



Council Visioning 2022

City Council Visioning Session

Thursday, January 13, 2022
Friday, January 14, 2022





Presentation Item 1

Hold discussion and participate in Fiscal Year 2022-2023 Visioning Workshop, topics discussed may or may not include or be limited to: growth, quality of life, economic development policies, transportation, community partners, outreach, future infrastructure and facility needs, beautification and community enhancement, enhancement of core services including future staffing and personnel needs, flood mitigation strategies, and provide direction to Staff.



Setting the Stage

Day 1

- ❖ Update on current Key Strategic Initiatives
- ❖ Determine Key Strategic Initiatives for 2022 and Beyond



Setting the Stage

Day 2

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



City Manager's Office Update

❖ Update on Key Strategic Initiatives

- Workforce Housing
- Workforce Development
- Downtown Vitality
- Sustainability
- COVID Response

Additional Area of Focus: Homelessness



Workforce Housing

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

- ✓ The Low-Income Housing Tax Credit (LIHTC) application is on our website along with an interactive map of all LIHTC projects in San Marcos.
- ✓ Links to file direct complaints with the San Marcos Housing Authority have been provided on City site.
- ✓ Staff is working to provide direct links to lease application forms for local apartment complexes.

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

- ✓ Establishing a Land Bank is on hold pending adoption of the Strategic Housing Action Plan
- ✓ Nine homes will be constructed using CDBG-DR Funding. Five City-owned lots were donated to the program by approval of Council in April 2021. One will be re-zoned and re-platted to yield a total of 6 lots.
- ✓ Negotiating consultant contract for entitlement of multiple properties, including the five noted above.
- ✓ Coordinating with developers and Habitat for Humanity in newer neighborhoods such as Whisper and Trace.

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

- ✓ Currently completing the Comprehensive Plan project.
- ✓ One infill project has been approved since the 2018 Development Code Rewrite (Bishop & Marlton).



Workforce Housing

Key next steps:

- *Implementation of Phase Three Code Amendments*
- *Continue to seek additional lots and complete construction on additional homes on City-owned lots.*
- *Implement Housing Rehabilitation Program beginning 2022.*



Workforce Development

A. Leverage and Partner with the Community.

- ✓ Participated in all facets of Pathways to Prosperity program by assisting with consortium for people experiencing homelessness.
- ✓ Provided HVAC classes in partnership with ACC, Community Action, and San Marcos Public Library. Resumed ESL, GED, CNA, and college preparation courses.
- ✓ Added Opportunities Zones to the City webpage & included an interactive map where business prospects can identify eligible areas.

B. Facilitate opportunities for Training and Programming.

- ✓ Established a new GSMP agreement to include four educational events per fiscal year that focus on the needs of small businesses, microbusinesses, woman and minority owned businesses, and entrepreneurs. Promote and engage community via Facebook.
- ✓ Identified model cities and included their best practices in our economic development incentive policy.
- ✓ Researched examples of educational initiatives included in model cities' economic incentive policies to determine best practices to implement in San Marcos.



Workforce Development

Key next steps:

- *Continue working with Community Action and Texas Workforce Solutions to provide target occupation and high demand job training resources.*
- *Continue partnerships with Easter Seals, Goodwill and ARCIL to provide job referrals for longstanding, unemployed individuals.*
- *Support new and existing entrepreneurs through GSMP and 1 Million Cups Greater SMTX.*



Downtown Vitality

A. Support diversified business activity.

- ✓ Downtown Master Plan is being incorporated in the Comprehensive Plan process.
- ✓ Economic Development and Main Street staff worked with the Communications team to develop outreach materials to inform businesses of ARP-funded grants through the BIG Grant program in English and Spanish.

B. Take measures to improve downtown quality of place.

- ✓ Kissing Alley Design Reconstruction scheduled for completion in 2023.
- ✓ Prioritized downtown lighting improvements and pedestrian safety.
- ✓ Pedestrian lighting along Guadalupe between MLK & RR tracks being installed with Guadalupe project.

C. Accessibility to and within the downtown.

- ✓ Implementing electric cab circulator pilot program.
- ✓ Partnered with Texas State to select a micro-mobility vendor and co-implement the program.



Downtown Vitality

Key next steps:

- *Coordinate with Economic Development and Planning & Development Services to implement Legacy Business Program.*
- *Implement ARP Programs funded by City Council: Small Business Counseling Program, Minority Business Stabilization, Business Retention and Expansion, professional development for business support services, Downtown CoMarketing Grant, BIG Grant for Public Health and downtown events which encourage tourism.*
- *Coordinate with CIP on public outreach for Kissing Alley reconstruction project.*
- *Identify and implement pedestrian safety and comfort improvements.*
- *Bring back events which drive visitor traffic to downtown.*



Sustainability

A. Develop a baseline of sustainability performance measures.

- ✓ Staff researched model communities who have implemented sustainability programs.
- ✓ Resource Recovery Program Manager conducted a November Lunch and Learn on related topics.
- ✓ Director of Utilities scheduled to present on renewable credit program in early 2022.

B. Promote Sustainability Practices throughout the community.

- ✓ Implemented “Growing Up Wild” children’s program on preserving and respecting natural resources
- ✓ Installed a seed library in the children’s courtyard to educate on gardening.
- ✓ Human Resources department incorporated sustainability training into the onboarding training for all new employees.

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

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

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

- ✓ Proposed a reimbursement grant to promote sustainable business practices



Sustainability

Key next steps:

- *Further reduce/diverse waste at City athletic complexes and events.*
- *Work with Finance on policy to purchase recycled content products.*
- *Develop weatherization or energy efficiency incentive programs for the community.*
- *Continue offering and promotion of conservation and efficiency rebates for homes and businesses.*



COVID Response

A. Assess needs and distribute up-to-date, accurate information to the public

- ✓ Continuously updated community resource information with testing and vaccination information for distribution across facilities, community centers, and City website.
- ✓ Videos recorded and publicized by a nationally renowned group, the Kaiser Foundation, were added to the cable channel lineup and answer frequently asked questions in both English and Spanish.
- ✓ Implemented COVID-19 Taskforce consisting of various City department staff.

B. Continue search for resources and collaboration with local partners to address community needs.

- ✓ Hosted multiple events that included vaccination clinics to target at risk and underserved populations.
- ✓ Staff physically visited many businesses to hang flyers and worked with transportation to set up traffic signs in high-trafficked areas and low-income neighborhoods with an emphasis on equitable/inclusive outreach.



COVID Response

Key next steps:

- *Monitor and report on the changing nature of the pandemic in order to provide best guidance to staff and public.*
- *Continue utilizing digital & traditional platforms in order to support vaccination/testing outreach and accessibility.*
- *Continue evaluating methods to reduce the spread in our workforce, including the use of rapid tests.*
- *Finalize plans for a panel discussion with industry experts to increase awareness about vaccination, variants, and general COVID related concerns.*



Homelessness

- ✓ **Conducted a Needs Assessment proposal with the University.**
- ✓ **Worked with the homeless coalition to finalize the Homeless Management Information System program and process.**
- ✓ **Increased exposure of local organizations that provide services to those experiencing homelessness.**



Homelessness

Key next steps:

- *Point in Time count scheduled for Thursday, January 27.*
- *Present Needs Assessment to Council and develop implementation plan for recommendations.*
- *Finalize HMIS program and process (Local Homeless Coalition effort).*



Budget Accomplishments

- ✓ **2021-22 balanced budget adopted Sept. 2021**
 - ✓ Fund balances maintained above financial policy requirements
 - ✓ Tax rate increased by \$0.01 to support critical public safety positions including three traffic officers and four 911 telecommunicators
 - ✓ HOT taxes as well as sales tax revenue rebounding even without Best Buy
 - ✓ Use of General Fund's fund balance to support \$2.5M in capital outlay purchases
 - ✓ Rate model reinforced rate increases needed to support operating and infrastructure needs
 - ✓ Implemented bilingual program and enhanced utilities communication outreach
 - ✓ Brought veterinary services in house

- ✓ **2021-2022 CIP funded \$50.7M in requested projects**

- ✓ **COVID funding including Coronavirus Relief Funds, American Rescue Plan, Department of Transportation and Federal Aviation Agency funds**

- ✓ **2020-2021 General Fund fiscal year end estimates \$7M addition to fund balance due to conservative spending and revenues such as sales tax and permit fees outperforming revenue estimates**



Accomplishments - Bond Projects

- ✓ *Fire Station #2 (La Cima) – Grand opening May 2021*
- ✓ *Library expansion – Grand opening June 2021*
- ✓ *SM Police Station remodel – Underway*
- ✓ *New Fire Training Facility – Underway*
- ✓ *Fire Station #6 Trace – Underway*
- ✓ *New Public Service Center – Grand opening November 2021*
**Utility Revenue Bond Funded*



Major Project Accomplishments

- ✓ *Enhanced town and gown effort by drafting an interlocal agreement between City and University regarding Transit Partnership*
- ✓ *Completed Wonderworld & Hunter Road intersection improvements*
- ✓ *Completed Hopkins Shared Use Path from CM Allen to Thorpe*
- ✓ *Reclaimed water system expansion*
- ✓ *Installed shade structures at Children's Park*
- ✓ *Improved field lighting at Gary Softball Complex*
- ✓ *ADA access ramp to San Marcos River in Rio Vista & City Park*
- ✓ *Installed solar lighting at Ken Copeland Memorial Park, River Ridge Roller Derby Track, and added additional lights at Dog Park*
- ✓ *Completed 1.2 miles of sidewalk construction and 23 lane miles of pavement rehabilitation across the City*
- ✓ *Numerous CIP/ Transportation Master Plan projects:*
 - *Bike/Thoroughfare Plan Amendments*
 - *Completed Airport Master Plan*
 - *Began construction of Guadalupe Street Improvements*
 - *Developed TIRZ 5 project budgets*
 - *Finalized FY 2022-2031 10 Year CIP in preparation for Planning & Zoning Commission*



Other Accomplishments - Special Projects

✓ **Homelessness Committee**

- *Outlined a Homeless Needs Assessment Proposal*
- *Point in Time Survey will be conducted on January 27*

✓ **Criminal Justice Reform Committee**

- *Focused on mental health services in San Marcos*
- *Supported Police Chief's creation of Behavioral Advisory Team to inform public policy*
- *Supported future adoption of tele-crisis services at time of 911 calls*

✓ **Sustainability Committee**

- *Anti-idling campaign is in early stage of educational outreach*
- *Researching & enhancing infrastructure to promote safe & equitable mobility*

✓ **Legislative Committee**

- *San Marcos designated as Mermaid Capital.*



Determine Strategic Initiatives for 2022 and Beyond



History of Strategic Initiatives since 2019

2019-2020 Strategic Initiatives

- Workforce Housing
- Public Transit changed to Multi Modal Transportation
- City Facilities
- ~~Stormwater~~
- ~~Community Partners~~
- Workforce Development
- Downtown Vitality

2020-2021 Strategic Initiatives

- Workforce Housing
- Multi Modal Transportation
- ~~City Facilities~~
- Workforce Development
- Downtown Vitality
- Sustainability

2020-2021 Strategic Initiatives

- Workforce Housing
 - ~~Multi Modal Transportation~~
 - Workforce Development
 - Downtown Vitality
 - Sustainability
 - Covid Response
- Area of Focus: Homelessness

Highlighted initiatives were added that year. Although crossed out initiatives were removed from the Strategic Initiative Plan, implementation continues on initiatives already underway.



Review and Finalize Strategic Initiatives for 2022 and Beyond



Workforce Housing



Workforce Development



Downtown Vitality



Sustainability



COVID Response



Homelessness



Additional Requests



Wrap-up and next steps



San Marcos City Council
Recess