

## **Key Priorities:**

The Strategic Initiatives identified by the Council during the Visioning Meeting in January 2019 focus around the following key priorities:

- Workforce Housing
- Multi Modal Transportation
- City Facilities
- Workforce Development
- Downtown Vitalization

## **Strategic Initiatives**

### **Key Priority: Workforce Housing**

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

##### **Strategies:**

- I. Conduct a housing study that analyzes housing supply, housing demand, and housing choice.
- II. Update the Affordable Housing Policy and adopt a housing framework / blueprint based on the work of the San Marcos Workforce housing Task Force.
- III. Maintain a robust website and participate as a community partner in advancing the City's housing goals.
- IV. Develop internal city capacity and support capacity building efforts in community partners to advance the City's housing goals. Work with local employers such as Texas State University, San Marcos ISD, Hays County, Central Texas Medical Center, the banking community, the Greater San Marcos Partnership and area non-profits to identify and implement housing solutions.

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

##### **Strategies:**

- I. Build permanently affordable homes targeted to flood victims on city-owned lots with CDBG-DR funds.
- II. Apply for HOME funds. Utilize CDBG funds to preserve and maintain for households earning less than 80% AMI through the Housing Rehabilitation Program.
- IV. Lend CDBG first-time homebuyer funds to households earning less than 80% AMI to purchase housing.
- V. Enter into cooperative agreements with other taxing entities to identify tax-forfeiture properties and make them available for construction of permanently affordable workforce housing.
- VI. Establish a land bank and community land trust with the purpose of supporting permanently affordable workforce housing.
- VII. Establish an Emergency Housing Rehabilitation Program.

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

##### **Strategies:**

- I. Encourage mixed income communities within new development.
- II. Monitor the bonus density program for effectiveness and re-assess during the annual code update.
- III. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update.
- IV. Draft an ordinance targeting geographic locations and non-profit home builders for appropriate zoning when permanently affordable for sale housing is constructed.

## Key Priority: Multi-Modal Transportation

### ***A. City becomes the Direct Recipient for federal and state transit funding allocated to the San Marcos urbanized area.***

#### **Strategies:**

- I. Formalize official concurrence from TxDOT-PTN and the FTA, that the City is the Direct Recipient for the San Marcos urbanized area.
- II. Transfer all federal and state requirements for the Direct Recipient from CARTS to the City by October 1, 2019.
- III. Consider the potential impacts of the 2020 Census upon transit services in the San Marcos urbanized area.

### ***B. City reviews the benefits and challenges of creating a coordinated transit system and Interlocal Agreements between the City and Texas State University.***

#### **Strategies:**

- I. Review transit partnership models and select a system model to operate and manage the transit services, which historically have been accepted by the FTA and TxDOT.
- II. Assess the operating and financial alternatives for coordinated transit services.
- III. Evaluate the benefits and constraints of a transit partnership with Texas State, to include:
  - a. Seamless transit services for all customers.
  - b. Expand community access to transit options
  - c. Share capital budget resources.
  - d. Coordinate transit routes to maximize efficiency.
  - e. Leverage state and federal funding opportunities.

- f. Contribute to regional goals to reduce traffic and protect air quality.

- IV. Evaluate the challenges of a transit partnership with Texas State, to include:
  - a. Determine who will be the Direct Recipient.
  - b. Create a shared governance structure.
  - c. Compliance with federal and state regulations, to include paratransit services.
  - d. Coordinate transit routes to maximize efficiency.
  - e. Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility, and passenger amenities.
- V. Consider the potential impacts of the 2020 US Census upon transit services in the San Marcos urbanized area.

### ***C. City continues other multi-modal initiatives.***

#### **Strategies:**

- I. Transportation Demand Management/ including downtown parking management:
  - a. Adopt and implement parking management plan.
  - b. Prioritize Transportation Master Plan projects to improve multi-modal alternatives.
  - c. Evaluate and prioritize other transportation demand management tactics.
- II. Improve Bicycle Friendly Community rating:
  - a. Improve and expand dockless bike share program and explore other shared mobility opportunities.
  - b. Revisit Complete Streets policy and propose changes for Council consideration.
  - c. Draft Vision Zero policy for Council consideration.
  - d. Consider creation of a Bicycle & Pedestrian Advisory Committee.
  - e. Adopt and implement bicycle master plan.
- III. Improve pedestrian connectivity and accessibility:

- a. Conduct updated assessment of existing sidewalk infrastructure.
- b. Conduct gap analysis and identify/prioritize needed connections to multimodal facilities, transit stops, schools, neighborhoods, hike-bike trails, and east-west connections.
- c. Develop and adopt Sidewalk Master Plan.
- d. Identify and implement short-term maintenance and gap improvements.
- e. Identify and program long-term pedestrian improvements.
- f. Conduct site survey sampling for ADA compliance.
- g. Continue utilizing external sources to confirm ADA compliance and staff training.
- IV. Other regional transit:
  - a. Evaluate the benefits of regional transit partnerships with interurban providers including multimodal transit facility options.
  - b. Explore light rail, AMTRAK, and other future transit opportunities.
  - c. Explore options for a downtown circulator, including all alternative fuel/vehicle options.
- V. Pursue multi-modal funding opportunities.

## Key Priority: City Facilities

### ***A. Explore short-term alternatives for staff expansion within City Hall Complex.***

#### **Strategies:**

- I. Determine 3-4 year staff growth potential for current City Hall Services.
- II. Examine possible facility expansion alternatives to current City Hall campus, which could include temporary portable facilities.
- III. Examine potential for possible short-term facility lease.
- IV. Explore possible City Hall parking alternatives.

### ***B. Review all possible alternative delivery methods for new facility construction.***

#### **Strategies:**

- I. Identify advantages and disadvantages of alternative delivery methods for City facility related projects.
- II. Provide education materials to City staff and City Council on the alternative delivery methods.
- III. Hire experienced project manager to implement those alternatives.
- IV. Evaluate the success or issues related to each delivery method used by the City.

### ***C. Develop a 5-year Fiscal Strategic Plan for implementation of Bond Projects.***

#### **Strategies:**

- I. Develop design and construction schedules for all facility projects.
- II. Develop cost and time tracking system for all facility projects.
- III. Develop Citizen Bond Review Committee that will meet periodically to review projects.
- IV. Provide quarterly updates to Council.

### ***D. Develop Public Services, Community Services and City Hall Project Design and Scope.***

#### **Strategies:**

- I. Develop RFP for Public and Community Service Maintenance Facility project.
- II. Evaluate potential future alternatives for City Hall Campus.
- III. Create a master plan for City Hall redevelopment.
- IV. Implement strategic plan for City Hall redevelopment.

### ***E. Explore alternatives for future land purchases for facilities.***

#### **Strategies:**

- I. Develop strategy for future facility site locations.
- II. Build cost into 10-year CIP Projects.
- III. Identify opportunities for land and/or facility acquisitions related to all City services and programs.

## Key Priority: Workforce Development

### ***A. Leverage and Partner with the Community.***

#### **Strategies:**

- I. Identify current assets including partners, existing services, possible locations, and organizational purpose. Include mapping of assets and services within the City.
- II. Identify community partner to anchor this initiative.
- III. Identify and develop outreach opportunities.
- IV. Identify challenges and unmet needs in the business community that are impacted by workforce development.

### ***B. Facilitate opportunities for Training and Programming.***

#### **Strategies:**

- I. Identify and communicate existing training available.
- II. Identify potential gaps and barriers for San Marcos residents.
- III. Identify potential items to include when incentivizing economic development agreements.
- IV. Evaluate Greater San Marcos Partnership (GSMP) contract to include deliverables that require training and programming opportunities.
- V. Determine where to invest city funding to mitigate gaps and barriers that have been identified.

## Key Priority: Downtown Vitalization

### ***A. Support diversified business activity.***

#### **Strategies:**

- I. Begin a revised Downtown Master Plan including, the innovation, cultural and arts districts.

- a) Scope and Visioning Exercise with district Stakeholders and City Council.
- b) Request for Proposal (RFP) and Contract for consultant.
- c) Public outreach with key stakeholders including the Downtown Association, Main Street, the University, as well as other key stakeholders.
- d) Drafting and adopting the Downtown Master Plan.
- II. Review permitted and conditional uses in the downtown area.
  - a) Identify potential code amendments during the annual code update process.
  - b) Explore other modifications to alcohol Conditional Use Permits (CUP) related ordinances.
  - c) Discuss bar service hours with the Council CUP Committee.
- III. Define goals and objectives for the Main Street program.
  - a) Review current goals and objectives within the Four Point approach of (1-Economic Vitality, 2-Design, 3-Organization, and 4-Promotion).
  - b) Develop a strategy for transformation of Downtown along the Four Points.
  - c) Define quantifiable outcomes for the transformation strategies identified.
  - d) Align organizational resources to achieve desired outcomes through the budget process.

### ***B. Take measures to improve downtown quality of place.***

#### **Strategies:**

- I. Review and assess possible sites and facilities which could promote San Marcos as a destination.
- II. Review and address underground electric ordinances.
  - a) Feasibility and cost analysis.
  - b) Identify code amendments during the annual code update process.
- III. Review and assess strategies for vacant and neglected buildings.

- a) Review model programs and identify resources needed for implementation.
  - b) Propose code amendments during the annual code update process.
- IV. Identify strategic locations for streetscape and infrastructure improvements and identify funding options.
  - a) Define departmental roles and responsibilities with regard to design, construction, operation and maintenance of downtown streetscape and infrastructure improvements.
  - b) Develop an interim maintenance and beautification plan and coordinate efforts amongst stakeholders.
  - c) Explore the long-term solutions for beautification and maintenance including a downtown management district with downtown stakeholders.
  - d) Align organizational resources to achieve desired outcomes through the budget process.
- V. Review and amend the Downtown Tax Increment Reinvestment Zone (TIRZ) #5.
  - a) Convene the TIRZ Board to consider pending funding request for Cheatham Street Flats project.
  - b) Ensure previously approved project (Crossroads/Justice Center) is completed, in conjunction with TxDOT and COSM improvements to Guadalupe Street.
  - c) Prepare a revised Project & Finance Plan for Board consideration and approval.
  - d) Present revised Project & Finance Plan for Council and Commissioner's Court consideration.
- b) Parking Advisory Board orientation, bylaws and work plan.
  - c) Procure parking management technology (meters & mobile app).
  - d) Create program branding and marketing campaign.
  - e) Initiate phased rollout of on-street paid parking.
  - f) Negotiate off-street parking agreements with private property owners and facilitate options.
  - g) Staff will continue to prioritize work around Stormwater and Community Partnerships moving forward.

### ***C. Accessibility to and within the downtown.***

#### ***Strategies:***

- I. Complete the San Marcos River Bike and Pedestrian Trail project.
  - a) Finalize design.
  - b) Letting of Project – TxDOT.
- II. Approve and implement the Parking Management Plan.
  - a) Hire Parking & Mobility Manager.