Arts & Culture	AC-1	AC-1.3	Update the Art in Public Places program and identify priority locations.	Destination Services	On-going	The Arts Commission and Mural Arts Program have identified priority areas for public art within the Dunbar and South Guadalupe neighborhoods, and east of IH-35. Staff is also working to fill areas between existing public art and cultural venues for the creation of an art trail. (Program) Solution 4 under Cultural Contributions Recognition Goals in the Engagement & Education Focus Area of the Draft Historic Preservation Plan (HPP) encourages the use of crowd-sourcing to support the City's Mural Arts Program. (Plan)		
Arts & Culture	AC-1	AC-1.4	Approach arts and culture programming and funding with an equity lens to help underserved communities and organizations.	Destination Services	On-going	The Arts program offers Arts grants funded by the general fund to allow local non-profit organizations to offer arts and cultural programming. (Program)		
Arts & Culture	AC-1	AC-1.5	Develop a wayfinding and interpretive system for artistic, historic, and cultural resources.	Destination Services	On-going	In addition to creating an art trail, the VisitSanMarcos.com website is being updated to host additional information on art and artists. Multiple Solutions in the Draft Historic Preservation Plan (HPP) encourage expanding wayfinding, signage, and heritage marketing expansion. (Plan)		
Arts & Culture	AC-1	AC-1.6	Expand the library system and promote equitable access to services through mobile libraries and other tactics.	Library	On-going	Education	Card holder tracking & program attendance: We continue to see new cardholders joining the library and the librarians, as part of our outreach efforts, attending school and community events to promote library services.	Tracking

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Arts & Culture	AC-1	AC-1.7	Leverage arts and culture assets for economic development through both tourism and local business growth.	Destination Services	On-going	Solutions in the Survey & Recognition Focus Area under Honorary Cultural District Goals in the Draft Historic Preservation Plan (HPP) encourage the exploration and collaboration with City staff & partners to identify potential Cultural Districts and to support applications to the Texas Commission on the Arts. (Plan)		
Arts & Culture	AC-1	AC-1.8	Identify, inventory, and prioritize public and private art and cultural resources for protection and enhancement.	Destination Services	Not Initiated	No updates.		
Arts & Culture	AC-1	AC-1.9	Improve and enhance communication, marketing, and promotion of arts and culture programs.	Destination Services	On-going	Solutions in the Engagement & Education Focus Area under in the Draft Historic Preservation Plan (HPP) support expanding heritage marketing and advocacy. (Plan)		
Arts & Culture	AC-2	AC-2.1	Implement the recommendations of the 2022 Arts Master Plan and update the Arts Master Plan Implementation Strategy at least every three years.	Destination Services	On-going	Implementation of the Arts Master Plan is on-going. (Plan)		
Arts & Culture	AC-2	AC-2.2	Develop a strategy for arts and culture funding and investment tied to new funding sources.	Destination Services	Not Initiated	No updates.		
Arts & Culture	AC-2	AC-2.3	Improve coordination and collaboration among local arts and culture organizations and public agencies to support effective and efficient funding, programming, and promotion.	Destination Services	On-going	No updates.		
Arts & Culture	AC-2	AC-2.4	Establish one or more new City staff positions for arts and culture administration, programming, and outreach.	Destination Services	In Progress	Arts and Heritage Tourism Division and Manager to be established October 1, 2025. The Arts Division will have two full-time employees fully dedicated to Arts and Heritage Tourism. (Staff)		

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Economic Development	ECD-1	ECD-1.1	Support local businesses to encourage job creation and capital investment.	Economic Development	On-going	The City hired a full-time Business Retention & Expansion (BRE) Coordinator to connect and build relationships with local businesses. The BRE Coordinator is meeting with businesses to help identify opportunities for job creation and business growth. (Staff)	BRE meetings are logged in Economic Development software (Bludot)	Not Tracking
Economic Development	ECD-1	ECD-1.2	Create opportunities for local companies to procure contracts with governmental agencies and educational institutions.	Economic Development	In Progress	Staff is exploring a potential procurement fair to be hosted by the City of San Marcos. Additionally, staff is working to update Economic Development webpages to include these resources for businesses. (Education/Resource)	Host procurement fair and complete update of website.	Tracking
Economic Development	ECD-1	ECD-1.3	Increase opportunities for graduating students to work and live in San Marcos.	Economic Development	On-going	BRE Coordinator is working to connect new and existing businesses with local educational institutions to help graduating students enter into the local workforce. (Education/Resource)	Referrals made are tracked in Economic Development software (Bludot)	Tracking
Economic Development	ECD-1	ECD-1.4	Coordinate with schools and workforce development programs to expand the talent pool for growing and target industries.	Economic Development	On-going	On March 25, 2025 the City hosted a ribbon cutting for the opening of expanded workforce training space on the City Hall complex. The space will house workforce training courses through a partnership with Austin Community College (ACC) and Community Action, Inc. of Central Texas. Beginning in April 2025, ACC started courses in Heating, Ventilation, and Air Conditioning (HVAC), through its Skilled Trades Program. Additional courses in automotive maintenance, plumbing, and welding are expected to follow at the facility. Community Action, Inc. of Central Texas will cover the course fees for eligible students using Adult Education funding from the Texas Workforce Commission’s Adult Education & Literacy Program.		Tracking
Economic Development	ECD-2	ECD-2.1	Protect and promote land uses that support target industries, support diversification of the City’s tax base, and enhance economic development by using tools such as intentional infrastructure planning, recruitment, and the land use entitlement process.	Economic Development	In Progress	Update the Economic Development Policy to leverage incentives to attract and retain high quality employers and jobs. Explore economic development programs that help make San Marcos competitive to top employers in desirable industries. Collaborate with Economic Development division, Finance Department, and Planning and Development Services to guide projects through development. Work with Finance Department to track private investments and fiscal impacts to the City. Economic Development staff has provided support on zoning cases for key projects and have been monitoring Water and Wastewater, Transportation, and Comp Plan Master Plans.	Adoption of Policy revisions. Cumulative increases in private capital investment, jobs, and wages.	

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Economic Development	ECD-2	ECD-2.2	Create incentive packages to support entrepreneurs, target industries, and growing industry sectors.	Economic Development	On-going	Existing incentive packages include those allowed per Texas Local Government Code Chapter 312 & Chapter 380 Agreements as well as the Business Improvement & Growth (BIG) Grant.	Business Improvement & Growth (BIG) Grant is tracked through Economic Development software (Bludot) and CH 312 & 380 agreements are tracked through City/State	Exploring
Economic Development	ECD-2	ECD-2.3	Support job creation for all education and income levels.	Economic Development	On-going	Project Cat Tree/Midway LLC (Boutique Hotel Project) was approved by City Council in August 2025 and will create 250 jobs with varying education and experience qualifications. Jobs will have an average salary of \$50,000.		Not Tracking
Economic Development	ECD-2	ECD-2.4	Review incentive policies with consideration of current economic development strategy as conditions change.	Economic Development	In Progress	Currently reviewing Small Business Retention incentive within the Economic Development Policy for potential revisions to ensure the best implementation process.	Amendments to the Economic Development Policy are implemented through City Council Resolutions.	Tracking
Economic Development	ECD-2	ECD-2.5	Address childcare as an essential component of economic development, such as evaluating land use allowances for childcare facilities, childcare as an economic incentive criteria, or expansion of city-sponsored children activities and camps.	Economic Development	Not Initiated	As part of the 2025 Development Code Update, the use of childcare has been expanded as an allowable use in new zoning districts.	Adoption of Development Code - expanded use of childcare in City (Certificate of Occupancy)	
Economic Development	ECD-2	ECD-2.6	Support housing, living wages, high quality training programs, anti-displacement policies, and other affordability methods as an essential component of economic development.	Economic Development	On-going	No updates.		Tracking
Economic Development	ECD-2	ECD-2.7	Evaluate the feasibility of locating a new City Hall in Downtown.	City Manager's Office	In Progress	City Council approved entering into a conceptual planning agreement with a developer to further explore a public-private partnership for a development downtown that includes a new city hall. (Policy)		
Economic Development	ECD-3	ECD-3.1	Regularly assess and update target industries and collaborate with all educational institutions to support workforce development for specific industry needs.	Economic Development	On-going	A review and potential update to the Economic Development Policy will be initiated Spring 2026.	Updated policy adopted by City Council	Tracking

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Economic Development	ECD-3	ECD-3.2	Leverage the Greater San Marcos Partnership “Texas Innovation Corridor” identity to attract investment and new employment opportunities.	Economic Development	On-going	From January 2025 through September 2025 the Hays County Economic Development Partnership (HCEDP) responded to Request for Information (RFIs) from the following industries: 57 manufacturing, 3 in Professional, Scientific, and Technical Services, 2 in Information & Data Processing, 1 in Utilities, 1 in Wholesale Trade, 1 in Public Administration, and 1 in Administrative and Support and Waste Management and Remediation Services.	This information is tracked through monthly HCEDP reports.	Tracking
Economic Development	ECD-3	ECD-3.3	Plan for commercial land and employment centers consistent with the Preferred Scenario Map, including Class A office, industrial, and other uses to attract target industries.	Economic Development	On-going	Appropriate zoning in employment/commercial areas is reviewed in accordance with the Comprehensive Plan and Preferred Scenario Map. (Policy)		
Economic Development	ECD-3	ECD-3.4	Evaluate existing process for reviewing and scoring prospects for incentives as conditions change.	Economic Development	Not Initiated	Will be done as part of Economic Development policy review and potential update. (Policy)		
Economic Development	ECD-3	ECD-3.5	Develop partnerships to create transit connections between the community and major airports in nearby cities; and improve connections between the community and the San Marcos Regional Airport through enhanced transit, road, and utility infrastructure.	Economic Development	On-going	No updates.		
Economic Development	ECD-3	ECD-3.6	Continue to coordinate with the Greater San Marcos Partnership and educational institutions.	Economic Development	On-going	FY 2026 contract updated and completed with Hays Caldwell Economic Development Partnership (formerly Greater San Marcos Partnership). City Business Retention BRE Coordinator continues to strengthen relationships with educational institutions in our region to help bridge any gaps between employers.	City staff receives monthly and quarterly reports from HCEDP	Tracking

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Environmental and Resource Protection	ENV-1	ENV-1.1	Incentivize development in targeted areas based on the Preferred Scenario Map with adequate drainage, water quality, and green infrastructure to accommodate growth.	Planning & Development	Not Initiated	Will require coordination with multiple departments to develop a program that will incentivize development in targeted areas that will accommodate growth. Explore topic as part of Economic Development Policy update.	Begin exploring options for implementation with applicable staff. Track/evaluate the location of new zoning changes and development within the Comprehensive Plan Place Types. # of Preferred Scenario Amendments approved # of new Planned Area Districts and/or Development Overlay Regulating Plans (as established in 2025 LDC updates) Adoption of Economic Development Policy update (additional performance metrics set as part of policy update)	
Environmental and Resource Protection	ENV-1	ENV-1.10	Establish goals to minimize water use in each sub-watershed.	Engineering/CIP		No updates.		Tracking
Environmental and Resource Protection	ENV-1	ENV-1.2	Establish or update green infrastructure policies, standards, and guidelines and adopt conservation guidelines.	Engineering/CIP	In Progress	Plan - Stormwater Master Plan	Master Plan adopted by Council	Not Tracking
Environmental and Resource Protection	ENV-1	ENV-1.3	Establish or strengthen best practices for resource protection and preservation in the development process.	Engineering/CIP	On-going	Process - enforce the LDC and Stormwater Technical Manual	None	
Environmental and Resource Protection	ENV-1	ENV-1.4	Evaluate San Marcos River use and access and help mitigate impacts of recreation to the river and connected waterways.	Parks	On-going	Managed Access at Rio Vista Park was implemented for the 2025 Summer Season. City Council provided direction to continue this practice for the 2026 Summer Season and will be evaluating it annually.	Reduction in litter and overall patron experience.	Not Tracking
Environmental and Resource Protection	ENV-1	ENV-1.5	Establish riparian buffer zones and enhanced setbacks for resource protection of rivers, creeks, retention ponds, and flood mitigation areas.	Engineering/CIP	Complete	Process - enforce the LDC and Stormwater Technical Manual; as well as requirements in HCP	None	Tracking

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Environmental and Resource Protection	ENV-1	ENV-1.6	Enforce the preservation of trees and native habitats.	Planning & Development	In Progress	Currently, P&DS staff review and enforce the Development Code, which identifies requirements for tree preservation on private property. The Development Code update (2025) includes additional language to promote healthy new and existing trees associated with new development. (Regulatory) Further enforcement of tree preservation following completion of development process will require additional staff position (Staff)	Conduct periodic updates to Land Development Code to reflect best practices for tree and habitat preservation % tree coverage across City Limits Adopt a Biophilic Cities Designation Ordinance (additional metrics set as part of ordinance, including acreage of native habitat within City Limits) Adopt Urban Forestry Master Plan (additional metrics set as part of plan development, potentially use Tree Equity Score as a baseline metric)	Tracking
Environmental and Resource Protection	ENV-1	ENV-1.7	Mitigate erosion along riverbanks through habitat protection and ecological restoration. Protect and restore sensitive natural areas and habitats.	Engineering/CIP	On-going	Plan - requirements in HCP	Annual report to the USFW	Not Tracking
Environmental and Resource Protection	ENV-1	ENV-1.8	Incorporate greenway and trails system within new developments that connect to the larger City and regional trail network.	Planning & Development	On-going	New greenways are installed in accordance with the Transportation Master Plan. Further refinement of greenways, trails, and bikeways will be part of the Transportation Master Plan Update, kicking off in 2025. (Plan)	Perform mapping analysis to determine number of units/developments with access to the broader trail network. Determine units/developments that do not have access and identify the potential gaps. Linear feet of contiguous greenways and trails within City Limits and ETJ	Tracking
Environmental and Resource Protection	ENV-1	ENV-1.9	Continue to advance the implementation of the Habitat Conservation Plan, including endangered species and protections associated with river recreation.	Engineering/CIP	On-going	Plan - requirements in HCP	Annual report to the USFW	
Environmental and Resource Protection	ENV-2	ENV-2.1	Develop a regional water detention, quality, flood mitigation, and stormwater strategy that includes a fee structure.	Engineering/CIP	In Progress	Plan - Stormwater Master Plan	Master Plan adopted by Council	Tracking

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Environmental and Resource Protection	ENV-2	ENV-2.2	Implement Climate Action, Safety, and Hazard Master Plan strategies that mitigate the impacts of climate change and natural disasters.	Emergency Management		Local Hazard Mitigation Plan developed and approved by FEMA. The plan has identified mitigation actions that can be undertaken to address climate change. OEM staff continue to identify grant funding for the actions needed.		
Environmental and Resource Protection	ENV-2	ENV-2.3	Establish resilient and sustainable approaches to ensure a supply of safe groundwater and surface water, including water reuse and reclaim practices to prevent depletion of groundwater sources and minimize impact on regional water systems.	Utilities	On-going	The City actively manages multiple water sources to maintain a balanced and reliable system. To minimize dependence on groundwater and protect regional resources, the city has implemented comprehensive water conservation programs, leak detection initiatives, and an expanding reclaimed water system. The Reclaimed Water Master Plan outlines strategies for extending purple-pipe infrastructure, reducing potable demand, and improving drought resilience.		
Environmental and Resource Protection	ENV-3	ENV-3.1	Promote the use of re-claimed water within new developments.	Utilities	On-going	The City promotes the use of reclaimed water in new developments as part of its sustainable growth framework. New development located near existing or planned reclaimed water lines are encouraged or required to connect for irrigation and other non-potable uses. This approach reduces strain on potable systems and supports environmentally responsible development. The upcoming FM 1978 Water Resource Facility and associated reclaimed infrastructure will expand service capacity to support future growth. (Infrastructure)		
Environmental and Resource Protection	ENV-3	ENV-3.2	Facilitate opportunities for education and outreach centered around the benefits of recycling, water conservation, energy conservation, etc.	Neighborhood Enhancement	Not Initiated	No updates.		
Environmental and Resource Protection	ENV-3	ENV-3.3	Establish Green Building standards that use a rating system for features, such as green roofs, water treatment and reuse, and energy efficiency.	Planning & Development	Not Initiated	Staff research is needed to evaluate how to implement Green Building standards. This action may require a Study or consultant services to evaluate best practices. This action may also be implemented incrementally. (Study, Regulatory, Program, Incentive, Education)	Create COSM Green Building Program (additional metrics measured as part of program, including square feet of green roofs coverage in the City or within a certain neighborhood, per capita water use, per capita energy use)	Tracking

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Environmental and Resource Protection	ENV-3	ENV-3.4	Encourage developers to implement green building practices, and conservation-style development.	Planning & Development	In Progress	Staff research is needed to evaluate how to implement Green Building standards. This action may require a Study or consultant services to evaluate best practices. This action may also be implemented incrementally. (Study, Regulatory, Program, Incentive, Education) Solution 4 under Sustainability & Resiliency Goals in the Administration Focus Area of the Draft Historic Preservation Plan encourages education surrounding the sustainability benefits of historic buildings. As part of the 2025 Development Code update, the Planning Area zoning district is being refined to encourage conservation-style development within this zoning district that may be requested by property owners.	Assign team to research Green Building Standards and opportunities for future implementation. Adoption of the Historic Preservation Plan (HPP) # of solar panel permits issued Explore creation of green building practices toolkit.(building orientation, low impact development, retrofitting existing buildings, etc.) Adopt deconstruction ordinance and implement circular economy program that requires building material salvage, reuse, and recycling (from HPP) # of new developments that use the Planned Area District or Development Overlay Regulating Plan (as established in 2025 LDC updates) Acreage of Conservation Cluster/non-buildable areas within Planned Area Districts and Development Overlay Regulating Plans (as established in 2025 LDC updates)	Tracking
Environmental and Resource Protection	ENV-3	ENV-3.5	Promote the fiscal benefits of conservation and green building for residents, property owners, and developers.	Planning & Development	Not Initiated	Staff research is needed to evaluate fiscal impacts of conservation. Green Building education will be conducted as part of ENV-3.3. This action may require a Study or consultant services to evaluate best practices. This action may also be implemented incrementally. (Study, Regulatory, Program, Incentive, Education) Solutions 4 & 5 under Sustainability & Resiliency Goals in the Administration Focus Area of the Historic Preservation Plan (HPP) encourage promotion of sustainability benefits.	Assign team to research Green Building Standards and opportunities for future implementation. Adoption of the Historic Preservation Plan Create COSM Green Building Program (additional metrics measured as part of program, including square feet of green roofs coverage in the City or within a certain neighborhood, per capita water use, per capita energy use) Yearly educational event for residents, property owners, and developers concerning green building practices for new, existing, and historic buildings	
Environmental and Resource Protection	ENV-3	ENV-3.6	Adopt a dark skies ordinance to mitigate harassment of wildlife.	Planning & Development	Not Initiated	Staff research on dark sky ordinance is needed. Will require education to community and stakeholders prior to implementation. (Regulatory, Education)	Assign staff team to explore dark sky ordinance and determine scope of need. Conduct periodic updates to the Land Development Code that reflect International Dark Sky best practices	

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Housing & Neighborhoods	HN-1	HN-1.1	Update, review, and adopt a Housing Action Plan.	Planning & Development	In Progress	Update and review of the Strategic Housing Action Plan is in-progress and is part of P&DS 2025/26 work plan. Update will reflect new available data and public feedback. (Policy/Plan)	Adoption of Plan Metrics tracked based on implementation strategy for Strategic Housing Action Plan. A baseline performance metric could include gross rent as a percentage of household income	Tracking
Housing & Neighborhoods	HN-1	HN-1.2	Partner with community and business organizations to promote and inform/educate residents about resources for homeownership, residential upgrades, maintenance, and code enforcement.	Planning & Development	Not Initiated	Will require coordination with multiple departments to develop education campaign.	Staff to evaluate city website to ensure information on existing programs are clearly articulated/accessible. Explore creating an education campaign regarding the City's Home Repair/Rehabilitation Program, Homebuyer Assistance Program, Historic Properties Collective, and other programs that may be created as part of Historic Preservation Plan and Housing Action Plan implementation strategies (ie. Vacant Building Registration Program) Create circulation material regarding City programs mentioned above Create virtual Maintenance and Preservation Resource Center with links to resources and potential partners)	
Housing & Neighborhoods	HN-1	HN-1.3	Address the housing needs of those who are homeless, transitioning out of homelessness, and at risk of homelessness.	Neighborhood Enhancement	On-going	Implemented contract with Southside Community Center to develop homeless strategy. Program has been in place.	Program measurement metrics in place	Tracking
Housing & Neighborhoods	HN-1	HN-1.4	Partner with Texas State University to routinely address student growth projections in order to plan effectively for the implications of student/faculty/staff housing needs (housing location, types, and transportation needs).	Planning & Development	In Progress	Currently, City Management meets regularly to coordinate with Texas State on applicable initiatives. Potential opportunity to kickstart separate conversation in relation to Texas State's master plan (Collaboration)	Continue regular meetings with Texas State to maintain town/gown relations, especially during Texas State Master Plan update	

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Housing & Neighborhoods	HN-2	HN-2.1	Create, evaluate, and implement tools to incentivize affordable housing and expand resources available for both Affordable (subsidized) housing development and to achieve overall housing affordability in the community, while ensuring quality and sustainable building practices.	Planning & Development	Not Initiated	Will discuss implementation of this action following the adoption of the Strategic Housing Action Plan.	Adoption of Plan Metrics tracked based on implementation strategy for Strategic Housing Action Plan. A baseline performance metric could include gross rent as a percentage of household income # and type of development incentives utilized (and # of affordable units generated through incentives and level of affordability by AMI) (from Housing Action Plan)	Not Tracking
Housing & Neighborhoods	HN-2	HN-2.2	Encourage and consider incentivizing diverse housing types.	Planning & Development	In Progress	This action is being evaluated as part of the 2025 Development Code. (Regulatory)	Adoption of Development Code # of lots rezoned to districts that allow for diverse housing types # of Accessory Dwelling Units (ADU) permits issued # and type of development incentives utilized (and # of affordable units generated through incentives and level of affordability by AMI) (from Housing Action Plan)	Tracking
Housing & Neighborhoods	HN-2	HN-2.3	Consider encouraging all neighborhood centers identified on the Preferred Scenario Map to allow for multiple diverse housing types.	Planning & Development	In Progress	This action is being evaluated as part of the 2025 Development Code. (Regulatory)	Adoption of Development Code Acreage of land within a Mixed Use designation on the Preferred Scenario Map that are zoned for diverse housing types (Neighborhood Density districts & Character Zoning districts) Conduct periodic updates to the Development Code to allow diverse housing types in additional zoning districts	
Housing & Neighborhoods	HN-2	HN-2.4	Support programs and resources to prevent displacement of existing neighborhood residents.	Planning & Development	In Progress	Continue to provide program support for CDBG MIT funding for the Stormwater Master Plan Update and the Community Rating System process. (Infrastructure, Research)	Completion of plans # of households assisted through CDBG-MIT Program	
Housing & Neighborhoods	HN-2	HN-2.5	Strengthen programs and resources for first-time homebuyers.	Planning & Development	Not Initiated	Consider proposing a homebuyer assistance program for the 2026-2027 CDBG funds after reviewing the homes available for the income range that would qualify. (Program)	Decision made regarding initiation of program. # of households participating in Homebuyer Assistance Program	

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Housing & Neighborhoods	HN-2	HN-2.6	Explore tools that will allow residents to downsize and/or age in place.	Planning & Development	Not Initiated	Staff research is needed to evaluate how to research downsizing and or age in place for residents. This action may require a Study or consultant services to evaluate best practices. This action may also be implemented incrementally. (Study, Regulatory, Program, Incentive, Education)	Assign staff team to begin research on this topic. # of Accessory Dwelling Unit (ADU) permits issued Procurement of funds that focus on aging-in-place retrofits (AARP Livability Grants, CDBG-MIT Program, etc.) Mapping of existing housing products throughout the City. Mapping of future housing products based on zoning throughout the City	
Housing & Neighborhoods	HN-2	HN-2.7	Promote programs and enhance resources to protect renters and support affordable, safe, and stable rental housing options.	Planning & Development	In Progress	Adoption of City of San Marcos Proposes Renter’s Right to Organize Ordinance is currently being reviewed. (Policy)	Adopt Renter's Right to Organize ordinance # of rental properties registered with the City's Long Term Rental Registration Program	
Housing & Neighborhoods	HN-2	HN-2.8	Promote policies and programs to educate tenants on their rights and landlords on their responsibilities.	Neighborhood Enhancement	In Progress	10/8/25 Council first reading on an ordinance adopting tenants right to organize. Developing an ordinance for Tenants Bill of Rights.	Enactment of ordinances and ensuing education plans.	Not Tracking
Housing & Neighborhoods	HN-3	HN-3.1	Implement transition zones, buffers, and other tools to ensure compatibility between buildings and neighborhoods.	Planning & Development	In Progress	Staff will continue to review our land development code to ensure that the code is up to date with best tools to implement transition zones, buffers, and other tools to ensure compatibility between buildings and neighborhoods.	Conduct periodic updates to Land Development Code to reflect best practices for transition zones, buffers, and other tools Create Design Guidelines for Area Plans based on neighborhood character study findings and recommendations	
Housing & Neighborhoods	HN-3	HN-3.2	Maintain the quality of existing neighborhoods by encouraging reinvestment, conservation, and enhancement of existing housing stock.	Planning & Development	Not Initiated	To be implemented after adoption of the Strategic Housing Plan (Program). Solution 2, a mid-term recommendation under Alternative Local Zoning Goals in HPP, is to consider amending Development Code to establish a process for designation & implementation of Neighborhood Conservation Districts and explore creating design guidelines that balance flexibility & compatibility of design.	Adoption of Strategic Housing Action Plan and Historic Preservation Plan (additional metrics derived from each Plan's implementation strategy)	Tracking
Housing & Neighborhoods	HN-3	HN-3.3	Adopt a Preservation Plan to guide the protection, preservation, rehabilitation, and adaptive reuse of existing historic residences and resources, and the historic and cultural resources of minority communities.	Planning & Development	In Progress	Anticipated adoption of the HPP is scheduled to begin in December 2025 with final adoption on February 3, 2026	Adoption of the Historic Preservation Plan (HPP) Work with HPC via an Annual Work Plan to prioritize recommendations of the Historic Preservation Plan (additional metrics derived from the HPP implementation strategy) Development Code Updates	Tracking

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Topic	Goal #	Action	Action Statement	Lead Department	Progress Status	Fall 2025 Status Updates/Comments (regulatory, incentive, program, plan, policy, infrastructure, process, staff position, study/research, collaboration, education, and/or resource)	Performance Metric	Metric Status
Housing & Neighborhoods	HN-3	HN-3.4	Encourage tools and strategies to promote long-term affordability, such as community land trusts, land banks, shared equity models and developer agreements.	Planning & Development	Not Initiated	To be implemented after adoption of the Strategic Housing Plan (Policy, Research, Resource)	Adoption of the Strategic Housing Action Plan # of properties that currently have a provision for long-term affordability (Low Income Housing Tax Credit, CDBG homes, etc.) Opportunities for potential expansions of existing land trusts/banks	Not Tracking
Housing & Neighborhoods	HN-4	HN-4.1	Consider housing in mixed-use centers identified on the Preferred Scenario Map with close proximity to schools, employment centers, transit, recreational opportunities, and other community resources.	Planning & Development	Not Initiated	Staff will continue to review our land development code to ensure that the code is up to date with the best tools to consider housing in mixed-use centers identified on the Preferred Scenario Map with close proximity to schools, employment centers, transit, recreational opportunities, and other community resources.	Track/evaluate new development and zoning changes within mixed use centers. Evaluate mapping analysis to gather information on proximity to schools, transit, etc. # of households within a 10-minute walk of a school, transit stop, and/or public park # of households within 1/2 mile or 1 mile of a grocery store # of households per acre within Mixed Use Center (Downtown Area Plan boundary, East Village Area Plan boundary) # of new jobs created within Mixed Use Center (Downtown Area Plan boundary, East Village Area Plan boundary) % of parcels within the Mixed Use Center zoned for diverse housing types (Neighborhood Density and Character zoning districts)	Tracking
Housing & Neighborhoods	HN-4	HN-4.2	Evaluate parking standards for multi-family housing.	Planning & Development	In Progress	This action is being evaluated as part of the 2025 Development Code. (Regulatory)	Adoption of Development Code % capacity of multifamily surface parking lots Conduct periodic updates to Land Development Code that evaluate parking minimums/maximums.	Tracking

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Housing & Neighborhoods	HN-4	HN-4.3	Coordinate land use and transportation planning with proposed developments to ensure safe and convenient connections to sidewalk, bike lane, and transit networks from residential neighborhoods.	Planning & Development	In Progress	New development is required to install sidewalks, bike infrastructure, and transit stops in accordance with the Development Code, Transportation Master Plan, and Transit Master Plan. Evaluation of these standards will occur following the adoption of the Transit Route Study and Transportation Master Plan. The 2025 Development Code Update includes refinement to transit stop standards. (Plan/Regulatory)	Linear feet of contiguous sidewalks, greenways, bike lanes, and trails within City Limits (includes both private development and sidewalk gap infill program) # and location of operational transit stops within City Limits % of residential neighborhoods within a 15 minute walk of a transit stop	Not Tracking
Land Use + Community Design & Character	LU-1	LU-1.1	Update the Land Development Code to implement the Preferred Scenario Map.	Planning & Development	In Progress	This action is being evaluated as part of the 2025 Development Code. (Regulatory)	Conduct periodic updates to Land Development Code to reflect changes to the Preferred Scenario Map	Tracking

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Land Use + Community Design & Character	LU-1	LU-1.2	Plan a large mixed-use center east of Interstate 35 and other mixed-use centers to locate businesses and services near residences.	Planning & Development	In Progress	Evaluation of a large mixed use center as part of the East Village Area Plan (EVAP) is on-going. Draft plan is under review by staff.	Adopt East Village Area Plan (additional metrics tracked based on implementation strategy for EVAP)	Tracking
Land Use + Community Design & Character	LU-1	LU-1.3	Discourage sprawl by facilitating mixed-use development in appropriate locations, clustering development, and encouraging a mix of housing types.	Planning & Development	Not Initiated	Staff will continue to review our land development code to ensure that the code is up to date with the best tools to discourage sprawl by facilitating mixed-use development in appropriate locations, clustering development, and encouraging a mix of housing types.	Conduct periodic updates to the Land Development Code that reflect best practices for cluster-style development # of new Planned Area Districts or Development Overlay Regulating Plans (as established in 2025 LDC updates)	Tracking
Land Use + Community Design & Character	LU-1	LU-1.4	Develop a program to identify and prioritize brownfield (potentially contaminated sites) and greyfield (underutilized sites with high impervious cover) sites in the city and ETJ for redevelopment.	Planning & Development	Not Initiated	Staff research is needed to evaluate how to research brownfield and greyfields This action may require a Study or consultant services to evaluate best practices. This action may also be implemented incrementally. (Study, Regulatory, Program, Incentive, Education)	Assign staff team to explore implementation of this action. % change in acres of brownfield within City Limits and ETJ % change in acres of greyfield/infill properties within City Limits and ETJ Procurement of funds through EPA Brownfield Rehabilitation Programs (Brownfield Assessment Grants, Land Revitalization Program, etc.)	Not Tracking
Land Use + Community Design & Character	LU-2	LU-2.1	Allow a mix of land uses in neighborhood centers using Area Plans and Neighborhood Character Studies to guide this process.	Planning & Development	In Progress	Evaluation of neighborhood centers by area plans are ongoing. Solutions in the Survey & Recognition Focus Area under Alternative Local Zoning Goals in the Draft Historic Preservation Plan (HPP) encourage the exploration of preservation tools such as Neighborhood Conservation Districts.	Adoption of North of Campus Area Plan, South of Downtown Area Plan, and Historic Preservation Plan (HPP) # and location of Neighborhood Conservation Districts Adoption of Neighborhood Area Plans (additional metrics tracked based on implementation strategy for each Area Plan) Create Design Guidelines for Area Plans based on neighborhood character study findings and recommendations	Not Tracking

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Land Use + Community Design & Character	LU-2	LU-2.2	Require all new developments to dedicate adequate public right-of-way or access easements to accommodate all modes of transportation. Ensure creek buffers accommodate alternative modes of transportation that are designed to preserve the natural characteristics of the area.	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Land Use + Community Design & Character	LU-2	LU-2.3	Provide multimodal connectivity to and within new neighborhoods and developments.	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Land Use + Community Design & Character	LU-2	LU-2.4	Encourage health care facilities, medical offices, clinics, and pharmacies to locate in city and neighborhood centers.	Planning & Development	Not Initiated	Staff will evaluate the land use matrix on areas that allow health care facilities, medical offices, clinics, and pharmacies.	Explore mapping analysis to determine the location of health care facilities in relation to neighborhood centers. # of healthcare facilities, medical offices, clinics, and pharmacies within a designated neighborhood center	Tracking
Land Use + Community Design & Character	LU-2	LU-2.5	Set aside areas for high quality public spaces during the development process for community and ecological benefit.	Planning & Development	In Progress	This action is being evaluated as part of the 2025 Development Code (amendments to parkland dedication requirements). (Regulatory)	Land Development Code amendments are adopted Acres of parkland and open space within the City Limits # of households within a 10-minute walk of a publicly accessible park or open space Acreage of Conservation Cluster/non-buildable areas within Planned Area Districts and Development Overlay Regulating Plans (as established in 2025 LDC updates)	Tracking
Land Use + Community Design & Character	LU-3	LU-3.1	Conduct Character Studies for priority areas.	Planning & Development	In Progress	Character studies are a component of several Area Plans currently in progress including the North of Campus Neighborhood Area Plan, Dunbar Neighborhood Area Plan, Heritage Neighborhood Area Plan, and South of Downtown Area Plan. A Character study was included in the adopted Blanco Gardens Neighborhood Area Plan (adopted 2024).	Completion of area plans. Adopt Character Studies as part of Neighborhood Area Plan process (additional metrics derived as part of Area Plan implementation strategy)	Exploring

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Land Use + Community Design & Character	LU-3	LU-3.2	Evaluate the fiscal impacts of various development types to ensure fiscal health for the City.	Economic Development	On-going	No updates.		Tracking
Land Use + Community Design & Character	LU-3	LU-3.3	Encourage and incentivize a variety of diverse housing types, including, but not limited to attached single-family homes, micro homes, manufactured homes, and multi-family developments. Area Plans and Neighborhood Character Studies should guide this process, as applicable.	Planning & Development	Not Initiated	To be implemented after adoption of the Strategic Housing Plan (Regulatory, Policy, Research). Several Solutions in the Draft Historic Preservation Plan (HPP) encourage exploration of preservation tools, such as Neighborhood Conservation Districts.	Adoption of Strategic Housing Action Plan. # of zoning changes to districts that allow for diverse housing types (ND and CD districts) # of manufactured or tiny home park permits issued (from HAP) # of ADU permits issued	Exploring
Land Use + Community Design & Character	LU-3	LU-3.4	Establish parking standards that balance mobility and economic needs with best practices for compact, mixed-use development and sustainability goals.	Planning & Development	In Progress	This action is being evaluated as part of the 2025 Development Code. (Regulatory)	Adoption of Development Code. % of surface parking lots that are at or exceed 80% capacity Per Capita VMT Conduct periodic updates to Land Development Code that evaluate necessity of "parking minimums". Potentially transition to "parking maximums" approach.	Not Tracking
Land Use + Community Design & Character	LU-3	LU-3.5	Establish or strengthen design standards to ensure compatible development, densities, and transitions.	Planning & Development	Not Initiated	Staff will continue to review our land development code to ensure that the code is up to date with the best tools to establish or strengthen design standards to ensure compatible development, densities, and transitions.	Adoption of Development Code. Create Design Guidelines for Area Plans based on neighborhood character study findings and recommendations Conduct periodic updates to the Land Development Code to ensure development standards align with desired design guidelines	Tracking
Land Use + Community Design & Character	LU-3	LU-3.6	Ensure adequate City staff and resource levels to manage implementation of the Comprehensive Plan and Preferred Scenario Map.	Planning & Development	Not Initiated	Staff is evaluating existing staffing to determine how to best manage long-range initiatives within the department.	Evaluate need for new long-range planning staff position. Annual reporting on which positions spent time performing long-range planning initiatives and how much time is dedicated to these tasks	Exploring

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Land Use + Community Design & Character	LU-3	LU-3.7	Create a tool to analyze the “fiscal sustainability”, defined as the long-term public cost obligations and fiscal productivity, of new development proposals.	Planning & Development	Not Initiated	Implementation of this item will require consultant services to develop tool and conduct education with public and City Council. Action would include collaborative effort with Finance Dept and Economic Development division.	Explore consultant services and budgetary needs. # of Preferred Scenario Amendments approved each year (ultimately fiscal analysis and associated benefits are based on the existing Preferred Scenario Map) # of educational events conducted annually with the public, P&Z, and City Council	Not Tracking
Land Use + Community Design & Character	LU-3	LU-3.8	Protect the pattern and character of existing neighborhoods by requiring new infill development to have complementary building forms and site features.	Planning & Development	Not Initiated	Staff is evaluating zoning changes in accordance with applicable adopted Neighborhood Area Plans (ex: Blanco Gardens). If applicable, standards to address infill are included as part of the Existing Neighborhood Regulating Plan adopted with zoning changes. Further implementation to occur after adoption of the Strategic Housing Plan (Regulatory, Policy, Research)	Incorporation of applicable standards into the Existing Neighborhood Regulating Plan for zoning changes in Area Plans. Create Design Guidelines for Area Plans based on neighborhood character study findings and recommendations Conduct periodic updates to the Land Development Code to ensure development standards align with desired design guidelines	Tracking
Land Use + Community Design & Character	LU-4	LU-4.1	Establish conservation development guidelines which include green infrastructure practices and compact development and incentivize qualified developments.	Engineering/CIP	On-going	Process - enforce the LDC and Stormwater Technical Manual	None	Not Tracking
Land Use + Community Design & Character	LU-4	LU-4.2	Encourage and incentivize clustered development to protect open space, provide recreation amenities, minimize impervious surfaces, and reduce flooding.	Planning & Development	In Progress	Staff will continue to evaluate Land Development Code to encourage and incentivize clustered development to protect open space, provide recreation amenities, minimize impervious surfaces, and reduce flooding. Amendments to the Planning Area zoning district as part of the code update are intended to implement cluster-style development.	Adoption of Development Code. Acres of parkland and open space within the City Limits # of households within a 10-minute walk of a publicly accessible park or open space Acreage of Conservation Cluster/non-buildable areas within Planned Area Districts and Development Overlay Regulating Plans (as established in 2025 LDC updates)	
Land Use + Community Design & Character	LU-4	LU-4.3	Develop standards in the Land Development Code and Stormwater Technical manuals for dense housing in new areas of growth and activity centers to	Engineering/CIP	On-going	Process - enforce the LDC and Stormwater Technical Manual	None	Not Tracking

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			preserve land for community and ecological benefit.					
Land Use + Community Design & Character	LU-4	LU-4.4	Adopt standards for impervious cover limits for all of the city and extra-territorial jurisdiction to minimize flooding, protect water quality, and preserve recharge of groundwater.	Engineering/CIP	On-going	Process - enforce the LDC and Stormwater Technical Manual	None	Not Tracking
Land Use + Community Design & Character	LU-4	LU-4.5	Develop a Green Infrastructure Master Plan for the city and extra-territorial jurisdiction to integrate in with new land development, existing neighborhoods, and downtown to minimize flooding.	Engineering/CIP	On-going	Process - enforce the LDC and Stormwater Technical Manual. Will also address in Stormwater Master Plan.	None	Not Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.1	Create a Greenways Master Plan to improve pedestrian and bicycle access and connections between parks, open spaces and recreation facilities and to encourage active transportation.	Engineering/CIP	In Progress	The City is kicking off the TMP update in 2025 and Council has approved a contract with Kimley Horn to manage the update. TMP is expected to be complete in 2027.	Adoption of Transportation Master Plan	Tracking

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Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.2	Implement a signage, wayfinding and interpretation system to improve access to and information about parks, recreation facilities, and open spaces.	Parks	On-going	New way-finding signage and maps were added throughout the riverfront parks system in 2024. Staff is currently in the process of updating all maps and kiosks for the natural areas.	Signage being installed	Not Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.3	Enhance online information to include transparency about parks and recreation facilities, programs, and bond spending.	Parks	In Progress	Department has created GIS StoryMaps regarding available parks, information about them and their uses. Currently update monthly project list on our website and are exploring options with GIS to organize project updates.	None	Exploring
Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.4	Promote the design and programming of facilities and parks that provide multi-generational amenities, adequate shade and heat relief features, and access to water.	Parks	On-going	As park improvement projects are being designed they are being designed with these features in mind. This summer two park improvement projects were completed to add shade, ADA accessibility, and water fountains.	Project completion	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.5	Provide access to existing and new parks for residents across the city, particularly east of IH-35 or where park access is currently limited	Parks	In Progress	The east -west Shared Use Pathway connection under IH35 is almost at 100% design and construction will begin in 2026. The Transportation Master Plan will also begin in 2026 and will assist with planning and addressing missing connections for future improvements.	Transportation Master Plan update	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.6	Ensure programs and facilities remain affordable to all residents.	Parks	In Progress	In beginning stages of conducting a fee study for department facility rentals and program fees.	None	Not Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.7	Conduct regular outreach on community priorities and update the Parks Master Plan Action Plan accordingly.	Parks	In Progress	The majority of the Parks, Recreation and Open Space Plan action items have either been addressed or are in various stages of completion.	2019 Parks, Recreation and Open Space Master Plan	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-1	PPS-1.8	Create a community-driven rubric for new connections and existing maintenance of sidewalks and ensure the Sidewalk Plan is reviewed by City Council and the community every five years.	Public Works	Complete	The Sidewalk Maintenance Program is approved by City Council annually.		Not Tracking

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Parks & Public Spaces + Health, Safety, & Wellness	PPS-2	PPS-2.1	Prioritize native plants and low-maintenance materials and design of parks, greenways, and facilities.	Parks	Complete	We conduct two native plant sales annually. We propagate native plants that are used by the city's horticulture team to plant natives around city facilities. The Discovery Center team has partnered with two elementary schools to plant pollinator gardens and native plants and trees on school property.	Native Plant sales gross income, number of plants planted, number of trees given away	Exploring
Parks & Public Spaces + Health, Safety, & Wellness	PPS-2	PPS-2.2	Create an Urban Forest Management Plan to protect and enhance the city’s tree canopy.	Parks	In Progress	The city has received a grant for this project. We are currently negotiating with a vendor to complete the work on the plan. Our Urban Forester holds an annual Community Tree giveaway to provide free trees to the community and also plants trees in various parks during the planting season each year.	Plan implementation following adoption	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-2	PPS-2.3	Locate parks, open spaces, and natural areas to protect and benefit the aquifer.	Parks	On-going	This has been done over the years, however fiscal constraints limit acquisition capabilities.	None	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-2	PPS-2.4	Prioritize acquiring land in the recharge zone and sensitive aquifer areas	Parks	On-going	Funding is limited for this effort.	None	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-3	PPS-3.1	Create and implement a policy that ensures adequate resources are identified to develop and maintain parks and public spaces.	Parks	Complete	Parks and Recreation has an internal policy regarding the planning of park improvements which ensures that adequate funding is available for each project. Unforeseen budget constraints may cause projects to be postponed.	Completed improvements	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-3	PPS-3.2	Update Park impact fees for developers to ensure a fair and sustainable revenue source for parks	Parks	Complete	We do not have "Park Impact Fees", but have adjusted the Fee-in-Lieu of Parkland Dedication and Park Development Fees within the last two years to ensure they remain a sustainable revenue source for parks.	Increased revenue to parkland fee-in-lieu and parkland development fee special revenue accounts compared to previous years.	Exploring
Parks & Public Spaces + Health, Safety, & Wellness	PPS-3	PPS-3.3	Establish a park amenities schedule for a maintenance, repair, and replacement program of both public parkland and privately-owned public parks and open spaces.	Parks	Complete	Parks and Recreation has an internal policy regarding the planning of park improvements which ensures that adequate funding is available for each project. Each park is updated on a 10-year schedule unless immediate safety issues arise requiring out of cycle repairs or replacement. Unforeseen budget constraints may cause projects to be postponed.	Completed improvements	Exploring
Parks & Public Spaces + Health, Safety, & Wellness	PPS-3	PPS-3.4	Plan for recreation, protection, and conservation of the river south of downtown and east of IH-35.	Parks	On-going	The City Council has the feasibility study related to Cape's Dam currently underway. The public engagement phase will begin in January 2026 following the environmental and engineering analysis phases. Once the City Council provides direction related to the dam further planning can begin on the area as a whole.	City Council direction on Cape's Dam and future community engagement on park improvements.	Tracking

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Parks & Public Spaces + Health, Safety, & Wellness	PPS-4	PPS-4.1	Ensure emergency, police, and fire services meet or exceed the level of service needs as the population grows.	Fire	On-going	Staff applied for SAFER grant to staff future Station 7, located in the Whisper development. This would include fifteen personnel. (staff position)	Successful grant application	Exploring
Parks & Public Spaces + Health, Safety, & Wellness	PPS-4	PPS-4.2	Encourage the location of health and community service providers in mixed-use neighborhood centers.	Planning & Development	In Progress	Staff will continue to evaluate Land Development Code to encourage the location of health and community services providers in mixed use neighborhood centers. The addition of Daycares uses are part of the 2025 Land Development Code amendments.	Explore mapping analysis to determine the location of health care facilities in relation to mixed use centers. health services = medical office, clinic, pharmacy community service = community center, library, grocery store? # of healthcare facilities, medical offices, clinics, and pharmacies within a neighborhood center % of households within a 15-minute walk of a grocery store Linear feet of sidewalks within 1/2 mile of a school	Exploring
Parks & Public Spaces + Health, Safety, & Wellness	PPS-4	PPS-4.3	Create and regularly update / maintain a fire and police station location plan which identifies the appropriate locations for future fire, emergency and police stations based on response times.	Fire	On-going	Staff has created a fire station location map which identifies locations for future fire stations based on response times. (Resource) Land for future fire station has been identified at Yarrington and Opportunity Blvd within the Whisper development. Identified funds through the Capital Improvement Plan (CIP) for Station 7 design. Staff is utilizing development tools, such as Development Agreements and Planned Development Districts, to request locations for fire stations as new developments are proposed (Regulatory)	Staff is currently tracking current, planned, and proposed fire station locations in GIS. Currently using service area modeling to ensure adequate standards of coverage. Reduction (improvement) of ISO rating in areas currently greater than five road miles from a fire station.	Tracking
Parks & Public Spaces + Health, Safety, & Wellness	PPS-4	PPS-4.4	Ensure transparency of bond fund expenditures by reporting to the public on fiscal allocations.	Finance	Not Initiated	No updates.		Tracking

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Transportation	TR-1	TR-1.1	Update the 2018 Transportation Plan to be consistent with the Preferred Scenario Map and address current transportation issues.	Engineering/CIP	In Progress	The City is kicking off the TMP update in 2025 and Council has approved a contract with Kimley Horn to manage the update. TMP is expected to be complete in 2027.	Adoption of Transportation Master Plan	Tracking
Transportation	TR-1	TR-1.2	Review and update the Complete Streets policies, standards, and guidelines.	Public Works				Tracking
Transportation	TR-1	TR-1.3	Plan and design Complete Streets in, around, and to new developments, redevelopments, subdivisions, the University, Downtown, and other high-density residential areas.	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Transportation	TR-1	TR-1.4	Coordinate with local and regional agencies to meet the goals of this plan.	Engineering/CIP	On-going	Local and regional coordination will occur as part of the Transportation Master Plan update. (Plan)	Adoption of Transportation Master Plan (TMP)	Tracking
Transportation	TR-1	TR-1.5	Use transportation modeling and analysis to inform decision-making and garner community support.	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Transportation	TR-2	TR-2.1	Improve transit coverage, frequency, and marketing throughout the city and to adjacent cities, with emphasis on serving places where people live, work and access basic services as well as major employment areas.	Public Works	In Progress	Transit Route Study is in progress.	Complete Transit Route study.	
Transportation	TR-2	TR-2.2	Evaluate the need for a City staff position to manage Transportation Demand Management programs to encourage active transportation, transit, and services such as rideshare and park and ride systems.	Public Works	Not Initiated	FY26 budget was not able to support funding for a new position. Continue to evaluate the need for this position by evaluating existing programs and staffing levels.	Evaluation of transportation demand programs, evaluate staffing levels, decision on new staff. Kickoff Transportation Master Plan.	Exploring

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Transportation	TR-2	TR-2.3	Identify, promote, and incentivize “first and last mile” solutions to better connect people to their destinations.	Public Works	In Progress	This will be discussed as part of Transportation Master Plan.		
Transportation	TR-2	TR-2.4	Incorporate the Sidewalk Master Plan into other mobility initiatives and plans and review/ update as needed.	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Transportation	TR-2	TR-2.5	Create a community-driven rubric for new connections and existing maintenance of sidewalks and ensure the Sidewalk Plan is reviewed by City Council and the community every five years.	Public Works	Complete	Sidewalk Maintenance Program is approved by City Council annually		Tracking
Transportation	TR-2	TR-2.6	Continue to plan for and invest in bicycle infrastructure including protected bike lanes, off-street paths, and end of trip facilities	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Transportation	TR-2	TR-2.7	Improve transit stops and related amenities including shade, shelter, signage, wayfinding, seating, route and schedule information, and safety improvements.	Public Works	On-going	Implementation of this item is on-going as bus stops are continuously evaluated for improvements.		Tracking
Transportation	TR-3	TR-3.1	Ensure a well-integrated, connected transportation network that includes a hierarchy of roadways appropriate for adjacent land uses and development types.	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Transportation	TR-3	TR-3.2	Prioritize filling gaps in existing transportation infrastructure (e.g., sidewalks, Americans with Disabilities Act upgrades) consistent with area plans, needs assessments, and local priorities.	Public Works	On-going	Short gaps in sidewalks are completed annually through the Sidewalk Maintenance Program.		Tracking

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Transportation	TR-3	TR-3.3	Incorporate local arts and culture into transportation infrastructure such as transit centers and stops.	Destination Services	Not Initiated	No updates.		
Transportation	TR-3	TR-3.4	Incorporate Vision Zero goals and objectives into transportation plans, programs, and projects.	Engineering/CIP	On-going	Plan - CAMPO is preparing a plan that includes the City. Expected completion 2026.	Expected adopted by Council in 2026	Tracking
Transportation	TR-3	TR-3.5	Establish / update green infrastructure policies, standards, and guidelines for roadways.	Engineering/CIP	On-going	Plan - Requirements in TMP	Master Plan adopted by Council in 2018. Starting update on TMP with expected completion 2027.	Tracking
Transportation	TR-3	TR-3.6	Evaluate and update parking policies, code requirements, and/or management plans.	Public Works	On-going	Parking Advisory Board continues to evaluate parking policy.	Completion of parking policy	
Transportation	TR-3	TR-3.7	Develop and implement a parking fee structure for high-demand areas.	Public Works	On-going	Parking Advisory Board continues to evaluate parking fees.	Completion of final evaluation of parking fees.	
Transportation	TR-3	TR-3.8	Ensure safe crossing options under I-35 corridor and other major arterials/high traffic roadways to connect neighborhoods and residents.	Engineering/CIP	In Progress	Plans are in design with 100% plans expected in 2026. Evaluate potential for additional priority crossings as part of the Transportation Master Plan and through City, County, or Federal infrastructure projects.	Finalize design plans, Adopt updated Transportation Master Plan	Tracking