

Comprehensive Plan Objective	Objective Status
<p>Green boxes indicate that all associated projects have been completed on time.</p> <p>Red boxes indicate that at least one associated project has not been completed within the predicted timeframe.</p>	
Economic Development	
Goal 1: Abundant opportunities created by the ingenuity and intellectual capital of University, Business, Civic and Cultural Leaders.	
Create a communications plan to share economic development progress with residents, the development community and target industries	Continuous
Collaborate with social service providers to provide input on barriers for the unemployed and underemployed	Continuous
Partner with all community assets to develop programming that engages new audiences in economic development efforts in San Marcos	Complete
Goal 2: Workforce and Educational Excellence.	
Develop a strategy with appropriate partners to promote the San Marcos CISD as an educational system of choice	Complete
Promote all community education options to local and prospective residents	Future
Pursue partnerships to support Core 4's programming and capital funding needs	Complete
Collaborate with all educational institutions to support workforce development for specific industry needs	Complete
Improve communication between workforce training providers, public school systems, higher education institutions, job seekers and local business leaders	Complete
Goal 3: Emerging markets and industry relationships that generate quality enterprises and employment opportunities.	
Conduct target industry marketing plans regularly	Complete
Increase the amount of Class A office and industrial space attractive to target industries	In Progress
Develop industrial settings that provide shovel ready opportunities for prospective companies and employers	In Progress
Identify gaps in utilities for employment and activity nodes, reprioritize Capital Improvement Projects to support the preferred scenario	In Progress ¹
Goal 4: An enhanced and diverse local economic environment that is prosperous, efficient and provides improved opportunities to residents.	

Establish a process to analyze the market impacts of Capital Improvements Plan projects from an economic development perspective	Future
Develop programs to support local businesses to encourage job creation and capital investment	In Progress
Create a pro-active, comprehensive strategy to attract development consistent with the plan	Complete
Create a plan to relocate City Hall prioritizing the Downtown in site selection	Complete
Create a regulatory framework that will encourage residential development Downtown	In Progress ²
Integrate economic development into the 2013 Transportation Plan Update	Complete
Create opportunities for local companies to procure contracts with governmental agencies and educational institutions	In Progress
Goal 5: Fiscally responsible incentives for economic development.	
Reflect the Comprehensive Plan, Economic Development Strategic Plan and Downtown Master Plan in the City's incentive policy	Complete
Review incentive policies with consideration of current economic development strategy, as well as labor, infrastructure, capital and business cost requirements of target industries	Complete
Develop a standard process for reviewing and scoring prospects for incentives, with weight only going to projects that create permanent diverse, high paying jobs in the areas that are environmentally sustainable	Complete
Expedite the entitlement process for high performance local or preferred-industry employers locating in the activity nodes or employment centers of the preferred scenario	In Progress
Evaluation of city-owned property that might be sold for economic development in order to raise revenue and/or reduce debt	In Progress
Create incentive packages to support entrepreneurs, target industries and growing industry sectors	In Progress
Goal 6: Promote and support the maximum potential of the San Marcos Municipal Airport.	
Enact appropriate regulations and plans to protect airport operations and enhance future development.	In Progress
Maximize development opportunities within the airport boundary	In Progress
Develop connections between community and airport including enhanced road, transit and utility infrastructure	In Progress
Build internal airport community	Complete
Goal 7: Sports tourism, eco-tourism, retail tourism and the community's 13,000 year heritage as an economic generator.	
Engage appropriate partners to create a citywide strategy to better protect the area's natural resources and ecosystem's history	Complete
Create an arts and cultural center/district	In Progress

Develop and maintain a high-quality system of parks, natural areas, greenways and trails to draw visitors and encourage new business opportunities	In Progress
Develop a transit plan that matches preferred scenario map to encourage connectivity between centers	Complete
Create a strategy to prioritize and complete infrastructure upgrades in Downtown in order to enhance accessibility and the physical appearance	In Progress
Develop a strategic plan for Downtown Business Development as recommended in the Downtown Master Plan to ensure Downtown San Marcos retains a diverse mix of businesses to accommodate the entire community and attract tourists	Complete
Establish gateway corridors as identified in the Downtown Master Plan and the preferred scenario	In Progress ³
Coordinate with private efforts to update and expand recreation fields	In Progress

Comprehensive Plan Objective	Objective Status
Environment and Resource Protection	
Goal 1: Public and private sectors working together to protect water quality and facilitating appropriate development in the San Marcos and Blanco River watersheds, and over the Edwards Aquifer using measurable and scientific methods.	
Incorporate Low Impact Development practices and other best practices early on and throughout the development process	Complete
Audit the effectiveness of Environmental Code Compliance and use this information to recommend staffing levels, training, and code changes	Complete
Develop an educational and place-making program illustrating the location of the natural boundaries and environmentally sensitive areas of our city including watersheds and Edwards Aquifer recharge zone and contributing zones	In Progress
Adopt watershed specific regulations based on scientific understanding of water quality impacts	Complete
Develop a regional detention and water quality strategy (including fee-in-lieu) to improve land efficiency, affordability, and efficacy of systems	In Progress

Establish a team with representatives from the County, City, and other public and private entities to identify lands and develop policies for the preservation and maintenance of environmentally sensitive watershed lands	In Progress
Incentivize dense development within the activity centers by lifting the regulatory environment, streamlining the development process and proactively building the infrastructure and regional detention facilities to support this growth	In Progress
Goal 2: Natural resources necessary to our community's health, well-being, and prosperity secured for future development.	
Develop a coordinated tree preservation and planting program	In Progress
Join the regional effort to improve air quality	Complete
Adopt comprehensive ordinances that actively supports local food production and preservation of agricultural lands for farming	Future ⁴
Model sustainable practices in infrastructure, operations, and facilities in City projects	In Progress
Adopt a program to implement the greenway system that is identified in the preferred scenario and integrate this trail system with the Parks Master Plan	In Progress ⁵
Goal 3: Pro-active policies that encourage recycling and resource and energy efficiency.	
Conduct a rate structure study, use the information to balance water and energy conservation goals with the economic viability of the utility	Complete
Decrease per capita energy and water use to meet the highest standards of the STAR guide for cities	Future
Adopt and implement the recommendations of the Municipal Solid Waste Task Force	In Progress
Create a point system to measure the sustainable elements of proposed development in order to qualify for utility, process, and other incentives	Complete
Goal 4: A population prepared for and resilient to man-made and natural disasters.	
Develop re-claimed water infrastructure plan for activity centers	In Progress
Create connected network for non-automobile travel	In Progress ⁶
Adopt comprehensive floodplain development regulations	Complete
Implement an education and outreach program that identifies, and alerts citizens to, risks and responses to all hazards In coordination with other governmental entities	Complete

Comprehensive Plan Objective	Objective Status
Land Use	
Goal 1: Direct growth, compatible with surrounding uses.	
Update Future Land Use Map that is based on the development intensities specified in the preferred scenario	Complete
Update Annexation/ETJ Management Plan	Continuous
Create a Sustainability Plan to identify affordable and realistic sustainability practices to be encouraged	In Progress ⁷
Replace the Land Development Code with an updated document to support preferred scenario	Complete
Align infrastructure plans to achieve preferred scenario	In Progress
Goal 2: High-density mixed-use development and infrastructure in the activity nodes and intensity zones, including the downtown area supporting walkability and integrated transit corridors.	
Develop a parking plan in downtown, and other activity nodes, that supports the preferred scenario and implement incentives such as parking reductions for mixed-use developments near transit or employment centers	In Progress ⁸
Require all developments dedicate adequate right-of-way to accommodate all modes of transportation	Continuous
Implement a complete economic development strategy for downtown	Complete
Review and update the Downtown Master Plan	Future
Create a fiscal impact model to quantify the costs and benefits of incentives	Complete
Maintain a current Thoroughfare Plan in order to preserve necessary right-of-way	Complete
Set aside areas for high quality public spaces during the development process	Complete
Goal 3: Set appropriate density and impervious cover limitations in the environmentally sensitive areas to avoid adverse impacts on the water supply.	
Create specifications for the use of pervious materials	Complete
Implement rain water retention and storm water Best Management Practices	Complete
Track and monitor pervious cover at the watershed level	Continuous
Adopt a Water Quality Model that will ensure water quality standards are met and to minimize water degradation	Complete
Adopt scientific standards for development in environmentally sensitive areas	Complete

Comprehensive Plan Objective	Objective Status
Neighborhoods and Housing	
Goal 1: Neighborhoods that are protected and enhanced in order to maintain a high quality of life and stable property values.	
Update the current process for Land Use Amendments to provide for more holistic review	Complete
Improve communication of neighborhood information regarding enforcement and incentives	In Progress
Goal 2: Housing opportunities for students of Texas State University in appropriate areas and create and implement a plan to accomplish this vision.	
Revise development codes in Intensity Zones to allow and streamline the process for appropriate uses and densities	Complete
Develop a plan to reduce congestion and parking issues caused near campus and in dense housing areas including community transit options that integrate with existing university systems	In Progress
Goal 3: Diversified housing options to serve citizens with varying needs and interests.	
Revise zoning code to allow for more diverse housing types and mixed-use development	Complete
Update infill housing program	In Progress
Develop an affordable housing program	In Progress
Goal 4: Well maintained, stable neighborhoods protected from blight or the encroachment of incompatible land uses.	
Review and update city ordinances regarding maintenance of property	Complete
Develop a process to enforce city codes related to property maintenance	Complete
Update and improve notice requirements for zoning changes	Complete
Create clear criteria for zoning changes to apply to all cases	Complete
Identify and create Character Index studies for neighborhoods inside and outside of intensity zones	In Progress ⁹
Develop a plan to manage parking demand	Complete

Comprehensive Plan Objective	Objective Status
Parks, Public Spaces, and Facilities	
Goal 1: Well maintained public facilities that meet the needs of our community.	
Develop a full comprehensive plan for locating a new City Hall/Municipal Complex, prioritizing Downtown in site selection	In Progress
Coordinate with SMCISD to direct future site decisions to align with this Comprehensive Plan.	Future
Expand the scope of the local radio station (KZOS) and local TV station	Continuous
Create a Sidewalk Master Plan	Complete
Review and approve infrastructure plans every five (5) years to be consistent with the preferred scenario and comprehensive plan vision and goals.	In Progress
Expand the current library	In Progress ¹⁰
Construct regional branch libraries, based on nationally recognized standards and preferred scenario	Future
Review and implement a program to fulfill the need to expand City cemetery	In Progress
Goal 2: A differentiated collection of connected and easily navigated parks and public spaces.	
Develop a comprehensive way-finding system for City, including all transportation options (trails to roads)	In Pprogress
Create and implement a policy that ensures adequate resources are identified to develop and maintain parks and public space prior to acceptance of dedication	In progress
Create a Greenways Master Plan	Complete
Develop a beautification schedule for gateways	In Progress ¹¹
Goal 3: A vibrant central arts district and robust arts and cultural education opportunities for everyone.	
Create funding mechanism(s) for the area designated as the Central Arts District	Future
Establish an Arts District Development Task Force to identify the location for, and implement the creation of, the Central Arts District	Future ¹²
Develop an Art in Public Places Program and identify areas of the city that could be used for murals/public art displays	Future ¹³
Goal 4: Funding and staffing to ensure quality public safety and community services.	
Make fire and police asset investments that accommodate the more compact, sustainable, and dense development and infrastructure in the preferred scenario	Complete

Perform an analysis to create and maintain a fire and police station location plan which identifies, based on nationally recognized and accepted response times, the appropriate locations for future fire, EMS, and police stations	In Progress
Expand our volunteer system to create a Central Volunteer System.	Future ¹⁴
Establish a park amenities schedule for a maintenance/repair/replacement program	In Progress
Goal 5: Effective social services delivered to those who can most benefit from them.	
Conduct a gap analysis of current social services and facilitate cooperation between the public and private social service providers to better meet community needs	In Progress
Study and address homelessness issues through qualitative and/or quantitative analysis	Future
Partner with local healthcare systems and relevant stakeholders to provide more robust public and mental healthcare infrastructure with focused locations in activity nodes	Continuous

Comprehensive Plan Objective	Objective Status
Transportation	
Goal 1: A safe, well-coordinated transportation system implemented in an environmentally sensitive manner.	
Update Transportation Plan in 2013 to address transportation issues	Complete
Determine appropriate modes of transportation in and around new developments, subdivisions, site plans, the University and high density residential areas	Complete
Evaluate the Traffic Impact Analysis (TIA) process regularly to address future traffic impact expectations	Complete
Maintain a current Travel Demand Model (TDM) to be utilized for continued analysis of the transportation network	Complete
Goal 2: A multimodal transportation network to improve accessibility and mobility, minimize congestion and reduce pollution.	
Focus on non-vehicular transportation improvements in updated Transportation Master Plan	Complete
Develop a multimodal transportation system that integrates with existing University and proposed regional systems	Continuous
Obtain "Bicycle Friendly Community" designation	Future
Create a Sidewalk Master Plan	Complete

Develop and implement a complete streets policy for coordination with other transportation related entities to properly integrate all modes of transportation into the transportation network	Complete
Pilot Green Street program to minimize environmental impacts and reduce maintenance cost, while improving street aesthetics	Future
Integrate the transportation system by coordinating with all related public entities, including, but not limited to CAMPO, the counties, TxDOT, the University, and the rail district	Continuous

Notation References

1. Electric Master Plan has not been completed. [San Marcos Electric Department](#)
2. Tasks assigned to *Alcohol Conditional Use Permit Committee* have not yet been completed. [Planning and Development Services](#)
3. Several infrastructure related projects are not yet completed, including:
 - CM Allen reconstruction (so close) [Engineering Department](#)
 - Mobility I-35 [TXDOT](#)
 - Guadalupe improvements [TXDOT/Engineering Department](#)
4. This objective not been assigned tasks or a department.
5. Several infrastructure projects have not yet been completed, including:
 - Hopkins bike/ped project [Engineering Department](#)
 - River parks trail improvements, including east/west trail connectors under IH 35 (Cross Town Pathways) [Parks Department](#) / [TXDOT](#)
6. Several infrastructure projects have not yet been completed, including:
 - Hopkins bike/ped project [Engineering Department](#)
 - River parks trail improvements, including east/west trail connectors under IH 35 (formally called Cross Town Pathways) [Parks Department](#) / [TXDOT](#)
 - 5 Year Sidewalk Maintenance and Gap infill program (continuous) [Transportation Department](#)
7. The San Marcos Strategic Housing Acton Plan has not been adopted. [Planning and Development Services](#)
8. Downtown Parking Management Plan yet to be implemented. In addition, several infrastructure projects have not yet been completed, including:
 - TXDOT roadway negotiations [TXDOT / Engineering](#)
 - Guadalupe improvements [TXDOT / Engineering](#)
 - CM Allen improvements [Engineering](#)
9. Neighborhood Character Studies / Small Area Plans have not been completed. [Planning and Development Services](#)
10. Library expansion has not been completed. [Facilities Department](#)
11. Gateway Improvements Plan has not been completed. TXDOT roadway improvements have not been completed. [Engineering / TXDOT / City Manager's Office](#)
12. Arts Master Plan not yet completed. [Parks Department](#)
13. Arts Master Plan not yet completed. However a mural arts program has been established. [Parks Department](#)

14. Central Volunteer System created for the Parks Department, however there is not yet a Central Volunteer System for the City as a whole. **No Department assigned**