

City of San Marcos

Regular Meeting Economic Development Board Friday, January 28, 2022, at 8:00 AM

**In-Person: City Hall Conference Room
630 E Hopkins, San Marcos, TX 78666**

**Virtual Zoom Meeting ID: 894 1582 7064
Public Link: <https://us02web.zoom.us/j/89415827064>**

I. CALL TO ORDER

II. ROLL CALL

III. 30 MINUTE CITIZEN COMMENT PERIOD

Persons wishing to participate (speak) during the Citizen Comment portion of the meeting must email klee@sanmarcostx.gov by 12:00 PM (noon) on January 27, 2022. A call in number to join by phone or link will be provided for participation on a mobile device, laptop, or desktop computer for those joining virtually. Those wishing to speak in person must sign up before 8:00 AM the day of the meeting.

CONSENT AGENDA

The following items may be acted upon by one motion. No separate discussion or action on any of the items is necessary unless desired by a board member or a citizen, in which event the item shall be considered in its normal sequence after the items not requiring separate discussion have been acted upon by a single motion.

1. Consider approval, by motion, of the following meeting minutes:
 - a. October 21, 2021 – Work Session Meeting Minutes
 - b. November 5, 2021 – Regular Meeting Minutes
 - c. December 10, 2021 – Work Session Meeting Minutes

NON-CONSENT AGENDA

2. Consideration of Recommendation Resolution 2022-01RR-EDSM recommending the City Council support an update to the Economic Development Incentive Policy and providing suggestions for incorporation into such policy.
3. Hold discussion regarding adoption of bylaws for the Economic Development Board, subject to approval by the City Council Audit and Finance Committee, and provide direction to staff.

IV. QUESTION AND ANSWER SESSION WITH THE PRESS AND PUBLIC

This is an opportunity for the Press and Public to ask questions related to items on this agenda. Persons wishing to participate remotely in the Q&A session must email klee@sanmarcostx.gov by 12:00 PM (noon) on January 27, 2022. A call in number to join by phone or link will be provided for participation on a mobile device, laptop, or desktop computer. If attending in person, no sign up is required.

V. ADJOURNMENT

Notice of Assistance at the Public Meetings

The City of San Marcos is committed to compliance with the American with Disabilities Act. Reasonable modifications and equal access to communications will be provided upon request. If requiring Sign Language Interpreters or alternative formats, please give notice at least 2 days (48 hours) before the meeting date. Individuals who require auxiliary aids and services for this meeting should contact the City of San Marcos ADA Coordinator at 512-393-8000 (voice) or call Texas Relay Service (TRS) by dialing 7-1-1. Requests can also be faxed to 855-461-6674 or sent by e-mail to ADArequest@sanmarcostx.gov.

For more information on the Economic Development Board, please contact Kelsee Jordan Lee at klee@sanmarcostx.gov.

**ECONOMIC DEVELOPMENT SAN MARCOS
MINUTES**

**WORK SESSION
THURSDAY, OCTOBER 21, 2021**

The Economic Development San Marcos Board convened in a work session on Thursday, October 21, 2021, in a hybrid-format meeting via Zoom and in-person at the City Hall Conference Room (630 E Hopkins St) in San Marcos, Texas.

I. CALL TO ORDER

Chair Kenworthy called the Board Meeting to order at 8:04 a.m.

II. ROLL CALL

Board Members in Attendance:

Chair Joe Kenworthy, Vice-Chair Bucky Couch, Maxfield Baker, Dr. Michael Cardona, David Case, Liz Dobbins, Jason Giulietti, Debbie Ingalsbe, Jason Mock, and Eric Terwort.

Board Members not in Attendance:

Eric Algae and Bert Lumbreras.

Staff in Attendance:

Joe Pantalione, Kelsey Jordan Lee, and Jessica Inacio (Greater San Marcos Partnership).

PRESENTATIONS

1. Receive a presentation, hold discussion, and provide direction to staff on a proposed update to the Economic Development Policy for incentives for the City of San Marcos.

Ms. Lee touched on multiple incentive categories by providing a brief overview of each. Staff requested direction on if there were any incentive types that may have been missed, should small businesses have different requirements to receive incentives, and should extraordinary impact items be kept in the updated policy.

Discussion for the small business retention incentive suggested moving away from a Chapter 380 agreement that would provide a tax rebate at the end of year that would more likely support a property owner than a tenant to instead have the program be a grant payment that would be paid up-front to the business owner. Businesses receiving this grant would not be required to pay the living wage or offer health benefits as is currently included as a requirement in the economic development policy, but the businesses would need to demonstrate that by receiving a grant they would be able to enhance their business or personnel policies. The grant would be used to make incremental changes to support employees at these businesses. Small businesses receiving this grant should also be required to attend a financial literacy training session. This could possibly be fulfilled through the Small Business Counseling Program which is funded through the American Rescue Plan Act to build resiliency in local businesses. A different scorecard and criteria will be explored by staff and brought back for discussion with the EDSM board.

Discussions were held on the scorecard. The majority of board members spoke on wanting scorecard items to be focused on economic items that can be quantitatively measured such as number of jobs,

salaries, and capital investment instead of quality-of-life items such as charitable contributions or environmental impact. Additions for staff to consider and bring back to the board include: offering higher incentives to companies that will commit to working with the school district on training, internships, or other similar practices; and weighing economic and fiscal impact higher than quality of life and sustainability categories.

Other items mentioned for consideration: Expanding the footprint of the BIG Grant program to incorporate businesses city-wide; increasing sustainability measures for speculative buildings; update the living wage; remove distribution centers as a targeted industry; and incorporate a quality-of-life survey for businesses receiving incentives. Staff will review these items,

III. ADJOURNMENT

Motion to adjourn made by Joe Kenworthy. Seconded by Michael Cardona.

For: 9

Against: 0

Meeting adjourned at 9:31 a.m.

Staff Liaison – Kelsee Jordan Lee

Board Chair – Joe Kenworthy

**ECONOMIC DEVELOPMENT SAN MARCOS
MINUTES**

**REGULAR MEETING
FRIDAY, NOVEMBER 5, 2021**

The Economic Development San Marcos Board convened in a regular meeting on Friday, November 5, 2021, in a hybrid-format meeting via Zoom and in-person at the GSMP Offices (113 N Guadalupe St) in San Marcos, Texas.

I. CALL TO ORDER

Chair Kenworthy called the Board Meeting to order at 8:05 a.m.

II. ROLL CALL

Board Members in Attendance:

Chair Joe Kenworthy, Eric Algae, Maxfield Baker, Dr. Michael Cardona, David Case, Liz Dobbins, Jason Giulietti (arrived 8:19 a.m.), Bert Lumbreras, Debbie Ingalsbe, Jason Mock, and Eric Terwort.

Board Members not in Attendance:

Vice-Chair Bucky Couch.

Staff in Attendance:

Kelsee Jordan Lee and Jessica Inacio.

III. 30 MINUTE CITIZEN COMMENT PERIOD

No citizens signed up to speak.

1. APPROVAL OF MINUTES

Motion to approve the minutes of the September 9, 2021, meeting made by Debbie Ingalsbe. Seconded by Maxfield Baker.

For: 10

Against: 0

Minutes approved as presented.

2. EXECUTIVE SESSION

Motion to convene into Executive Session made by Jason Mock. Seconded by Liz Dobbins.

For: 10

Against: 0

The Board convened into Executive Session at 8:07 a.m. and reconvened into Open Session at 8:45 a.m.

3. OPEN SESSION

Motion to recommend that City Council execute a Chapter 380 agreement with Project Dark Monday over 5 years beginning at 100% of property tax rebate and decreasing by 20% each year made by Eric Terwort. Seconded by Eric Algae.

For: 8

Against: 1 – Maxfield Baker

Vote carried to recommend approval of incentive proposal as presented. Note: Board Member Debbie Ingalsbe was unavailable due to technical problems during the voting session.

Comments in support of the motion were that the project will be transformational to the area economy and school district and is an opportunity to grow the community and impact the local educational system at multiple levels.

Comments against the motion were concerns about the type of industry the project is in and its hiring practices and potential lack of unions.

4. QUESTION AND ANSWER SESSION WITH PRESS AND PUBLIC

No members of the press or public were present.

5. ADJOURNMENT

Motion to adjourn made by Joe Kenworthy. Seconded by Bert Lumbreras.

For: 10

Against: 0

Meeting adjourned at 8:58 a.m.

Staff Liaison – Kelsee Jordan Lee

Board Chair – Joe Kenworthy

**ECONOMIC DEVELOPMENT SAN MARCOS
MINUTES**

**WORK SESSION
FRIDAY, DECEMBER 10, 2021**

The Economic Development San Marcos Board convened in a work session on Friday, December 10, 2021, in a hybrid-format meeting via Zoom and in-person at the City Hall Conference Room (630 E Hopkins St) in San Marcos, Texas.

I. CALL TO ORDER

Vice-Chair Couch called the Board Meeting to order at 8:08 a.m.

II. ROLL CALL

Board Members in Attendance:

Vice-Chair Bucky Couch, Eric Algae, Maxfield Baker, Liz Dobbins, Jason Giulietti, Bert Lumbreras, Jason Mock (arrived at 8:10 a.m.), and Eric Terwort.

Board Members not in Attendance:

Chair Joe Kenworthy, Dr. Michael Cardona, David Case, and Debbie Ingalsbe.

Staff in Attendance:

Kelsee Jordan Lee and Jessica Inacio (Greater San Marcos Partnership).

III. 30 MINUTE CITIZEN COMMENT PERIOD

No citizens signed up to speak.

PRESENTATIONS

1. Receive a presentation, hold discussion, and provide direction to staff on a proposed update to the Economic Development Incentive Policy for the City of San Marcos that will be presented to City Council for future consideration.

Ms. Lee provided an update on proposed changes to the economic development incentive policy following the last work session. Additions included items such as changing the living wage requirement (currently at \$15/hr) to the Hays County average wage (approximately \$20/hr), changing the weight of the scoring criteria to emphasize economic & fiscal impact, changing the Small Business Retention Incentive from a tax rebate that is given after a set period of time to a proactive grant to help small businesses or to be used as a Chapter 380 for infrastructure assistance, adding other incentives that are currently being provided by the City (e.g. Main Street Incentive and Downtown Co-Marketing), limiting the maximum tax incentive to 90%, and limiting tax incentives to the Maintenance & Operations (M&O) portion of the tax rate.

Board Members shared their thoughts and suggestions on the proposed updates. Direction was given by a majority of Board Members to proceed with the following:

- Keep the maximum tax incentive at up to 100%
- Update the extraordinary impact to be LEED certification or other similar/comparable certification
- Expand the Business Improvement & Growth (BIG) Grant to all areas of the city

- Employees receiving incentives under the Small Business Retention Incentive must reside or be moving to the 78666-zip code.
- Only rebate/abate the Maintenance & Operations (M&O) portion of the City tax rate instead of the whole tax rate i.e. the City will retain the Interest & Sinking (I&S) portion.
- Clarify that only the increase in value for a property will be rebated/abated and not the whole assessed value on the property.
- Include non-profits to be eligible for incentives.
- Firms that receive extraordinary impact can qualify for up to a 100% tax rebate and up to \$250/job.

Staff will incorporate these items into the Economic Development Incentive Policy and will draft a Recommendation Resolution. The EDSM Board will vote on the Recommendation Resolution at the next Board Meeting to share with City Council.

IV. QUESTION AND ANSWER SESSION WITH PRESS AND PUBLIC

No members of the press or public asked to speak.

V. ADJOURNMENT

Motion to adjourn made by Bucky Couch. Seconded by Bert Lumbreras.

For: 7

Against: 0

Meeting adjourned at 9:08 a.m.

Staff Liaison – Kelsee Jordan Lee

Board Chair – Joe Kenworthy

Item 2. Consideration of Recommendation Resolution 2022-01RR-EDSM recommending the City Council support an update to the Economic Development Incentive Policy and providing suggestions for incorporation into such policy.

Background:

The enclosed redline version shows updates based on direction from the EDSM board members along with items added for clarity. A clean version with accepted changes is also enclosed for additional ease of reading.

Next Steps:

Should the board approve the recommendation resolution and supporting policy document, they will be shared with the City Council for consideration to place on a future meeting agenda.



RECOMMENDATION RESOLUTION

Economic Development Board (EDSM)

Recommendation Number: (2022-01RR – EDSM): Recommending the City Council support an update to the Economic Development Incentive Policy and providing suggestions for incorporation into such policy.

WHEREAS, the last update to the City of San Marcos policy for economic development incentives was February 2, 2016 (Reso. 2015-15R); and

WHEREAS, the economic climate nationally, state-wide, and locally has experienced significant changes since the last update necessitating a review and revision of the policy to ensure San Marcos competitively attracts and retains diverse industries within its city limits; and

WHEREAS, input has been solicited from the City of San Marcos City Council, Board Members of the San Marcos Area Chamber of Commerce, Staff Members of the Greater San Marcos Partnership, Staff Members of the City of San Marcos, and the Board Members of the Economic Development Board, representing a diverse group of small and large businesses, educational institutions, and city and community leaders; and

WHEREAS, the Economic Development Board has reviewed and integrated suggestions from the aforementioned groups along with best practices from other communities and board member experiences.

NOW, THEREFORE, BE IT RESOLVED that the Economic Development Board encourages the San Marcos City Council to incorporate the enclosed updates to the Economic Development Incentive Policy for attraction and retention of desirable industry to the City of San Marcos.

Date of Approval: _____

Record of the vote: _____

Attest: _____

Joe Kenworth, Chair, Economic Development Board

The City of San Marcos

Economic Development Incentive Policy

Adopted XXXXXX, XX 20XX (Resolution 20XX-XXR)

1. General Purpose & Objectives

The City of San Marcos (the City) encourages and supports high quality new business development and the expansion of its business community through retention, expansion, and recruitment endeavors. San Marcos is a complete community of diverse and inclusive neighborhoods that protects and celebrates the San Marcos river and the City's other rich natural and historical assets; retains its small-town feel, charm, and quality of life; and leverages growth to continue building a sustainable community that benefits existing and new businesses and residents.

Commented [LKJ1]: Added for clarity

The purpose of this Economic Development Incentive Policy (the Policy) is to establish standards and guidelines that will govern the granting of incentives to facilitate economic growth. The City of San Marcos is a vibrant community with a strong workforce pipeline and robust infrastructure network to support business growth, and, as such, financial incentives should not be necessary in most cases. The City encourages the use of incentives only as necessary to fill gaps and support business developments that would otherwise not select San Marcos as the location to locate or expand their operations.

This Policy is designed to promote capital investment and job creation in the City of San Marcos that fill targeted industries and align with community values. This document cannot anticipate every type of project that may seek incentives, and the City of San Marcos reserves the right to evaluate projects on a case-by-case basis if they are in the best interest of the City. Additionally, nothing within this Policy shall imply or suggest that the City of San Marcos is obligated to provide incentives to any applicant.

2. Definitions

1. **"Preferred Scenario Map,"** means the geographic region of the City of San Marcos as shown on the attached Exhibit A, where development is preferred by city planners.
2. **"City of San Marcos Water Quality Regulations,"** means the City of San Marcos' water quality regulations, standards, and requirements, including those appearing in the City Code or other ordinance, or administrative rules.
3. **"Economic and Fiscal Impact,"** means impact any given project may have on the tax base of the City of San Marcos and financial ability to meet the desired level of service expected by citizens.
4. **"Headquarters,"** shall mean a physical corporate, subsidiary, or regional managing office, as defined by NAICS 551114, that is responsible for strategic or organizational planning and decision making for the business on an international, national, or state-wide basis. A headquarters in San Marcos must have a minimum of 26 full-time employees at its San Marcos location, including positions such as Chief Operating Officer, President, or principal management of the company.
5. **"Local firm,"** shall mean a firm or non-profit engaged in business and located within the taxing jurisdiction of the City of San Marcos.

Commented [LKJ2]: Added per EDSM direction

6. **"Average wage,"** shall mean the statistical average mean wage ~~being~~ **salary** being paid or proposed wage to be paid by a prospective company.

Commented [LKJ3]: Added for clarity

7. **"Targeted ~~Industry,~~"** shall mean specific industrial activities, or companies involved in specific industries that have been identified as a desirable industry for the City of San Marcos.

- Aerospace
- Business and support services
- Destination attractions
- Materials sciences
- Information technology
- Life sciences
- Regional distribution

8. **"Net ~~p~~Present ~~v~~Value,"** shall mean the discounted value of an investment's cash inflows minus the discounted value of its cash outflows.

9. **"Full-time employee,"** shall mean a company employee who is engaged an average of 30 hours or more per week.

10. **"Legacy business,"** shall mean a business with a continuous physical presence within the City of San Marcos taxing jurisdiction for at least 20 years and contributes to the history, culture, and authentic identity of San Marcos.

11. **"Small business,"** shall mean a firm with 1 to 25 full-time employees throughout all its locations.

12. **"Local labor force,"** shall mean a resident permanently living within the taxing jurisdiction of the City of San Marcos prior to the effective date of an agreement.

3. Incentive Policy Criteria

The City of San Marcos is committed to the promotion of quality development in all parts of the City and to improving the quality of life for its citizens. In order to meet these goals, the City Council will consider providing incentives to stimulate economic development in San Marcos in accordance with the procedures and criteria outlined in this Policy. Prospective businesses are strongly encouraged to discuss potential incentives with City of San Marcos and Greater San Marcos Partnership staff early.

In order to determine the feasibility of a project, both quantitative and qualitative analyses will be performed to determine the expected economic, environmental, and social impact of the project to the community.

Minimum Requirements:

- The ~~F~~firm must be located or locating within the Preferred Scenario Map unless special consideration is given by San Marcos City Council. Applicants with a project located outside of the city limits may apply for incentives to be effective after an approved petition for annexation.
- The ~~F~~firm must comply with current City of San Marcos water quality regulations on all current projects and during term of incentive agreement. Variances from the requirements will not be given via an incentive agreement.

- o For new businesses in San Marcos, incentives will not be considered if a development permit application has already been submitted, the purchase of an existing business or property has been finalized, or a tenant lease has been executed. For existing businesses, incentives will not be considered if an application for a development permit has already been submitted.
- o Except for the Small Business Retention Incentive, all jobs calculated or counted for jobs-based economic development purposes shall earn no less than the County all industry average wage.
- o All new full-time employees and their dependents shall have access to employer sponsored healthcare throughout the full term of the agreement.
- o Applicants must demonstrate within their application that without receiving incentive assistance, the applicant would not locate or expand within the City of San Marcos.

Commented [LKJ4]: Added for clarity

Commented [LKJ5]: Added for clarity

Any company receiving incentives is expected to make efforts use local public resources to inform the local labor force of career opportunities (e.g., San Marcos Public Library, Workforce Solutions Rural Capital Area, Texas State University, San Marcos Daily Record, local job fairs).

4. Types of Incentives

The following list of incentives may be considered but are not guaranteed. The City will evaluate each proposed incentive on a case-by-case basis.

Business Improvement & Growth (BIG) Grant. The Business Improvement & Growth Grant provides technical and financial assistance to property owners or business tenants seeking to renovate or restore facades, signage, lighting, and life-safety systems for commercial buildings through a 50% matching grant of up to \$20,000. An additional 50% matching grant up to \$5,000 is available for removal and replacement of non-conforming signage. The details of this program can be found in Exhibit D. Requests for BIG Grants shall be directed to the City's Economic Development Staff.

Chapter 312 Agreements. Chapter 312 of the Tax Code allows a taxing unit to exempt all or part of the increase in value for real property from taxation for a period of up to 10 years. A project must fall within a designated reinvestment zone. The process for Chapter 312 Agreements can be found in Exhibit C. Requests for Chapter 312 Agreements shall be directed to the Greater San Marcos Partnership.

Chapter 380 Agreements. Chapter 380 of the Local Government Code authorizes municipalities to offer incentives designed to promote economic development. Incentives may be in the form of tax rebates or jobs-based grants. The process for Chapter 380 Agreements can be found in Exhibit C. Requests for Chapter 380 Agreements shall be directed to the Greater San Marcos Partnership.

Downtown Co-Marketing Fund. The City of San Marcos Downtown Co-Marketing fund is a marketing program that provides matching advertising funds for downtown businesses to promote their business in areas outside of the San Marcos area. This program is funded by hotel occupancy tax dollars which are generated by guests staying in hotels located within the city limits of San Marcos. The process for the Downtown Co-Marketing Fund can be found in Exhibit E and requests shall be directed to the City's Main Street staff.

Economic Development Supplemental Fund. This Fund complements existing economic development incentive tools for projects to be located within areas and with uses as provided for the City's Comprehensive Plan. The details of this program can be found in Exhibit F. Requests for Economic Development Supplemental Fund support shall be directed to the Greater San Marcos Partnership.

~~Fee reductions for commercial users. Temporary utility fee reductions may be considered for some projects. Requests for fee reductions shall be directed to the City's Economic Development staff.~~

Commented [LKJ6]: Updated to read "Utility fee reductions for commercial users" and added alphabetically

Fee waivers. Waivers can represent a full or partial waiver of development-related fees, such as permit fees, to reduce the overall cost of a project. Fee waivers may be approved by the City Manager, but total fee waivers shall not exceed \$100,000-00 per project except where approved by City Council. Waivers are not retroactive, and reimbursements will not be granted for fees already paid. Requests for fee waivers shall be directed to the Greater San Marcos Partnership.

Infrastructure assistance. Improving or extending electric, water, or wastewater lines within the City's service area may be considered. Requests for infrastructure assistance shall be directed to the City's Economic Development staff.

Legacy Business Program. Businesses who have maintained a continuous, physical presence in the City of San Marcos for at least 20 years are eligible to apply for the Legacy Business Program for promotional and technical support and possible financial incentives. The details of this program can be found in [Exhibit G](#). Request for Legacy Business Program incentives shall be directed to the City's Economic Development staff.

Main Street Incentive Grant. The San Marcos Main Street program has established the Main Street Incentive Grant to provide financial assistance to property owners or business owners seeking to renovate or restore facades or signage in the Main Street district. The Main Street program will provide a ~~fifty percent~~50% matching grant to reimburse up to \$2,000-00. The details of this program can be found in [Exhibit H](#). Requests shall be made to the City's Main Street staff.

Process ~~I~~ncentives. The City of San Marcos has a professional Planning and Development Services and Engineering department experienced in developments of all sizes. In some cases, expedited processes may be offered so long as they do not create a negative impact to the thoroughness of reviews and inspections. Requests for process incentives shall be directed to the City's Economic Development staff.

Small Business Retention Incentive. Businesses having 1 to 25 full-time employees that have operated with a physical presence in San Marcos for at least 24 months may be eligible to apply for the Small Business Retention Incentive. The details of this program can be found in [Exhibit I](#). Requests for Small Business Retention Incentives shall be directed to the City's Economic Development staff.

Speculative ~~B~~uildings. Incentives may be considered for high-quality speculative new-build construction where less than 50% of the space is pre-leased or owner-occupied. The details of this program can be found in [Exhibit J](#). Requests for speculative building incentives shall be directed to the Greater San Marcos Partnership.

Sustainable Resources Grant. Businesses implementing environmentally sustainable business practices may be eligible for a grant to reimburse for eligible projects. The details of this program can be found in [Exhibit K](#). Requests for a Sustainable Resources Grant shall be directed to the City's Economic Development staff.

Tax Increment Reinvestment Zones or Public Improvement Districts. Special zones and districts may be created to pay for improvements in a geographic area. Requests for TIRZ or PID incentives shall be directed to the City's Economic Development staff.

Utility Fee Reductions For Commercial Uusers. Temporary utility fee reductions may be considered for

some projects. Requests for fee reductions shall be directed to the City's Economic Development staff.

5. Performance

Financial incentives granted by the City of San Marcos are performance-based. A project that fails to satisfy the terms outlined in its approved agreement will not be eligible to receive its commensurate incentive. Incentive agreements shall include specific recapture provisions to safeguard the City of San Marcos from potential financial loss.

The City of San Marcos will perform evaluations of approved incentive agreements in order to ensure compliance by all parties. For some incentives, an annual compliance certificate must be received by City of San Marcos staff each year of an active agreement prior to the corresponding yearly incentive being released.

6. Ineligible or Reviewed Case-by-Case Projects

The Policy does not consider incentives for residential projects or the residential portion of designated mixed-use projects.

Direct sales businesses without a physical, non-residential presence ~~and franchises~~ are not eligible for incentives through this Policy.

Commented [LKJ7]: Moved to BIG Grant criteria.

Tax abatements and rebates will be considered on a case-by-case basis within a Tax Increment Reinvestment Zone (TIRZ) created within the city. Providing ad valorem tax incentives in a TIRZ may dilute the fund's projected value and limit the City's ability to carry out approved projects within these zones.

Exhibit A – Preferred Scenario Map

For larger viewing, the most current approved Preferred Scenario Map can be found online at www.sanmarcostx.gov/XXXXX.

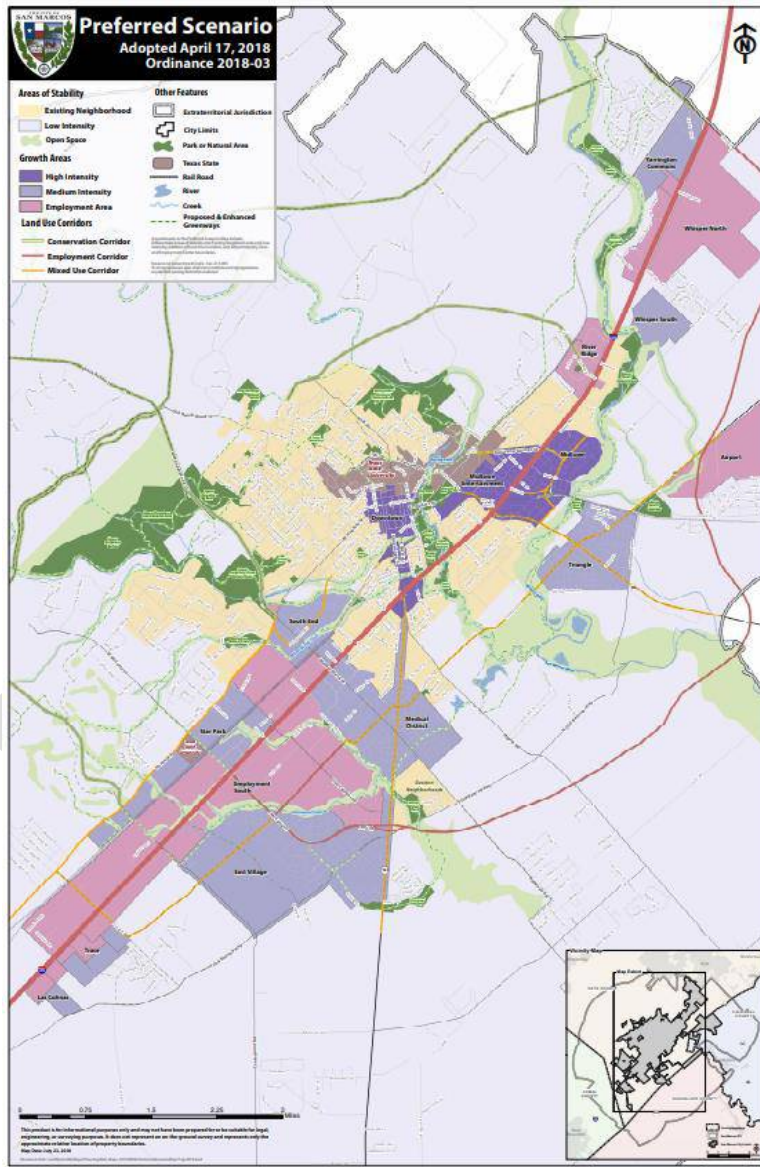


Exhibit B – Strategic Initiatives

2020-21 Strategic Initiatives	City of San Marcos
<p>Key Priorities:</p> <p>The Strategic Initiatives identified by the Council during the Visioning Meeting in January 2020 focus around the following key priorities:</p> <ul style="list-style-type: none"> ➤ Workforce Housing ➤ Multi Modal Transportation ➤ Workforce Development ➤ Downtown Vitality ➤ Sustainability <p>Strategic Initiatives</p> <p>Key Priority: Workforce Housing</p> <p>A. Update, consolidate and communicate housing policies and action plans.</p> <p>Strategies:</p> <ol style="list-style-type: none"> I. Update the Affordable Housing Policy and adopt a housing framework / blueprint based on the work of the San Marcos Workforce housing Task Force. II. Maintain a robust website and participate as a community partner in advancing the City's housing goals. III. 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 CISD, Hays County, Central Texas Medical Center, the banking community, the Greater San Marcos Partnership and area non-profits to identify and implement housing solutions. IV. Focus on improving sub-standard housing and research additional funding sources. <ol style="list-style-type: none"> a. Determine appropriate role for code enforcement. b. Research budgetary impact of increased role for Tenants Council. c. Evaluate requirements for owners to 	<p>make repairs to rental properties.</p> <p>B. Develop dedicated housing and revenue sources that meet goals.</p> <p>Strategies:</p> <ol style="list-style-type: none"> I. Build additional 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. II. Enter into cooperative agreements with other taxing entities to identify tax-forfeiture properties and make them available for construction of permanently affordable workforce housing. III. Establish a land bank and community land trust with the purpose of supporting permanently affordable workforce housing. IV. Establish an Emergency Housing Rehabilitation Program. <p>C. Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 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. V. Research what is necessary in order to
Adopted 03/17/2020	1

utilize data, such as average median income, specific to San Marcos instead of the data for the Austin metropolitan statistical area in regards to low income housing tax credit and other housing projects.

Key Priority: Multi-Modal Transportation

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

Strategies:

- I. Assess the operating and financial alternatives for coordinated transit services.
 - a. Continue Five Year Strategic Plan for Transit Service
- II. 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.
- III. Evaluate the challenges of a transit partnership with Texas State, to include:
 - a. Create a shared governance structure.
 - b. Compliance with federal and state regulations, to include paratransit services.
 - c. Coordinate transit routes to maximize efficiency.
 - d. Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility, and passenger amenities.
- IV. Consider the potential impacts of the 2020 US Census upon transit services in the

San Marcos urbanized area.

B. 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.
 - d. Work with Texas State on park and ride locations
 - e. Market businesses that promote multimodal transportation
- 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. Consider creation of a Bicycle & Pedestrian Advisory Committee.
 - d. Adopt and implement bicycle master plan.
 - e. Engage community at events for bicycles
- III. Improve pedestrian connectivity and accessibility:
 - a. Conduct updated assessment of existing sidewalk infrastructure.
 - b. Develop and adopt Sidewalk Master Plan.
 - c. Identify and program long-term pedestrian improvements.
 - d. Conduct site survey sampling for ADA compliance.
- IV. Other regional transit partnerships:
 - a. Evaluate the benefits of regional transit partnerships with interurban providers including multimodal transit facility options.
 - b. Investigate 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: 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 a cradle to career initiative.
- III. Identify and develop outreach opportunities.
- IV. Identify challenges and unmet needs in the business community that are impacted by workforce development.
- V. Explore possibility of a day labor program implemented through social service agencies

B. Facilitate opportunities for Training and Programming.**Strategies:**

- I. Identify and communicate existing training available, including through technology such as a mobile phone application.
- II. Explore opportunities to promote Career and Technical Education (CTE), General Education Diploma (GED), financial literacy, and life skills.
- III. Identify potential gaps and barriers for San Marcos residents and consider alternate delivery methods when possible.
- IV. Identify potential items to include when incentivizing economic development agreements.
- V. Evaluate Greater San Marcos Partnership (GSMP) contract to include deliverables that require training and programming opportunities.
- VI. Determine where to invest city funding to mitigate gaps and barriers that have been identified including a possible training location.

Key Priority: Downtown Vitality**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) Work with Arts Commission to identify projects linking Downtown and the river
 - e) Drafting and adopting the Downtown Master Plan.
- II. 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.
- III. Review possible programs for legacy businesses.
 - a) Promoting City grant programs.
 - b) Buying down interest rates for small businesses.
- IV. Evaluate funding for co-working sites.

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) Identify code amendments during the annual code update process.
- III. Review and assess strategies for vacant and neglected buildings.
 - a) Review model programs, including incentives, and identify resources needed for implementation.
 - b) Propose code amendments during the annual code update process.
 - c) Identify possible options to maintain health and safety, including inspections.
- IV. Identify strategic locations for streetscape and infrastructure improvements and identify funding options.
 - a) Develop an interim maintenance and beautification plan and coordinate efforts amongst stakeholders.
 - b) Explore the long-term solutions for beautification and maintenance including a downtown management district with downtown stakeholders.
 - c) Align organizational resources to achieve desired outcomes through the budget process.
- V. Identify advertising opportunities with area stakeholders to highlight city attractions.
- VI. Continue working with Texas State University Police regarding Downtown patrols.
- VII. Review and amend the Downtown Tax Increment Reinvestment Zone (TIRZ) #5.
 - a) Prepare a revised Project & Finance Plan for Board consideration and approval.
 - b) Present revised Project & Finance Plan for Council and Commissioner's Court consideration.
 - c) Work with the County and TIRZ Board on Downtown vision.
- b) Procure parking management technology (meters & mobile app).
- c) Create program branding and marketing campaign.
- d) Initiate phased rollout of on-street paid parking.
- e) Negotiate off-street parking agreements with private property owners and facilitate options.

Key Priority: Sustainability

A. Develop a baseline of sustainability performance measures.

Strategies:

- I. Work with Texas State University and other Texas communities to assess their sustainability programs.
 - a) Current organizations available
(Cost - initial staff time to analyze and hold meeting 2x per year)
 - b) Identify City and local stakeholder groups
 - c) Conduct networking opportunities
- II. Consider if a consultant is necessary in order to determine the baseline of sustainability measures.
 - a) Data collection for usage
(Cost - initial staff time to analyze and public outreach components)
 - Water, Electric, Fossil Fuels, Renewables (high view snapshot guesstimates)
 - City Facilities
 - Residential (public outreach)
 - Commercial (public outreach)
 - b) Possible Cost-Benefit analysis
 - Consider a means to evaluate upfront expenses compared to overall savings
 - Include quality of life in financial calculations
 - c) Consultant
(Cost - probably between 50k - 100k)

C. Accessibility to and within the downtown.

Strategies:

- I. Approve and implement the Parking Management Plan.
 - a) Hire Parking & Mobility Manager.

- Coordinate data collection (or by staff)
- Plan roll out of reduction programs
- Public out reach
- Potentially identify need for full time position after observing roll out success metrics

B. Promote sustainability practices throughout the community.

Strategies:

- I. Increase public education and outreach of City's conservation and sustainability efforts.
 - a) Add Sustainability page to website to centralize City environmental programs (water/energy conservation, recycling, air quality, etc). Example - City of Austin Office of Sustainability page www.austintexas.gov/department/sustainability.
 - b) Increase use of social media such as Facebook to promote environmental programs; add environmental programs to FB schedule.
 - c) Evaluate optional or mandatory training on sustainability (anti-idling, recycling, etc) for City staff.
 - d) Discuss with school district increased use of environmental curriculum (such as Learning to be WaterWise Outdoors program which is currently offered to teachers and funded by the City).
- II. Develop and adopt incentive programs for water conservation to include incentivizing builders to reduce or eliminate turf irrigation systems.
 - a) Consider building codes that limit the amount of turf in new development.
 - b) Evaluate financial incentives to builders for using alternative landscaping (ie xeriscape and pervious hardscape) instead of turfgrass in new development.

- c) Evaluate financial incentives to builders to not install irrigation systems in new development.
- d) Research requirement for separate meters for all new irrigation systems (currently single-family is exempted).

III. Develop and adopt incentive programs for comprehensive weatherization or energy efficiency retrofits.

- a) Investigate volunteer program, similar to Habitat for Humanity, to provide weatherization for low-income homes.
- b) Discuss partnership with Combined Community Action on their existing weatherization program.
- c) Consider additional staff or contractor to evaluate and weatherize low-income homes.

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

Strategies:

- I. Implement sustainable infrastructure solutions in the City's capital improvement program projects.
- II. Develop a formal Building Design Standard for municipal buildings or design elements that reduce resource consumption.
- III. Continue evaluation of alternate energy technologies and opportunities.
 - a) Research feasibility of community solar project.
 - b) Research feasibility of Time of Use (TOU) strategies (e.g. education, billing)
 - c) Evaluate offering customer's purchase of Renewable Energy Credits (RECs)
- IV. Develop and implement programs for elimination of bottled water usage and other single use plastic products (SUPs).
 - a) Research purchasing and/or personnel policies that discourage or prohibit using City funds to purchase SUPs.
 - b) Consider installing bottle fill/fountains in all City facilities.

- V. Research potential funding sources and revenues for sustainability initiative implementation

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

Strategies:

- I. Research and adopt policies encouraging sustainability in economic development.
 - a) Resource Grants for sustainability (30k - 50K)
 1. Focus on helping small businesses transition to sustainable practices
 - Work with Economic Development staff (*City Staff time needed*)
 - Installing solar, HVAC upgrades, windows, single use plastic/to-go containers, etc.
 2. Potential home/business conservation rebates
 - Farmland, wildscape, urban farms, water collection, grey water reclamation, etc.
 - Possible awards and marketing for businesses and maybe neighborhoods
 3. Organizational partnerships and resources
 - Matching grants
 - Opportunities to use our marketing force to help (*City Staff time needed*)
 - Education, Outreach, Diversion bins
- II. Consider policies incorporating sustainability in the procurement process.
 - a) Reduction projections (*Cost - initial staff time to analyze*)
 - Cut back on obvious waste
 - Paper purchasing, water bottles, color printing, single use plastic, etc.
 - Survey each office and ask where they think waste can be reduced.

- ❖ *Staff will continue to implement work on City Facilities through completion of the bond projects, Public Service Center, and determining next steps on City Hall.*
- ❖ *Staff will work towards "Year of the City".*
- ❖ *Staff will continue to assist on homelessness initiatives.*

Exhibit C – Incentive Policy Process and Scoring for Chapter 312 Agreements, Chapter 380 Agreements, Economic Development Supplemental Fund, and Fee Waivers

Applications for Chapter 312 Agreements, Chapter 380 Agreements, Economic Development Supplemental Fund, and Fee Waiver incentives will be received by the Greater San Marcos Partnership on behalf of the City of San Marcos. The application may be downloaded at www.sanmarcostx.gov/XXXXX. Additional information may be requested for a holistic view of the proposed project. The Greater San Marcos Partnership shall run an initial analysis and economic impact report for the projects, bringing City of San Marcos staff into early discussions.

Tax-based incentives will only be on the Maintenance and Operations (M&O) portion of the tax rate, and the maximum percentage of a rebate for any year is ~~99~~100%. Tax-based incentives will be for the increase in property value over the base value before improvements.

Points are assigned to each of the major criteria described below. This scoring system is used to assess whether incentives will be offered to a firm and based on the final score, the potential incentive amount for the firm.

- Firms with a score between 81 and 100 points may qualify for an incentive amount up to 80% of the net present value of the estimated total tax liability or up to \$200 per job per year over 10 years.
- Firms with a score between 71 and 80 points may qualify for an incentive amount up to 70% of the net present value of the estimated total tax liability or up to \$150 per job per year over 10 years.
- Firms with a score between 60 and 70 points may qualify for an incentive amount up to 60% of the net present value of the estimated total tax liability for up to over 10 years.
- Firms that score below 60 points do not qualify for incentives.
- Firms demonstrating an extraordinary economic impact may qualify for an incentive amount up to 100% of the net present value of the estimated total tax liability or an additional \$50 per job per year over 10 years.

Commented [LKJ8]: Added per EDSM direction

Applications scoring 60 or more points will be presented to the Economic Development San Marcos (EDSM) Board to make a recommendation of approval or disapproval to the City Council. The San Marcos City Council shall have final authority to approve or deny applications under this incentive. Applications scoring less than 60 points shall not receive consideration for incentives.

Eligibility does not guarantee the offer of an incentive. All applications are subject to final approval by the City of San Marcos and require an executed performance agreement that specifies the grants' terms, conditions, and compliance requirements.

Scoring Criteria

1. Overall Economic and Fiscal Impact (max 70 points)
 - A. Relative to its industry, what are the net benefits as measured by jobs and income for the City?
 - B. Relative to its industry, what are the net benefits as measured by the level of desirable public benefits? Or, does the project fulfill one of the City's identified strategic initiatives (Exhibit B)?
 - C. Relative to its industry, what are the net benefits as measured by net fiscal impact?
 - D. Will the project create contracting opportunities for local firms including small and disadvantaged businesses?
 - E. Does the project have the potential to either seed a new development or bring additional firms to the city?

2. Environmental Sustainability (max 10 points)
- A. Does the project make use of an underutilized asset?
 - B. Does the company use building materials or landscaping features known to promote sustainability?
 - C. Does the company use innovative practices or technology to support environmental sustainability?
3. Labor Force Practices (max 10 points)
- A. Are the majority of new hires intended be local?
 - B. How does the average wage paid compare to the county and/or industry average?
 - C. Are there opportunities for training, additional educations, and/or advancement within the organization?
 - D. Does/will the firm actively promote or exemplify diversity in hiring and promotion?
 - E. Will the majority of employees be full-time W-2 employees?
4. Cultural and Quality of Life Considerations (max 10 points)
- A. Does the firm have positive corporate and social practices?
 - B. Will the firm participate in cultural and charitable programs in the community?
 - C. Will the firm participate in education and charitable programs with the school district?
 - D. Does the firm actively encourage employee volunteer and charitable efforts?
5. Extraordinary Economic Impact (2 bonus points for each criteria met)
- A. Is the firm in a targeted industry?
 - B. Is the firm involved in leading edge technology?
 - C. Will the firm generate 250 full-time jobs or more?
 - D. Will the firm invest \$100 million or more in capital investment?
 - E. Will the firm establish or relocate its headquarter operations to San Marcos?
6. Extraordinary Contribution to Community Values (2 bonus points for each criteria met)
- A. Will the project use electric vehicles or solar panels?
 - B. Will the building be designated Leadership in Energy and Environmental Design (LEED) or other comparable industry certification or practice after completion of construction?
 - C. Will the firm offer health benefits to all employees beginning from day one of employment?
 - D. Will the firm designate a substantial portion of budget to employee training and promotion programs or tuition-reimbursement or scholarship programs?
 - E. Will the firm designate a substantial portion of construction, design professional, or vendor budgets to contract with Historically Under-Utilized Businesses, Minority Business Enterprises, or Woman Business Enterprises in San Marcos or the county?

Commented [LKJ9]: Updated per EDSM direction

Scorecard

BASE POINTS

Economic and Fiscal Impact		
Small	Medium	Large
10	35	70
Sustainability		
Poor	Acceptable	Excellent
0	5	10
Jobs/Labor Force Practices		
Poor	Acceptable	Excellent
0	5	10
Quality of Life/Cultural Vitality		
Poor	Acceptable	Excellent
0	5	10
Total Possible Base Points		100

BONUS POINTS

Extraordinary Economic Impact	
Total Possible Bonus Points	10
Extraordinary Contribution to Community Values	
Total Possible Bonus Points	10

Exhibit D – Business Improvement & Growth (BIG) Grant

Description

The City has established the Business Improvement & Growth (BIG) Grant Program to provide technical and financial assistance to property owners or business tenants seeking to renovate or restore exterior façades, signage, lighting, and life-safety systems for commercial buildings. The City will provide a fifty percent matching grant to reimburse up to \$20,000.00 of well-designed property improvements. An additional fifty percent matching grant to reimburse up to \$5,000.00 for construction of monument-type signage or the removal and replacement of non-conforming signs. **The applicant's match may be in the form of other financial aid (grant or loan) received from other agencies or financial institutions but may not be "in-kind."** Understanding that the overall objective of the BIG Grant Program is to improve the exterior visibility and presentation of a property, the City has the discretion to decline an application while suggesting enhancements that would enable future acceptance.

Objective

The BIG Grant Program is designed to impact properties in need of revitalization, resulting in improved exterior visibility and presentation of a property, as well as enhanced occupant safety. The BIG Grant Program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. The BIG Grant Program strives to increase sales and/or revenue for the property owner or tenant.

Business Eligibility

- Applicants must be commercial property owners or commercial tenants located within the taxing jurisdiction of the City of San Marcos ~~within the Downtown district or along designated corridors~~
- Preference will be given to independent businesses not required by contractual arrangement to maintain standardized décor, architecture, signs or similar features
- Businesses must not be part of a franchise or chain store with more than 10 locations nationwide
- Tenants must have written approval from property owners to participate in the program
- Any nonconforming signage on the property must be permanently removed as part of the improvement
- Property owners must be current on all municipal taxes prior to participation in the program
- Applicants must comply with all State and local laws and regulations pertaining to licensing, permits, building code and zoning requirements
- Applicants must agree not to change or alter the property improvements without prior written approval from the BIG Review Committee for three (3) years from the date of the rebate check issued under the BIG Grant Program
- Improvements made prior to written approval by the BIG Review Committee will not be funded
- Businesses receiving a BIG grant must sit out of the program for a minimum of 1 year from the date of reimbursement prior to being approved for a subsequent BIG grant
- Property or business owners with multiple properties may apply for up to 2 businesses or property location in one year

Commented [LKJ10]: Added per EDSM direction

Eligible Projects

- Restoration of exterior details in historically contributing or significant buildings, and removal of elements that conceal architectural details, including cleaning, repainting, or residing of building
- New storefront construction, appropriately scaled within an existing building, that is in substantial conformance with all applicable provisions of the San Marcos Land Development Code
- Awnings or canopies in character with the building and streetscape

- Lighting that is visually appealing and appropriately illuminates signage, storefront window displays, and recessed areas of a building façade
- Window replacement and window framing visible from the street and appropriately scaled to the building
- Signage that is attractively integrated into the architecture of the building, including the window area, awnings or canopies, and entryways, and the removal and replacement of non-conforming signs
- Installation of monument signage, and the removal and replacement of non-conforming signs
- Curbing, irrigation, approved trees, landscaping beds (not including planting material) or other landscape features attached to the building where appropriate, not to exceed twenty percent (20%) of the project budget
- Removal of architectural barriers to public accessibility
- Installation of fire sprinklers or other life-safety systems in historically or architecturally significant building
- Other improvements that meet the objectives of the BIG Grant Program.

Process

1. The Applicant will meet with City staff for initial project discussion and files and application.
2. The Applicant will meet with the BIG Review Committee to discuss property improvements and design alternatives.
3. If necessary, an architect will prepare final designs and submit them to the BIG Review Committee.
4. Upon approval from the BIG Review Committee, the Applicant has 60 days to solicit itemized bids for work to be done.
5. The BIG Review Committee will review/approve the reimbursement amount based on the lowest responsible bid for improvements.
6. **The BIG Review Committee will send the Applicant a “notice to proceed with improvements.”**
7. Applicant, contractor(s), and project architect will hold a pre-development meeting with applicable City staff.
8. **Applicant has 60 days from “notice” to begin improvements** and 9 months to complete improvements after permit is issued. If any design changes occur, the BIG Review Committee must be notified.
9. Applicant notifies BIG Review Committee when improvements are complete.
10. Architect and BIG Review Committee certify that project improvements comply with the approved plans.
11. Applicant submits copy of all paid invoices to BIG Review Committee. The Architect and contract(s) submit letters to the BIG Review Committee acknowledging full payment by the Applicant.
12. City issues rebate check.

Exhibit E – Downtown Co-Marketing Fund

Description

The City of San Marcos Downtown Co-Marketing fund is a marketing program that provides matching advertising funds for downtown businesses to promote their business in areas outside of the San Marcos area. This program is funded by hotel occupancy tax dollars which are generated by guests staying in hotels located within the city limits of San Marcos.

If approved, 50% of total marketing costs will be reimbursed to the applicant. The co-marketing fund is limited to the amount funded by City Council per fiscal year and are available on a first come, first served. The maximum amount of funding per applicant/project is \$5,000.00.

Objective

The Main Street Incentive Grant is designed to impact properties in need of revitalization, resulting in improved exterior visibility and presentation of a property, as well as enhanced occupant safety. The BIG Grant Program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. The BIG Grant Program strives to increase sales and/or revenue for the property owner or tenant.

Business Eligibility

- Individual businesses marketing or collaborations with other downtown businesses or events
- Businesses must be located in the San Marcos downtown area designated by the Main Street Program

Eligible Projects

- **Advertising must include “Downtown San Marcos” or a similar phrase**
- Marketing must be placed in areas outside of the San Marcos extraterritorial jurisdiction and placed at locations that directly meet the Texas Hotel Occupancy Tax Code requirements:
 - The expenditure must directly enhance and promote tourism and convention and hotel industry
 - Promote tourism in the San Marcos area

Process

A business owner must complete an application found at www.sanmarcostx.gov/XXXXXXXXX.

1. Applicant schedules meeting with program administrative staff and to review the completed application and proposed marketing.
2. Main Street Program and Convention and Visitor Bureau will review applications monthly. If approved, funds will be processed once the invoices have been paid by the applicant.

Exhibit F – Economic Development Supplemental Fund

Description

The Economic Development Supplemental Fund (the Fund) was established to complement other economic development incentive tools in this Policy.

Objective

The Fund supports new and expanding business opportunities by providing additional incentives for projects that have qualified for Chapter 380 Economic Development Incentives from the City of San Marcos in one of the following targeted industries, provided the facilities create or retain primary jobs:

- Aerospace: Aviation, design and production of aircraft, space mission, and national defense and security-related products and parts
- Business Services and Support: Customer care operations, customer support centers, financial transactions processing, shared services, legal services, advertising, public relations, software and computer programming, and consulting operations.
- Destination attractions: Sites leveraging world-class shopping concentrations, natural assets, downtowns, historical districts, and activity centers.
- Materials science: Use of physical and chemical properties of solid materials to create or improve end-products.
- Information technology: Software, hardware, internet applications, computer security, and cybersecurity solutions.
- Life sciences: Biotechnology and environmental sciences.
- Regional distribution: Distribution to the Central Texas market or other parts of the Texas Triangle.

The Fund may be used for the following purposes:

- To fund all or a portion of Qualified Projects that the City Council determines will promote the development of new or expanded business enterprises within the City; and
- **By the City Manager, as directed by the City Council, for the purpose of enhancing the City's economic development efforts.**

Process

The process for approval of the use of the Economic Development Supplemental Fund may include:

- Analysis by City staff, and/or the Greater San Marcos Partnership, and/or the EDSM Board as necessary; and
- Consideration and Final Approval by the City Council.

Exhibit G – Legacy Business Program

Description

The Legacy Business Program includes a registry listing maintained by the City's Main Street, Planning and Development Services, and Economic Development divisions to promote and market the businesses. A business tool kit will also be provided to eligible businesses which will contain services such as lectures, educational seminars, and architectural guidance. Designated Legacy Businesses will also receive priority admission into the City's Small Business Counseling Program.

Objective

The Legacy Business program pays tribute to legendary businesses located in the City of San Marcos. The purpose of the program is to acknowledge the contributions businesses have made to the City's culture and economy. This program aims to champion the continued success of legacy businesses through promotional and educational support.

Eligibility

To be eligible for a Legacy Business Designation, a company must have been in operation in San Marcos for 20 years* or more and meet one or more of the following:

- 1) Owned and operated by successive generations of the same family;
- 2) Perpetuates San Marcos' authenticity through the goods or services it provides;
- 3) Cultivates and sustains traditions and culture through instruction, education and handing down of traditional ways of knowledge;
- 4) Designated San Marcos historic district or designated as a local landmark; or
- 5) Located in a property that is eligible and willing to register the property as a landmark.

Applications to the Legacy Business Program will be reviewed and approved by Legacy Business Team (consisting of a staff representative from Economic Development, Main Street, and Planning) and approval designations will be granted in accordance with the City Council-approved policy.

To add additional support to businesses who have been a staple of the San Marcos community, designated businesses may be eligible for Chapter 380 tax rebates, reduced or waived development fees, or infrastructure assistance in City rights-of-way. Legacy businesses seeking one of these financial incentives would receive a recommendation from the Legacy Business Team to the City Manager for final determination. Any financial incentive given to a business will be performance based and in the form of a reimbursement payment to the company.

*Businesses less than 20 years old may be evaluated on a case-by-case basis with at least two letters of support from the community indicating the business' contribution to the culture and history of San Marcos.

Exhibit H – Main Street Incentive Grant

Description

The San Marcos Main Street program has established the Main Street Incentive Grant to provide financial assistance to property owners or business owners seeking to renovate or restore facades or signage in the Main Street district. The Main Street program will provide a fifty percent matching grant to reimburse up to \$2,000.00.

Objective

The Main Street Incentive Grant is designed to impact properties in need of revitalization, resulting in improved exterior visibility and presentation of a property, as well as enhanced occupant safety. The BIG Grant Program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. The BIG Grant Program strives to increase sales and/or revenue for the property owner or tenant.

Business Eligibility

- Applicants must be commercial property owners or commercial tenants located in San Marcos within the Downtown district

Eligible Projects

- Façade improvements
- Sign improvements
- Awning improvements

Process

A business owner must complete an application found at www.sanmarcostx.gov/XXXXXXXXX. The Main Street Program Advisory Board will review the application and make a recommendation to Main Street staff. Main Street staff will review the application, and the applicant will be notified of the decision.

Exhibit I – Small Business Retention Incentive

Description

Businesses having 1 to 25 full-time employees that have operated with a physical presence in San Marcos for at least 24 months are eligible to apply for the Small Business Growth Program to receive incentives related to remaining in or expanding operations in the City of San Marcos. The City will offer grant funding that will be forgiven if the business remains in continuous operation for at least 24 months after the funding is approved. The funding is considered a grant if the business remains in continuous operation for at least two years but will convert to a loan which must be repaid in the event that a business defaults on the grant terms and conditions.

Objective

The City of San Marcos recognizes the impact of small businesses on the local, regional, and national economy. The following Small Business Incentive Program policy is designed to help support the needs of the San Marcos small business community through flexible, timely assistance. This program assists businesses that are in jeopardy of closing due to external economic impacts by providing them with short-term working capital.

Eligibility

To be eligible for consideration, a business must:

- Be located and have a non-residential location within the corporate city limits of the City of San Marcos;
- Have continual operation of business in San Marcos for at least 24 months before requesting incentives;
- Employ 1 to 25 full-time employees; and
- Demonstrate that the company would otherwise close permanently, relocate to another municipality, or not expand its operations in San Marcos should support not be received from the City.

The City Manager shall have authority to administratively approve incentives targeted to support small businesses to a financial amount not to exceed \$100,000 per business. This incentive shall be in the form of: 1) a one-time jobs-based of up to \$5,000, or 2) assistance with targeted infrastructure in the City's right-of-way.

Only full-time W-2 jobs will be eligible for jobs-based grants. This incentive can fund employee hiring/signing bonuses, relocation bonuses for employees that are moving to take an open position, and employee retention bonuses. There is a cap of \$1,000 per employee. Infrastructure assistance will be only considered for portions within the City's right-of-way.

Business owners must submit a plan for how they will use the monies. Business owners who receive funding will be required to attend a free financial literacy session as part of the City of San Marcos small business counseling program. Employees receiving a grant must reside or be moving within the City of San Marcos zip code of 78666.

Commented [LKJ11]: Added per EDSM direction

Process

Interested businesses must complete an application form found online at www.sanmarcostx.gov/XXXXX. City staff will review the application for completeness and present a recommendation for approval or disapproval to the City Manager within 15 business days of receiving a complete application. Final determination of an incentive amount is at the discretion of the City Manager. Exhibit J – Speculative Buildings

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Description

Incentives may be considered for high-quality, speculative new-build construction where less than 50% of the space is pre-leased or owner-occupied. Incentives shall be based on a rebate of property tax and the percentage of property tax rebate decreases as occupancy of the building increases. Except in special cases, the maximum term for consideration is three years.

Objective

The City of San Marcos desires to have an attractive and readily available inventory of buildings for prospective businesses. This incentive considers support for Class A developments that fill a gap in the San Marcos market.

Eligibility

To be eligible for consideration, the project must be located within the corporate city limits of the City of San Marcos or is willing and able to annex into the city limits (in such case, incentives shall be contingent on approved annexation and zoning.)

Evaluation Criteria

- The industry proposed for the speculative space and the type of speculative space being built should fill a gap in the San Marcos market
- Additional environmental and sustainability measures may be required
 - Examples: Energy-efficient lighting, formatting roof for solar panel installation, additional insulating materials, rainwater collection for toilets or landscaping, etc.

Process

Interested businesses must complete an application form found online at www.sanmarcostx.gov/XXXXX and submit to the Greater San Marcos Partnership. The Greater San Marcos Partnership shall run an initial analysis and economic impact report for the projects, bringing City of San Marcos staff into early discussions. Applications will be presented to the Economic Development San Marcos (EDSM) Board to make a recommendation of approval or disapproval to the City Council. The San Marcos City Council shall have final authority to approve or deny applications under this incentive.

Exhibit K – Sustainable Resources Grant

Description

Businesses implementing environmentally sustainable business practices can be eligible for a grant to reimburse for certain projects.

Objective

A key priority for the City of San Marcos is to adopt policies encouraging sustainability. The Sustainable Resources Grant helps small businesses transition to sustainable practices by providing a one-time reimbursable grant of up to \$2,500-00 for implementing impactful products or services. Eligible projects may support reduction of water or electricity consumption, reduction of single use plastics, installation of xeriscaping, and other environmentally sustainable items.

Eligibility

To be eligible for consideration, a business must:

- Be located and have a non-residential location within the corporate city limits of the City of San Marcos;
- Have continual operation of business in San Marcos for no less than 24 months before requesting incentives.; and
- Employ 1 to 25 full-time employees.

Process

A business must complete the application found online at www.sanmarcostx.gov/XXXXX outlining the proposed project and estimated environmental benefit. Applications will be reviewed by a committee of City staff from Economic Development and Neighborhood Enhancement. After receiving approval for the project, a business will have up to 90 days to fully implement the product or service. Reimbursement will be made following confirmation that the project is complete.

The City of San Marcos

Economic Development Incentive Policy

Adopted XXXXXX, XX 20XX (Resolution 20XX-XXR)

1. General Purpose & Objectives

The City of San Marcos (the City) encourages and supports high quality new business development and the expansion of its business community through retention, expansion, and recruitment endeavors. San Marcos is a complete community of diverse and inclusive neighborhoods that protects and celebrates the San Marcos river and the City's other rich natural and historical assets; retains its small-town feel, charm, and quality of life; and leverages growth to continue building a sustainable community that benefits existing and new businesses and residents.

The purpose of this Economic Development Incentive Policy (the Policy) is to establish standards and guidelines that will govern the granting of incentives to facilitate economic growth. The City of San Marcos is a vibrant community with a strong workforce pipeline and robust infrastructure network to support business growth, and, as such, financial incentives should not be necessary in most cases. The City encourages the use of incentives only as necessary to fill gaps and support business developments that would otherwise not select San Marcos as the location to locate or expand their operations.

This Policy is designed to promote capital investment and job creation in the City of San Marcos that fill targeted industries and align with community values. This document cannot anticipate every type of project that may seek incentives, and the City of San Marcos reserves the right to evaluate projects on a case-by-case basis if they are in the best interest of the City. Additionally, nothing within this Policy shall imply or suggest that the City of San Marcos is obligated to provide incentives to any applicant.

2. Definitions

1. **"Preferred Scenario Map,"** means the geographic region of the City of San Marcos as shown on the attached Exhibit A, where development is preferred by city planners.
2. **"City of San Marcos water quality regulations,"** means the City of San Marcos' water quality regulations, standards, and requirements, including those appearing in the City Code or other ordinance, or administrative rules.
3. **"Economic and fiscal impact,"** means impact any given project may have on the tax base of the City of San Marcos and financial ability to meet the desired level of service expected by citizens.
4. **"Headquarters,"** shall mean a physical corporate, subsidiary, or regional managing office, as defined by NAICS 551114, that is responsible for strategic or organizational planning and decision making for the business on an international, national, or state-wide basis. A headquarters in San Marcos must have a minimum of 26 full-time employees at its San Marcos location, including positions such as Chief Operating Officer, President, or principal management of the company.
5. **"Local firm,"** shall mean a firm or non-profit engaged in business and located within the taxing jurisdiction of the City of San Marcos.

6. **"Average wage,"** shall mean the statistical average mean wage salary being paid or proposed wage to be paid by a prospective company.
7. **"Targeted industry,"** shall mean specific industrial activities, or companies involved in specific industries that have been identified as a desirable industry for the City of San Marcos.
 - a. Aerospace
 - b. Business and support services
 - c. Destination attractions
 - d. Materials sciences
 - e. Information technology
 - f. Life sciences
 - g. Regional distribution
8. "Net present value," shall mean the discounted value of an investment's cash inflows minus the discounted value of its cash outflows.
9. **"Full-time employee,"** shall mean a company employee who is engaged an average of 30 hours or more per week.
10. **"Legacy business,"** shall mean a business with a continuous physical presence within the City of San Marcos taxing jurisdiction for at least 20 years and contributes to the history, culture, and authentic identity of San Marcos.
11. **"Small business,"** shall mean a firm with 1 to 25 full-time employees throughout all its locations.
12. **"Local labor force,"** shall mean a resident permanently living within the taxing jurisdiction of the City of San Marcos prior to the effective date of an agreement.

3. Incentive Policy Criteria

The City of San Marcos is committed to the promotion of quality development in all parts of the City and to improving the quality of life for its citizens. In order to meet these goals, the City Council will consider providing incentives to stimulate economic development in San Marcos in accordance with the procedures and criteria outlined in this Policy. Prospective businesses are strongly encouraged to discuss potential incentives with City of San Marcos and Greater San Marcos Partnership staff early.

In order to determine the feasibility of a project, both quantitative and qualitative analyses will be performed to determine the expected economic, environmental, and social impact of the project to the community.

Minimum Requirements:

- The firm must be located or locating within the Preferred Scenario Map unless special consideration is given by San Marcos City Council. Applicants with a project located outside of the city limits may apply for incentives to be effective after an approved petition for annexation.
- The firm must comply with current City of San Marcos water quality regulations on all current projects and during term of incentive agreement. Variances from the requirements will not be given via an incentive agreement.

- For new businesses in San Marcos, incentives will not be considered if a development permit application has already been submitted, the purchase of an existing business or property has been finalized, or a tenant lease has been executed. For existing businesses, incentives will not be considered if an application for a development permit has already been submitted.
- Except for the Small Business Retention Incentive, all jobs calculated or counted for jobs-based economic development purposes shall earn no less than the County all industry average wage.
- All new full-time employees and their dependents shall have access to employer sponsored healthcare throughout the full term of the agreement.
- Applicants must demonstrate within their application that without receiving incentive assistance, the applicant would not locate or expand within the City of San Marcos.

Any company receiving incentives is expected to make efforts use local public resources to inform the local labor force of career opportunities (e.g., San Marcos Public Library, Workforce Solutions Rural Capital Area, Texas State University, San Marcos Daily Record, local job fairs).

4. Types of Incentives

The following list of incentives may be considered but are not guaranteed. The City will evaluate each proposed incentive on a case-by-case basis.

Business Improvement & Growth (BIG) Grant. The Business Improvement & Growth Grant provides technical and financial assistance to property owners or business tenants seeking to renovate or restore facades, signage, lighting, and life-safety systems for commercial buildings through a 50% matching grant of up to \$20,000. An additional 50% matching grant up to \$5,000 is available for removal and replacement of non-conforming signage. The details of this program can be found in Exhibit D. Requests for BIG Grants shall be directed to the City's **Economic Development Staff**.

Chapter 312 Agreements. Chapter 312 of the Tax Code allows a taxing unit to exempt all or part of the increase in value for real property from taxation for a period of up to 10 years. A project must fall within a designated reinvestment zone. The process for Chapter 312 Agreements can be found in Exhibit C. Requests for Chapter 312 Agreements shall be directed to the Greater San Marcos Partnership.

Chapter 380 Agreements. Chapter 380 of the Local Government Code authorizes municipalities to offer incentives designed to promote economic development. Incentives may be in the form of tax rebates or jobs-based grants. The process for Chapter 380 Agreements can be found in Exhibit C. Requests for Chapter 380 Agreements shall be directed to the Greater San Marcos Partnership.

Downtown Co-Marketing Fund. The City of San Marcos Downtown Co-Marketing fund is a marketing program that provides matching advertising funds for downtown businesses to promote their business in areas outside of the San Marcos area. This program is funded by hotel occupancy tax dollars which are generated by guests staying in hotels located within the city limits of San Marcos. The process for the Downtown Co-Marketing Fund can be found in Exhibit E and requests shall be directed to the City's Main Street staff.

Economic Development Supplemental Fund. This Fund complements existing economic development incentive tools for projects to be located within areas **and with uses as provided for the City's Comprehensive Plan**. The details of this program can be found in Exhibit F. Requests for Economic Development Supplemental Fund support shall be directed to the Greater San Marcos Partnership.

Fee waivers. Waivers can represent a full or partial waiver of development-related fees, such as permit fees, to reduce the overall cost of a project. Fee waivers may be approved by the City Manager, but total fee waivers shall not exceed \$100,000 per project except where approved by City Council. Waivers are not retroactive, and reimbursements will not be granted for fees already paid. Requests for fee waivers shall be directed to the Greater San Marcos Partnership.

Infrastructure assistance. **Improving or extending electric, water, or wastewater lines within the City's service area** may be considered. Requests for infrastructure assistance shall be directed to the City's Economic Development staff.

Legacy Business Program. Businesses who have maintained a continuous, physical presence in the City of San Marcos for at least 20 years are eligible to apply for the Legacy Business Program for promotional and technical support and possible financial incentives. The details of this program can be found in Exhibit G. **Request for Legacy Business Program incentives shall be directed to the City's Economic Development staff.**

Main Street Incentive Grant. The San Marcos Main Street program has established the Main Street Incentive Grant to provide financial assistance to property owners or business owners seeking to renovate or restore facades or signage in the Main Street district. The Main Street program will provide a 50% matching grant to reimburse up to \$2,000. The details of this program can be found in Exhibit H. Requests shall be made to the City's Main Street staff.

Process Incentives. The City of San Marcos has a professional Planning and Development Services and Engineering department experienced in developments of all sizes. In some cases, expedited processes may be offered so long as they do not create a negative impact to the thoroughness of reviews and inspections. **Requests for process incentives shall be directed to the City's Economic Development staff.**

Small Business Retention Incentive. Businesses having 1 to 25 full-time employees that have operated with a physical presence in San Marcos for at least 24 months may be eligible to apply for the Small Business Retention Incentive. The details of this program can be found in Exhibit I. **Requests for Small Business Retention Incentives shall be directed to the City's Economic Development staff.**

Speculative Buildings. Incentives may be considered for high-quality speculative new-build construction where less than 50% of the space is pre-leased or owner-occupied. The details of this program can be found in Exhibit J. Requests for speculative building incentives shall be directed to the Greater San Marcos Partnership.

Sustainable Resources Grant. Businesses implementing environmentally sustainable business practices may be eligible for a grant to reimburse for eligible projects. The details of this program can be found in Exhibit K. **Requests for a Sustainable Resources Grant shall be directed to the City's Economic Development staff.**

Tax Increment Reinvestment Zones or Public Improvement Districts. Special zones and districts may be created to pay for improvements in a geographic area. Requests for TIRZ or PID incentives shall be directed to the City's Economic Development staff.

Utility Fee Reductions For Commercial Users. Temporary utility fee reductions may be considered for some projects. Requests for fee reductions shall be directed to the City's Economic Development staff.

5. Performance

Financial incentives granted by the City of San Marcos are performance-based. A project that fails to satisfy the terms outlined in its approved agreement will not be eligible to receive its commensurate incentive. Incentive agreements shall include specific recapture provisions to safeguard the City of San Marcos from potential financial loss.

The City of San Marcos will perform evaluations of approved incentive agreements in order to ensure compliance by all parties. For some incentives, an annual compliance certificate must be received by City of San Marcos staff each year of an active agreement prior to the corresponding yearly incentive being released.

6. Ineligible or Reviewed Case-by-Case Projects

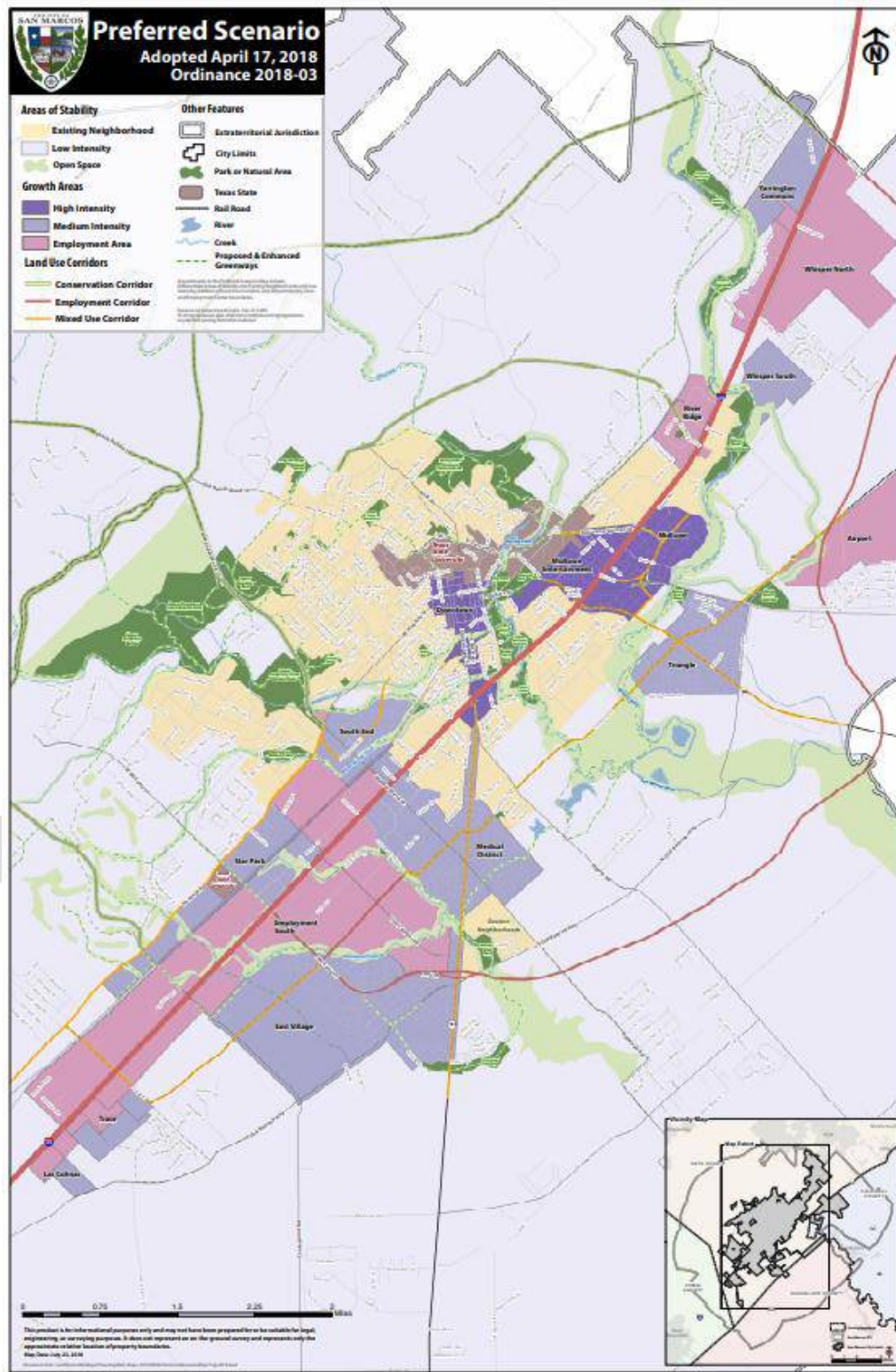
The Policy does not consider incentives for residential projects or the residential portion of designated mixed-use projects.

Direct sales businesses without a physical, non-residential presence are not eligible for incentives through this Policy.

Tax abatements and rebates will be considered on a case-by-case basis within a Tax Increment Reinvestment Zone (TIRZ) created within the city. **Providing ad valorem tax incentives in a TIRZ may dilute the fund's projected value and limit the City's ability to carry out approved projects within these zones.**

Exhibit A – Preferred Scenario Map

For larger viewing, the most current approved Preferred Scenario Map can be found online at www.sanmarcostx.gov/XXXXX.



2020-21 Strategic Initiatives **City of San Marcos**

Key Priorities:

The Strategic Initiatives identified by the Council during the Visioning Meeting in January 2020 focus around the following key priorities:

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

Strategic Initiatives

Key Priority: Workforce Housing

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

Strategies:

- I. Update the Affordable Housing Policy and adopt a housing framework / blueprint based on the work of the San Marcos Workforce housing Task Force.
- II. Maintain a robust website and participate as a community partner in advancing the City's housing goals.
- III. 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 CISD, Hays County, Central Texas Medical Center, the banking community, the Greater San Marcos Partnership and area non-profits to identify and implement housing solutions.
- IV. Focus on improving sub-standard housing and research additional funding sources.
 - a. Determine appropriate role for code enforcement.
 - b. Research budgetary impact of increased role for Tenants Council.
 - c. Evaluate requirements for owners to

make repairs to rental properties.

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

Strategies:

- I. Build additional 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.
- II. Enter into cooperative agreements with other taxing entities to identify tax-forfeiture properties and make them available for construction of permanently affordable workforce housing.
- III. Establish a land bank and community land trust with the purpose of supporting permanently affordable workforce housing.
- IV. 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.
- V. Research what is necessary in order to

utilize data, such as average median income, specific to San Marcos instead of the data for the Austin metropolitan statistical area in regards to low income housing tax credit and other housing projects.

Key Priority: Multi-Modal Transportation

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

Strategies:

- I. Assess the operating and financial alternatives for coordinated transit services.
 - a. Continue Five Year Strategic Plan for Transit Service
- II. 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.
- III. Evaluate the challenges of a transit partnership with Texas State, to include:
 - a. Create a shared governance structure.
 - b. Compliance with federal and state regulations, to include paratransit services.
 - c. Coordinate transit routes to maximize efficiency.
 - d. Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility, and passenger amenities.
- IV. Consider the potential impacts of the 2020 US Census upon transit services in the

San Marcos urbanized area.

B. 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.
 - d. Work with Texas State on park and ride locations
 - e. Market businesses that promote multimodal transportation
- 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. Consider creation of a Bicycle & Pedestrian Advisory Committee.
 - d. Adopt and implement bicycle master plan.
 - e. Engage community at events for bicycles
- III. Improve pedestrian connectivity and accessibility:
 - a. Conduct updated assessment of existing sidewalk infrastructure.
 - b. Develop and adopt Sidewalk Master Plan.
 - c. Identify and program long-term pedestrian improvements.
 - d. Conduct site survey sampling for ADA compliance.
- IV. Other regional transit partnerships:
 - a. Evaluate the benefits of regional transit partnerships with interurban providers including multimodal transit facility options.
 - b. Investigate 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: 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 a cradle to career initiative.
- III. Identify and develop outreach opportunities.
- IV. Identify challenges and unmet needs in the business community that are impacted by workforce development.
- V. Explore possibility of a day labor program implemented through social service agencies

B. Facilitate opportunities for Training and Programming.***Strategies:***

- I. Identify and communicate existing training available, including through technology such as a mobile phone application.
- II. Explore opportunities to promote Career and Technical Education (CTE), General Education Diploma (GED), financial literacy, and life skills.
- III. Identify potential gaps and barriers for San Marcos residents and consider alternate delivery methods when possible.
- IV. Identify potential items to include when incentivizing economic development agreements.
- V. Evaluate Greater San Marcos Partnership (GSMP) contract to include deliverables that require training and programming opportunities.
- VI. Determine where to invest city funding to mitigate gaps and barriers that have been identified including a possible training location.

Key Priority: Downtown Vitality***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) Work with Arts Commission to identify projects linking Downtown and the river
 - e) Drafting and adopting the Downtown Master Plan.
- II. 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.
- III. Review possible programs for legacy businesses.
 - a) Promoting City grant programs.
 - b) Buying down interest rates for small businesses.
- IV. Evaluate funding for co-working sites.

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) Identify code amendments during the annual code update process.
- III. Review and assess strategies for vacant and neglected buildings.
 - a) Review model programs, including incentives, and identify resources needed for implementation.
 - b) Propose code amendments during the annual code update process.
 - c) Identify possible options to maintain health and safety, including inspections.
- IV. Identify strategic locations for streetscape and infrastructure improvements and identify funding options.
 - a) Develop an interim maintenance and beautification plan and coordinate efforts amongst stakeholders.
 - b) Explore the long-term solutions for beautification and maintenance including a downtown management district with downtown stakeholders.
 - c) Align organizational resources to achieve desired outcomes through the budget process.
- V. Identify advertising opportunities with area stakeholders to highlight city attractions.
- VI. Continue working with Texas State University Police regarding Downtown patrols.
- VII. Review and amend the Downtown Tax Increment Reinvestment Zone (TIRZ) #5.
 - a) Prepare a revised Project & Finance Plan for Board consideration and approval.
 - b) Present revised Project & Finance Plan for Council and Commissioner's Court consideration.
 - c) Work with the County and TIRZ Board on Downtown vision.
- b) Procure parking management technology (meters & mobile app).
- c) Create program branding and marketing campaign.
- d) Initiate phased rollout of on-street paid parking.
- e) Negotiate off-street parking agreements with private property owners and facilitate options.

Key Priority: Sustainability

A. Develop a baseline of sustainability performance measures.

Strategies:

- I. Work with Texas State University and other Texas communities to assess their sustainability programs.
 - a) Current organizations available
(Cost - initial staff time to analyze and hold meeting 2x per year)
 - b) Identify City and local stakeholder groups
 - c) Conduct networking opportunities
- II. Consider if a consultant is necessary in order to determine the baseline of sustainability measures.
 - a) Data collection for usage
(Cost - initial staff time to analyze and public outreach components)
 - Water, Electric, Fossil Fuels, Renewables (high view snapshot guesstimates)
 - City Facilities
 - Residential (public outreach)
 - Commercial (public outreach)
 - b) Possible Cost-Benefit analysis
 - Consider a means to evaluate upfront expenses compared to overall savings
 - Include quality of life in financial calculations
 - c) Consultant
(Cost - probably between 50k - 100k)

C. Accessibility to and within the downtown.

Strategies:

- I. Approve and implement the Parking Management Plan.
 - a) Hire Parking & Mobility Manager.

- Coordinate data collection (or by staff)
- Plan roll out of reduction programs
- Public outreach
- Potentially identify need for full time position after observing roll out success metrics

B. Promote sustainability practices throughout the community.

Strategies:

- I. Increase public education and outreach of City's conservation and sustainability efforts.
 - a) Add Sustainability page to website to centralize City environmental programs (water/energy conservation, recycling, air quality, etc). Example - City of Austin Office of Sustainability page www.austintexas.gov/department/sustainability.
 - b) Increase use of social media such as Facebook to promote environmental programs; add environmental programs to FB schedule.
 - c) Evaluate optional or mandatory training on sustainability (anti-idling, recycling, etc) for City staff.
 - d) Discuss with school district increased use of environmental curriculum (such as Learning to be WaterWise Outdoors program which is currently offered to teachers and funded by the City).
- II. Develop and adopt incentive programs for water conservation to include incentivizing builders to reduce or eliminate turf irrigation systems.
 - a) Consider building codes that limit the amount of turf in new development.
 - b) Evaluate financial incentives to builders for using alternative landscaping (ie xeriscape and pervious hardscape) instead of turfgrass in new development.
- c) Evaluate financial incentives to builders to not install irrigation systems in new development.
- d) Research requirement for separate meters for all new irrigation systems (currently single-family is exempted).
- III. Develop and adopt incentive programs for comprehensive weatherization or energy efficiency retrofits.
 - a) Investigate volunteer program, similar to Habitat for Humanity, to provide weatherization for low-income homes.
 - b) Discuss partnership with Combined Community Action on their existing weatherization program.
 - c) Consider additional staff or contractor to evaluate and weatherize low-income homes.

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

Strategies:

- I. Implement sustainable infrastructure solutions in the City's capital improvement program projects.
- II. Develop a formal Building Design Standard for municipal buildings or design elements that reduce resource consumption.
- III. Continue evaluation of alternate energy technologies and opportunities.
 - a) Research feasibility of community solar project.
 - b) Research feasibility of Time of Use (TOU) strategies (e.g. education, billing)
 - c) Evaluate offering customer's purchase of Renewable Energy Credits (RECs)
- IV. Develop and implement programs for elimination of bottled water usage and other single use plastic products (SUPs).
 - a) Research purchasing and/or personnel policies that discourage or prohibit using City funds to purchase SUPs.
 - b) Consider installing bottle fill/fountains in all City facilities.

- V. Research potential funding sources and revenues for sustainability initiative implementation

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

Strategies:

- I. Research and adopt policies encouraging sustainability in economic development.
 - a) Resource Grants for sustainability (30k - 50K)
 - 1. Focus on helping small businesses transition to sustainable practices
 - Work with Economic Development staff (*City Staff time needed*)
 - Installing solar, HVAC upgrades, windows, single use plastic/to-go containers, etc.
 - 2. Potential home/business conservation rebates
 - Farmland, wildscape, urban farms, water collection, grey water reclamation, etc.
 - Possible awards and marketing for businesses and maybe neighborhoods
 - 3. Organizational partnerships and resources
 - Matching grants
 - Opportunities to use our marketing force to help (*City Staff time needed*)
 - Education, Outreach, Diversion bins
 - II. Consider policies incorporating sustainability in the procurement process.
 - a) Reduction projections (*Cost - initial staff time to analyze*)
 - Cut back on obvious waste
 - Paper purchasing, water bottles, color printing, single use plastic, etc.
 - Survey each office and ask where they think waste can be reduced.
- ❖ *Staff will continue to implement work on City Facilities through completion of the bond projects, Public Service Center, and determining next steps on City Hall.*
 - ❖ *Staff will work towards "Year of the City".*
 - ❖ *Staff will continue to assist on homelessness initiatives.*

Exhibit C – Incentive Policy Process and Scoring for Chapter 312 Agreements, Chapter 380 Agreements, Economic Development Supplemental Fund, and Fee Waivers

Applications for Chapter 312 Agreements, Chapter 380 Agreements, Economic Development Supplemental Fund, and Fee Waiver incentives will be received by the Greater San Marcos Partnership on behalf of the City of San Marcos. The application may be downloaded at www.sanmarcostx.gov/XXXXX. Additional information may be requested for a holistic view of the proposed project. The Greater San Marcos Partnership shall run an initial analysis and economic impact report for the projects, bringing City of San Marcos staff into early discussions.

Tax-based incentives will only be on the Maintenance and Operations (M&O) portion of the tax rate, and the maximum percentage of a rebate for any year is 100%. Tax-based incentives will be for the increase in property value over the base value before improvements.

Points are assigned to each of the major criteria described below. This scoring system is used to assess whether incentives will be offered to a firm and based on the final score, the potential incentive amount for the firm.

- Firms with a score between 81 and 100 points may qualify for an incentive amount up to 80% of the net present value of the estimated total tax liability or up to \$200 per job per year over 10 years.
- Firms with a score between 71 and 80 points may qualify for an incentive amount up to 70% of the net present value of the estimated total tax liability or up to \$150 per job per year over 10 years.
- Firms with a score between 60 and 70 points may qualify for an incentive amount up to 60% of the net present value of the estimated total tax liability for up to over 10 years.
- Firms that score below 60 points do not qualify for incentives.
- Firms demonstrating an extraordinary economic impact may qualify for an incentive amount up to 100% of the net present value of the estimated total tax liability or an additional \$50 per job per year over 10 years.

Applications scoring 60 or more points will be presented to the Economic Development San Marcos (EDSM) Board to make a recommendation of approval or disapproval to the City Council. The San Marcos City Council shall have final authority to approve or deny applications under this incentive. Applications scoring less than 60 points shall not receive consideration for incentives.

Eligibility does not guarantee the offer of an incentive. All applications are subject to final approval by the City of San Marcos and require an executed performance agreement that specifies the grants' terms, conditions, and compliance requirements.

Scoring Criteria

1. Overall Economic and Fiscal Impact (max 70 points)

- A. Relative to its industry, what are the net benefits as measured by jobs and income for the City?
- B. Relative to its industry, what are the net benefits as measured by the level of desirable public **benefits? Or, does the project fulfill one of the City's identified strategic initiatives** (Exhibit B)?
- C. Relative to its industry, what are the net benefits as measured by net fiscal impact?
- D. Will the project create contracting opportunities for local firms including small and disadvantaged businesses?
- E. Does the project have the potential to either seed a new development or bring additional firms to the city?

2. Environmental Sustainability (max 10 points)
 - A. Does the project make use of an underutilized asset?
 - B. Does the company use building materials or landscaping features known to promote sustainability?
 - C. Does the company use innovative practices or technology to support environmental sustainability?
3. Labor Force Practices (max 10 points)
 - A. Are the majority of new hires intended be local?
 - B. How does the average wage paid compare to the county and/or industry average?
 - C. Are there opportunities for training, additional educations, and/or advancement within the organization?
 - D. Does/will the firm actively promote or exemplify diversity in hiring and promotion?
 - E. Will the majority of employees be full-time W-2 employees?
4. Cultural and Quality of Life Considerations (max 10 points)
 - A. Does the firm have positive corporate and social practices?
 - B. Will the firm participate in cultural and charitable programs in the community?
 - C. Will the firm participate in education and charitable programs with the school district?
 - D. Does the firm actively encourage employee volunteer and charitable efforts?
5. Extraordinary Economic Impact (2 bonus points for each criteria met)
 - A. Is the firm in a targeted industry?
 - B. Is the firm involved in leading edge technology?
 - C. Will the firm generate 250 full-time jobs or more?
 - D. Will the firm invest \$100 million or more in capital investment?
 - E. Will the firm establish or relocate its headquarter operations to San Marcos?
6. Extraordinary Contribution to Community Values (2 bonus points for each criteria met)
 - A. Will the project use electric vehicles or solar panels?
 - B. Will the building be designated Leadership in Energy and Environmental Design (LEED) or other comparable industry certification or practice after completion of construction?
 - C. Will the firm offer health benefits to all employees beginning from day one of employment?
 - D. Will the firm designate a substantial portion of budget to employee training and promotion programs or tuition-reimbursement or scholarship programs?
 - E. Will the firm designate a substantial portion of construction, design professional, or vendor budgets to contract with Historically Under-Utilized Businesses, Minority Business Enterprises, or Woman Business Enterprises in San Marcos or the county?

Scorecard

BASE POINTS

Economic and Fiscal Impact		
Small	Medium	Large
10	35	70
Sustainability		
Poor	Acceptable	Excellent
0	5	10
Jobs/Labor Force Practices		
Poor	Acceptable	Excellent
0	5	10
Quality of Life/Cultural Vitality		
Poor	Acceptable	Excellent
0	5	10
Total Possible Base Points		100

BONUS POINTS

Extraordinary Economic Impact	
Total Possible Bonus Points	10
Extraordinary Contribution to Community Values	
Total Possible Bonus Points	10

Exhibit D – Business Improvement & Growth (BIG) Grant

Description

The City has established the Business Improvement & Growth (BIG) Grant Program to provide technical and financial assistance to property owners or business tenants seeking to renovate or restore exterior façades, signage, lighting, and life-safety systems for commercial buildings. The City will provide a fifty percent matching grant to reimburse up to \$20,000 of well-designed property improvements. An additional fifty percent matching grant to reimburse up to \$5,000 for construction of monument-type signage or the removal and replacement of non-conforming signs. **The applicant's match may be in the form of other financial aid (grant or loan) received from other agencies or financial institutions but may not be "in-kind."** Understanding that the overall objective of the BIG Grant Program is to improve the exterior visibility and presentation of a property, the City has the discretion to decline an application while suggesting enhancements that would enable future acceptance.

Objective

The BIG Grant Program is designed to impact properties in need of revitalization, resulting in improved exterior visibility and presentation of a property, as well as enhanced occupant safety. The BIG Grant Program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. The BIG Grant Program strives to increase sales and/or revenue for the property owner or tenant.

Business Eligibility

- Applicants must be commercial property owners or commercial tenants located within the taxing jurisdiction of the City of San Marcos
- Preference will be given to independent businesses not required by contractual arrangement to maintain standardized décor, architecture, signs or similar features
- Businesses must not be part of a franchise or chain store with more than 10 locations nationwide
- Tenants must have written approval from property owners to participate in the program
- Any nonconforming signage on the property must be permanently removed as part of the improvement
- Property owners must be current on all municipal taxes prior to participation in the program
- Applicants must comply with all State and local laws and regulations pertaining to licensing, permits, building code and zoning requirements
- Applicants must agree not to change or alter the property improvements without prior written approval from the BIG Review Committee for three (3) years from the date of the rebate check issued under the BIG Grant Program
- Improvements made prior to written approval by the BIG Review Committee will not be funded
- Businesses receiving a BIG grant must sit out of the program for a minimum of 1 year from the date of reimbursement prior to being approved for a subsequent BIG grant
- Property or business owners with multiple properties may apply for up to 2 businesses or property location in one year

Eligible Projects

- Restoration of exterior details in historically contributing or significant buildings, and removal of elements that conceal architectural details, including cleaning, repainting, or residing of building
- New storefront construction, appropriately scaled within an existing building, that is in substantial conformance with all applicable provisions of the San Marcos Land Development Code
- Awnings or canopies in character with the building and streetscape

- Lighting that is visually appealing and appropriately illuminates signage, storefront window displays, and recessed areas of a building façade
- Window replacement and window framing visible from the street and appropriately scaled to the building
- Signage that is attractively integrated into the architecture of the building, including the window area, awnings or canopies, and entryways, and the removal and replacement of non-conforming signs
- Installation of monument signage, and the removal and replacement of non-conforming signs
- Curbing, irrigation, approved trees, landscaping beds (not including planting material) or other landscape features attached to the building where appropriate, not to exceed twenty percent (20%) of the project budget
- Removal of architectural barriers to public accessibility
- Installation of fire sprinklers or other life-safety systems in historically or architecturally significant building
- Other improvements that meet the objectives of the BIG Grant Program.

Process

1. The Applicant will meet with City staff for initial project discussion and files and application.
2. The Applicant will meet with the BIG Review Committee to discuss property improvements and design alternatives.
3. If necessary, an architect will prepare final designs and submit them to the BIG Review Committee.
4. Upon approval from the BIG Review Committee, the Applicant has 60 days to solicit itemized bids for work to be done.
5. The BIG Review Committee will review/approve the reimbursement amount based on the lowest responsible bid for improvements.
6. **The BIG Review Committee will send the Applicant a “notice to proceed with improvements.”**
7. Applicant, contractor(s), and project architect will hold a pre-development meeting with applicable City staff.
8. **Applicant has 60 days from “notice” to begin improvements** and 9 months to complete improvements after permit is issued. If any design changes occur, the BIG Review Committee must be notified.
9. Applicant notifies BIG Review Committee when improvements are complete.
10. Architect and BIG Review Committee certify that project improvements comply with the approved plans.
11. Applicant submits copy of all paid invoices to BIG Review Committee. The Architect and contract(s) submit letters to the BIG Review Committee acknowledging full payment by the Applicant.
12. City issues rebate check.

Exhibit E – Downtown Co-Marketing Fund

Description

The City of San Marcos Downtown Co-Marketing fund is a marketing program that provides matching advertising funds for downtown businesses to promote their business in areas outside of the San Marcos area. This program is funded by hotel occupancy tax dollars which are generated by guests staying in hotels located within the city limits of San Marcos.

If approved, 50% of total marketing costs will be reimbursed to the applicant. The co-marketing fund is limited to the amount funded by City Council per fiscal year and are available on a first come, first served. The maximum amount of funding per applicant/project is \$5,000.00.

Objective

The Main Street Incentive Grant is designed to impact properties in need of revitalization, resulting in improved exterior visibility and presentation of a property, as well as enhanced occupant safety. The BIG Grant Program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. The BIG Grant Program strives to increase sales and/or revenue for the property owner or tenant.

Business Eligibility

- Individual businesses marketing or collaborations with other downtown businesses or events
- Businesses must be located in the San Marcos downtown area designated by the Main Street Program

Eligible Projects

- **Advertising must include “Downtown San Marcos” or a similar phrase**
- Marketing must be placed in areas outside of the San Marcos extraterritorial jurisdiction and placed at locations that directly meet the Texas Hotel Occupancy Tax Code requirements:
 - The expenditure must directly enhance and promote tourism and convention and hotel industry
 - Promote tourism in the San Marcos area

Process

A business owner must complete an application found at www.sanmarcostx.gov/XXXXXXXXXX.

1. Applicant schedules meeting with program administrative staff and to review the completed application and proposed marketing.
2. Main Street Program and Convention and Visitor Bureau will review applications monthly. If approved, funds will be processed once the invoices have been paid by the applicant.

Exhibit F – Economic Development Supplemental Fund

Description

The Economic Development Supplemental Fund (the Fund) was established to complement other economic development incentive tools in this Policy.

Objective

The Fund supports new and expanding business opportunities by providing additional incentives for projects that have qualified for Chapter 380 Economic Development Incentives from the City of San Marcos in one of the following targeted industries, provided the facilities create or retain primary jobs:

- Aerospace: Aviation, design and production of aircraft, space mission, and national defense and security-related products and parts
- Business Services and Support: Customer care operations, customer support centers, financial transactions processing, shared services, legal services, advertising, public relations, software and computer programming, and consulting operations.
- Destination attractions: Sites leveraging world-class shopping concentrations, natural assets, downtowns, historical districts, and activity centers.
- Materials science: Use of physical and chemical properties of solid materials to create or improve end-products.
- Information technology: Software, hardware, internet applications, computer security, and cybersecurity solutions.
- Life sciences: Biotechnology and environmental sciences.
- Regional distribution: Distribution to the Central Texas market or other parts of the Texas Triangle.

The Fund may be used for the following purposes:

- To fund all or a portion of Qualified Projects that the City Council determines will promote the development of new or expanded business enterprises within the City; and
- By the City Manager, as directed by the **City Council, for the purpose of enhancing the City's** economic development efforts.

Process

The process for approval of the use of the Economic Development Supplemental Fund may include:

- Analysis by City staff, and/or the Greater San Marcos Partnership, and/or the EDSM Board as necessary; and
- Consideration and Final Approval by the City Council.

Exhibit G – Legacy Business Program

Description

The Legacy Business Program includes a registry listing maintained by the City's Main Street, Planning and Development Services, and Economic Development divisions to promote and market the businesses. A business tool kit will also be provided to eligible businesses which will contain services such as lectures, educational seminars, and architectural guidance. Designated Legacy Businesses will also receive priority admission into the City's Small Business Counseling Program.

Objective

The Legacy Business program pays tribute to legendary businesses located in the City of San Marcos. The purpose of the program is to acknowledge the contributions businesses have made to the City's culture and economy. This program aims to champion the continued success of legacy businesses through promotional and educational support.

Eligibility

To be eligible for a Legacy Business Designation, a company must have been in operation in San Marcos for 20 years* or more and meet one or more of the following:

- 1) Owned and operated by successive generations of the same family;
- 2) Perpetuates San Marcos' authenticity through the goods or services it provides;
- 3) Cultivates and sustains traditions and culture through instruction, education and handing down of traditional ways of knowledge;
- 4) Designated San Marcos historic district or designated as a local landmark; or
- 5) Located in a property that is eligible and willing to register the property as a landmark.

Applications to the Legacy Business Program will be reviewed and approved by Legacy Business Team (consisting of a staff representative from Economic Development, Main Street, and Planning) and approval designations will be granted in accordance with the City Council-approved policy.

To add additional support to businesses who have been a staple of the San Marcos community, designated businesses may be eligible for Chapter 380 tax rebates, reduced or waived development fees, or infrastructure assistance in City rights-of-way. Legacy businesses seeking one of these financial incentives would receive a recommendation from the Legacy Business Team to the City Manager for final determination. Any financial incentive given to a business will be performance based and in the form of a reimbursement payment to the company.

*Businesses less than 20 years old may be evaluated on a case-by-case basis with at least two letters of support from the community indicating the business' contribution to the culture and history of San Marcos.

Exhibit H – Main Street Incentive Grant

Description

The San Marcos Main Street program has established the Main Street Incentive Grant to provide financial assistance to property owners or business owners seeking to renovate or restore facades or signage in the Main Street district. The Main Street program will provide a fifty percent matching grant to reimburse up to \$2,000.

Objective

The Main Street Incentive Grant is designed to impact properties in need of revitalization, resulting in improved exterior visibility and presentation of a property, as well as enhanced occupant safety. The BIG Grant Program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. The BIG Grant Program strives to increase sales and/or revenue for the property owner or tenant.

Business Eligibility

- Applicants must be commercial property owners or commercial tenants located in San Marcos within the Downtown district

Eligible Projects

- Façade improvements
- Sign improvements
- Awning improvements

Process

A business owner must complete an application found at www.sanmarcostx.gov/XXXXX. The Main Street Program Advisory Board will review the application and make a recommendation to Main Street staff. Main Street staff will review the application, and the applicant will be notified of the decision.

Exhibit I – Small Business Retention Incentive

Description

Businesses having 1 to 25 full-time employees that have operated with a physical presence in San Marcos for at least 24 months are eligible to apply for the Small Business Growth Program to receive incentives related to remaining in or expanding operations in the City of San Marcos. The City will offer grant funding that will be forgiven if the business remains in continuous operation for at least 24 months after the funding is approved. The funding is considered a grant if the business remains in continuous operation for at least two years but will convert to a loan which must be repaid in the event that a business defaults on the grant terms and conditions.

Objective

The City of San Marcos recognizes the impact of small businesses on the local, regional, and national economy. The following Small Business Incentive Program policy is designed to help support the needs of the San Marcos small business community through flexible, timely assistance. This program assists businesses that are in jeopardy of closing due to external economic impacts by providing them with short-term working capital.

Eligibility

To be eligible for consideration, a business must:

- Be located and have a non-residential location within the corporate city limits of the City of San Marcos;
- Have continual operation of business in San Marcos for at least 24 months before requesting incentives;
- Employ 1 to 25 full-time employees; and
- Demonstrate that the company would otherwise close permanently, relocate to another municipality, or not expand its operations in San Marcos should support not be received from the City.

The City Manager shall have authority to administratively approve incentives targeted to support small businesses to a financial amount not to exceed \$100,000 per business. This incentive shall be in the form of: 1) a one-time jobs-based of up to \$5,000, or 2) assistance with targeted infrastructure in the City's right-of-way.

Only full-time W-2 jobs will be eligible for jobs-based grants. This incentive can fund employee hiring/signing bonuses, relocation bonuses for employees that are moving to take an open position, and employee retention bonuses. There is a cap of \$1,000 per employee. Infrastructure assistance will be only considered for portions within the City's right-of-way.

Business owners must submit a plan for how they will use the monies. Business owners who receive funding will be required to attend a free financial literacy session as part of the City of San Marcos small business counseling program. Employees receiving a grant must reside or be moving within the City of San Marcos zip code of 78666.

Process

Interested businesses must complete an application form found online at www.sanmarcostx.gov/XXXXX. City staff will review the application for completeness and present a recommendation for approval or disapproval to the City Manager within 15 business days of receiving a complete application. Final determination of an incentive amount is at the discretion of the City Manager. Exhibit J – Speculative Buildings

Description

Incentives may be considered for high-quality, speculative new-build construction where less than 50% of the space is pre-leased or owner-occupied. Incentives shall be based on a rebate of property tax and the percentage of property tax rebate decreases as occupancy of the building increases. Except in special cases, the maximum term for consideration is three years.

Objective

The City of San Marcos desires to have an attractive and readily available inventory of buildings for prospective businesses. This incentive considers support for Class A developments that fill a gap in the San Marcos market.

Eligibility

To be eligible for consideration, the project must be located within the corporate city limits of the City of San Marcos or is willing and able to annex into the city limits (in such case, incentives shall be contingent on approved annexation and zoning.)

Evaluation Criteria

- The industry proposed for the speculative space and the type of speculative space being built should fill a gap in the San Marcos market
- Additional environmental and sustainability measures may be required
 - Examples: Energy-efficient lighting, formatting roof for solar panel installation, additional insulating materials, rainwater collection for toilets or landscaping, etc.

Process

Interested businesses must complete an application form found online at www.sanmarcostx.gov/XXXXX and submit to the Greater San Marcos Partnership. The Greater San Marcos Partnership shall run an initial analysis and economic impact report for the projects, bringing City of San Marcos staff into early discussions. Applications will be presented to the Economic Development San Marcos (EDSM) Board to make a recommendation of approval or disapproval to the City Council. The San Marcos City Council shall have final authority to approve or deny applications under this incentive.

Exhibit K – Sustainable Resources Grant

Description

Businesses implementing environmentally sustainable business practices can be eligible for a grant to reimburse for certain projects.

Objective

A key priority for the City of San Marcos is to adopt policies encouraging sustainability. The Sustainable Resources Grant helps small businesses transition to sustainable practices by providing a one-time reimbursable grant of up to \$2,500 for implementing impactful products or services. Eligible projects may support reduction of water or electricity consumption, reduction of single use plastics, installation of xeriscaping, and other environmentally sustainable items.

Eligibility

To be eligible for consideration, a business must:

- Be located and have a non-residential location within the corporate city limits of the City of San Marcos;
- Have continual operation of business in San Marcos for no less than 24 months before requesting incentives.; and
- Employ 1 to 25 full-time employees.

Process

A business must complete the application found online at www.sanmarcostx.gov/XXXXX outlining the proposed project and estimated environmental benefit. Applications will be reviewed by a committee of City staff from Economic Development and Neighborhood Enhancement. After receiving approval for the project, a business will have up to 90 days to fully implement the product or service. Reimbursement will be made following confirmation that the project is complete.

Item 3. Hold discussion regarding adoption of bylaws for the Economic Development Board, subject to approval by the City Council Audit and Finance Committee, and provide direction to staff.

Background:

There is not currently a signed and approved copy of bylaws for the Economic Development Board with the city clerk's office. There is a standard template pre-approved for board and commissions to adopt; however, amendments to this standard template are necessary due to the composition of the board and because the board meets at different times throughout the year in response to incentive requests. Those suggested amendments are identified in red.

Next Steps:

Any changes to the pre-approved template will need to go before the City Council Audit and Finance Committee. If the Audit and Finance Committee approves, the bylaws will be brought back to the EDSM Board for a vote to become effective.

BYLAWS OF THE ECONOMIC DEVELOPMENT BOARD

ARTICLE 1. NAME.

The name of the board is Economic Development Board. It is commonly referred to as “EDSM.”

ARTICLE 2. PURPOSE AND DUTIES.

- (A) The economic development board will provide advice to the city council on economic development matters and policies.
- (B) The board will provide coordination and oversight for agreements between the city and the Greater San Marcos Partnership for economic development services as follows:
 - 1. The board will make recommendations to the city council on award, renewal, and extension of the economic development services contract with the Greater San Marcos Partnership.
 - 2. The board will receive an annual report of all active incentive agreements.
 - 3. The board will have other powers and duties as provided by the city council.

ARTICLE 3. MEMBERSHIP.

- (A) The board is composed of 13 members consisting of 12 voting members and one non-voting member. **Eight must be residents of the city.** Members are appointed **and/or confirmed** by the city council.
- (B) A member serves at the pleasure of the city council.
- (C) **Qualifications/Composition of the EDSM Board:**

No. of appts.	Position/Representing
1	CEO or senior management staff member of financial institution working in the city
1	CEO or senior management staff member of large company (100+ employees) working in the city

1	CEO or senior management staff member of a medium company (26—100 employees) working in the city
1	CEO or senior management staff member of manufacturing firm working in the city
1	Citizen at-large
1	City council member (ex officio voting member)
1	City manager (ex officio voting member)
1	Hays County (designated by commissioner's court and confirmed by council)
1	President of the Greater San Marcos Partnership (ex officio non-voting member)
2	Small business owners with (1—25 employees) in the city that are citizens of San Marcos
1	San Marcos Area Chamber of Commerce Representative (designated by the chamber of commerce and confirmed by the council, must be a resident of the city)
1	San Marcos Consolidated Independent School District (SMCISD) Representative (designated by SMCISD and confirmed by council.)

- (D) Board members, **other than the ex officio members**, serve for **staggered** 3-year terms beginning March 1st on the year of appointment. If a member is appointed to fill a vacancy, the term begins on the date of appointment.
- (E) All vacancies shall be filled as provided for by Section 2.071 of the City Code.
- (F) An individual board member may not act in an official capacity except through the action of the board.
- (G) Attendance at board meetings shall conform to the requirements outlined in Section 2.069 - Absence from meetings of the City Code.
- (H) A member who seeks to resign from the board shall submit a written resignation to the chair of the board, the staff liaison, or the city clerk's office. If possible, the resignation should allow for a thirty-day notice so the city council can appoint a replacement.

ARTICLE 4. OFFICERS.

- (A) The officers of the board shall consist of a chair and a vice-chair.
- (B) Officers shall be elected annually by a majority vote of the board at the first regular meeting after March 1. In the event a current officer becomes ineligible to serve as an officer, the board may hold an election at the next regular meeting agenda.
- (C) The term of office shall be one year, beginning April 1st and ending March 31st.
- (D) A member may not hold more than one office at a time.

ARTICLE 5. DUTIES OF OFFICERS.

- (A) The chair shall preside at board meetings, approve each final meeting agenda, and execute approved meeting minutes.
- (B) In the absence of the chair, the vice-chair shall perform all duties of the chair.
- (C) In the absence of both the Chair and the Vice-Chair, the board should elect an interim chair for that meeting, or until the Chair or Vice-Chair arrives.
- (D) The Chair is responsible for promoting and maintaining order in meetings. The Chair should ensure adherence to the agenda for the meeting.
- (E) The Chair should control discussion to ensure that it focuses on the issue and not on any person. Personal remarks and attacks are not permitted.

ARTICLE 6. AGENDAS.

- (A) The following general order of business should be used for regular meetings of the board:
 - 1. Call to order
 - 2. Roll call
 - 3. Citizen Comments – 30 minutes, 3 minutes per speaker
 - 4. Consent Agenda (includes routine items such as minutes from the previous meeting which normally do not need separate discussion)
 - 5. Presentations and/or Public Hearings
 - 6. Items for action or discussion/direction
 - 7. Reports (report items should be listed individually as needed to comply with Open Meetings Act requirements)
 - 8. Items for future agendas
 - 9. Executive Session (in accordance with Open Meetings Act exceptions)
 - 10. Question and Answer Session.
 - 11. Adjournment
- (B) The board may only discuss or consider an item that is stated within the assigned scope of work or charge of the board as provided in Article 2.
- (C) The chair or two or more members may place a discussion item on an agenda for a regular board meeting no later than 10 business days prior to the meeting. If two or more members wish to place a discussion item on a meeting agenda, they must separately contact the staff liaison by written request.
- (D) After first consulting with and receiving input from the staff liaison, the chair shall approve each final meeting agenda. The chair may not remove an item placed on an agenda by prior direction of the board under subsection (C) above, or placed on an agenda as a discussion item by two members under subsection (C) above.

- (E) The staff liaison will submit the meeting agenda to the City Clerk's Office for posting no later than 72 hours before the meeting. If the 72 hour deadline should fall on a weekend or holiday it is the responsibility of the staff liaison to provide the meeting agenda to the City Clerk's Office by 4:30 p.m. on the last business day before the weekend or holiday.
- (F) Posting of the agenda must comply with Texas Government Code Chapter 551 (Texas Open Meetings Act).

ARTICLE 7. MEETINGS.

- (A) The board meetings shall comply with Texas Government Code Chapter 551 (Texas Open Meetings Act).
- (B) The board will conduct its meetings by the rules of common courtesy and procedure identified in Article 10.
- (C) The Chair should introduce each item as it appears on the agenda, and in the order in which it appears on the agenda. The Chair may allow items to be considered out of order with the informal consent of the board.
- (D) The following types of actions may be taken or motions can be made during a meeting:
1. **Approval** - Means the item is approved as proposed.
 2. **Conditional approval** - Means approval for the item will take effect upon the occurrence of the conditions.
 3. **Approval as amended** - Means the item is approved with changes from the original proposal.
 4. **To Table** - Means to temporarily delay the consideration of the item while another item is brought up for consideration.
 5. **Remove from Table** - Means to bring back the previously delayed item for consideration.
 6. **Postpone** - Means postponement of consideration of the item, either until a definite time, or indefinitely. Action on the item at a subsequent meeting requires the item to be placed on the agenda for that meeting.
 7. **Reconsider** - Means to reopen discussion of an item that was already acted upon. Reconsideration may only occur at the same meeting, or at the next meeting after the one at which the original action occurred. A motion to reconsider may only be made by a person who voted on the prevailing side on the original action. Reconsideration of an item at a subsequent meeting requires the item to be placed on the agenda for that meeting.
 8. **Withdraw** - Made by the person who made the motion. Does not require a formal vote unless a member objects to the withdrawal.
 9. **Close debate ("calling for the question")** - Requires a motion and second and 2/3 vote. If it passes, a vote is then taken on the motion that was under discussion, without further debate. If it fails, debate resumes on the motion that

was being discussed.

10. **Amend** - Usually consists of striking out, inserting, adding, or substituting words, sentences or paragraphs to the subject of the original motion. This motion is voted upon separately from the original motion. Note: A friendly amendment, agreed to by persons who made and seconded a motion, does not require a separate vote from the original motion.

11. **Recess** - A temporary break in a meeting may be called by the Chair. This does not require a formal vote unless a member objects to the recess.

12. **Limited discussion or debate** - The Chair may establish a reasonable time limit for consideration of an item, or a reasonable time limit on each person addressing the board, or upon each board member who comments on an issue. This does not require a formal vote unless a member objects to the limits.

(E) In accordance with the Open Meetings Act, discussion and action is limited to the items listed on the agenda for a meeting. Discussion of any subject not listed on the agenda must be limited to whether to place the item on the agenda for a future meeting.

(F) Board meetings will adhere to Sec. 2.045. - Rules of decorum for city council and city board and commission meetings of the San Marcos City Code.

(G) The board shall have at least four meetings per year, and will meet at least once per quarter, and as needed. In October of each year, the board shall adopt a **preliminary** schedule of the meetings for the upcoming year, including makeup meeting dates for the holidays and cancelled meetings.

(H) Special meetings of the board shall be called by the staff liaison upon the written request of the chair or any three members of the board. A board may not call a meeting in addition to its regular scheduled meetings **as identified in its adopted meeting schedule**, more often than once a quarter, unless the meeting is required to **timely consider a recommendation for a request for economic development incentives, or to** comply with a statutory deadline or a deadline established by Council.

(I) Executive sessions are permitted only when they have been posted in advance and conform to those requirements of the Texas Government Code Chapter 551 (Texas Open Meetings Act) which pertain to executive sessions.

(J) A majority of the voting membership of the board members constitute a quorum.

(K) If a quorum for a meeting does not convene within one-half hour of the posted time for the meeting, then the meeting is deemed cancelled.

(L) To be effective, a board action must be adopted by an affirmative vote of the number of members necessary to provide a quorum.

(M) The chair has the same voting privilege as any other member.

- (N) The board will allow citizens to address the board during a period of time set aside for citizen communications during their regular meeting. Each speaker will be limited to three minutes.
- (O) The staff liaison shall prepare the meeting minutes. The minutes of each board meeting must include the vote of each member on each item before the board and indicate whether a member is absent or failed to vote on an item.
- (P) The city clerk shall retain agendas, approved minutes, internal review reports and bylaws. The staff liaison shall retain all other board documents. The documents are public records under Texas Local Government Code Chapter 552 (Texas Public Information Act).
- (Q) The chair shall adjourn a meeting not later than 10 p.m., unless the board votes to continue the meeting.

ARTICLE 8. RECOMMENDATIONS.

- (A) The board is encouraged to provide the city council with advisory recommendations on matters of city policy within their purpose and duties provided in Article 2 as necessary.
- (B) The staff liaison must submit a policy recommendation that has been approved by a majority of the membership in the form of a resolution to the city clerk and city manager for distribution to the city council.
- (C) The board will submit an annual report to the city clerk by February 28 of each year.

ARTICLE 9. COMMITTEES.

- (A) The Economic Development Board does not have any standing committees, but may have ad hoc committees as necessary.
- (B) Each committee must be established by an affirmative vote of the board. Each committee shall consist of at least three board members approved by the board staff member shall be assigned to each committee by the City Manager's Office.
- (C) A committee may designate a chair, with the member's consent, but is not required to do so.
- (D) Quorum requirements do not apply to committees.
- (E) Committees are not required to post their meetings in accordance with the Texas Government Code Chapter 551 (Texas Open Meetings Act). A quorum of the membership is not allowed to be present.
- (F) Each committee shall update the board at least quarterly on their work.

ARTICLE 10. RULES OF COMMON COURTESY AND PROCEDURE.

- (A) During meetings, members shall preserve order and decorum, shall not interrupt or delay proceedings.
- (B) Members shall demonstrate respect and courtesy to each other, to city staff members, and to members of the public appearing before the board.
- (C) Members shall refrain from rude and derogatory remarks and shall not belittle staff members, other board members, or members of the public.
- (D) The Chair should exercise control over persons who abridge this policy or disrupt a meeting in the following ascending order of action:
 - 1. Call the person to order, advising the person of the infraction.
 - 2. Advise the person that the infraction must cease immediately or the person will be ordered to leave the meeting.
 - 3. Order the person to leave the meeting. If the offending person is a member of the board, the Chair shall call for a vote on the expulsion of the member from the meeting.

ARTICLE 11. AMENDMENT OF BYLAWS.

A bylaw amendment is not effective unless approved by the Council Audit and Finance Committee.

The bylaws were approved by the Economic Development Board at their meeting held on _____, 2022.

Signature of Staff Liaison

Title of Staff Liaison