

part five: implementation



5.1 downtown revitalization

Seguin's Downtown should serve as the primary hub to which the rest of the City responds, as befitting Downtown's position as the point of confluence of transportation routes and the central element in urban revitalization.

Downtown sits at a crossroads- figuratively and literally speaking- in Seguin's urban condition. As the point of confluence of the major transportation routes of the City, and as the central element in the range of urban growth, downtown should serve as the primary hub to which the rest of the City responds, rather than a pocket lost within an ever-expanding urban fabric.

In order to attract investment and activity to Downtown Seguin, a revitalization strategy is needed that will address the physical and programmatic initiatives needed to position downtown for positive economic growth and redevelopment. The five principle initiatives that lead to a revitalized downtown include:

- Redefining the ground plane
- Facilitating connectivity
- Orienting the built fabric to downtown streets
- Enhancing the public realm
- Establishing a revitalization strategy



Figure 1. Creating a vibrant space that encourages downtown visits, downtown stays, and downtown spending.

Redefining the Ground Plane

A ground plane is a common reference surface upon which buildings, movement (vehicular and pedestrian), and human activities reside, and that has not been vertically subdivided by offsets that spatially separate these functions. Sidewalks, curbs, streets, parkways, etc. constitute normal demarcations of subdivision which separate these elements, creating isolated spatial envelopes with specialized functions. A common ground plane removes such subdivisions and brings these functions together in an urban context.

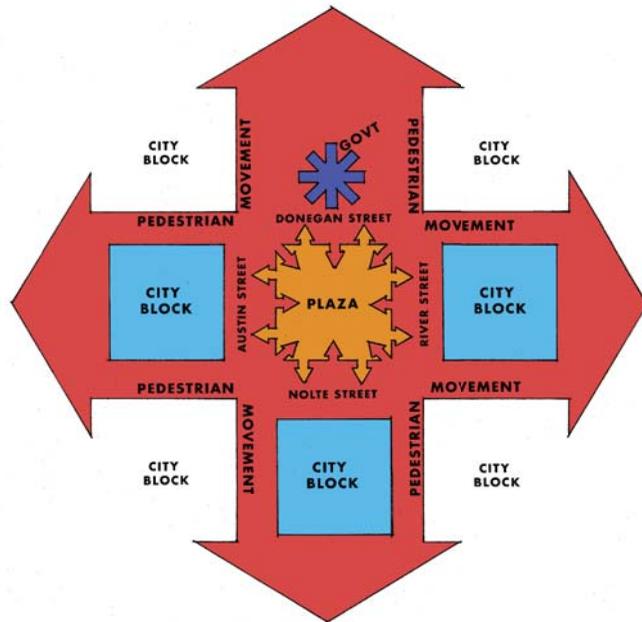


Figure 2.

Historic Condition

Early photographs of Texas squares and plazas show a rich and heavily used street where horses, cars, wagons, and people shared the street space. The street is not the directed space one sees today. In fact, the street as a defined corridor often did not exist. The ground plane passing from the building to the square had no offsets (curbs). Therefore, all activity in the downtown square shared a common ground plane. It is hard for a square not to become an island when hemmed in by directed streets. Restoration of square activity requires restoration of the shared ground plane that invites integration with adjacent activity.

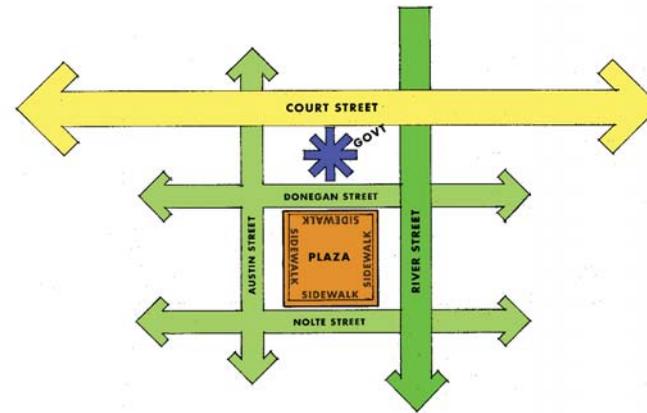


Figure 3.

Existing Condition

Present isolation of the downtown square is caused primarily by the reasons illustrated in this diagram. The plaza is rimmed by major streets (directed movement), sidewalks, and increased vertical expression of the streetscape (lights, trees, and curbs). These elements amplify the isolating effect of these barriers that are placed between the square and surrounding downtown activity.

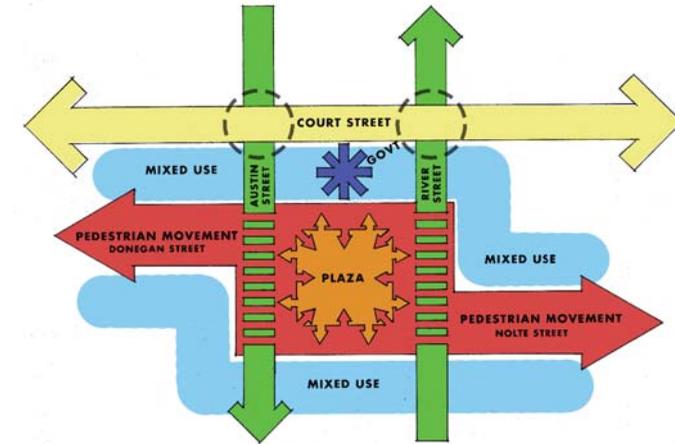


Figure 4.

Future Condition

Overcoming the current isolation of the square and nurturing more active use (reminiscent of an earlier time) will require return to a shared ground plane in the area around the square. This makes the square a hub of both pedestrian and vehicular movement. Pedestrian movement extends from Walnut Creek to the Guadalupe River, with connections to both elements by the corridors outlined in the Open Space Plan. Vehicular movement lies within the Austin/River couplet, and buildings fronting spaces with pedestrian activity would be a mix of predominantly retail, entertainment, and residential uses.



Facilitating Connectivity to Downtown

Key to any strategy encouraging reinvestment in the downtown core is restoration of the now lost relationship between local movement and the center of the city. A history of continuously expanding array of by-passes has shifted the major thoroughfares of the city away from the downtown area. Peripheral areas now attract commercial investment, pulling it away from downtown. In the Downtown Plan, there are three main connections between downtown and the major corridors of Seguin (Figure 5), which intersect at the center of the City. Using monumentation to direct movement along these three corridors will restore the hub significance of Seguin's central commercial area. The corridors are as follows:

- Business 90/Court Street, as it merges with IH-10 east of FM725. Traffic flow from IH-10 into downtown will be encouraged when Court Street makes a significant connection west of Highway 123 (see next major corridor identified here). Monumentation of this intersection, indicated by a red dashed circle, will identify it as a downtown link, as well as an eastward extension of Court Street, which will encourage an increase in its regional functionality.
- Business 123 extending from its intersection with IH-10 as it transitions into the Austin/River couplet, intersecting the downtown Square. Monumentation of the IH-10 intersection will identify Business 123 as a downtown link.
- The eastward extension of Court Street to SH-130 is a major connection that allows fluid flow from IH-10 directly into the downtown core. This extension connects to the SH-130/IH-10 intersection, bringing regional traffic (excluding trucks) directly into the downtown core. Monumentation of this intersection marks the end of SH-130 and the approach sequence to downtown Seguin.

Once downtown's significance as a hub is restored, it becomes a structured destination. A destination is a district, and entries to districts are meaningful places for portal monumentation. Portals are located at both the vehicular doorway and the pedestrian doorway to downtown. Vehicular and pedestrian monumentation are different in scale. The red circle in Figure 7 indicates vehicular portal monuments, while the yellow circles indicate pedestrian portal monuments. Vehicular monuments are reminiscent of the town portal monuments located along IH-10. The third type of entry to downtown is represented by yellow squares in Figure 7. These are intersections where enhanced crosswalks should be incorporated to signal transition into downtown Seguin.

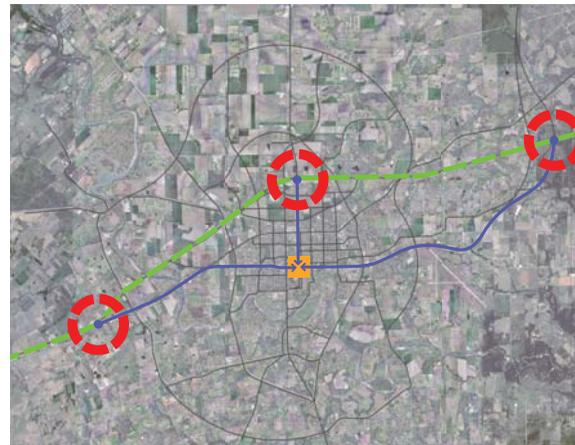


Figure 5. Portals from IH-10 to Downtown Seguin.

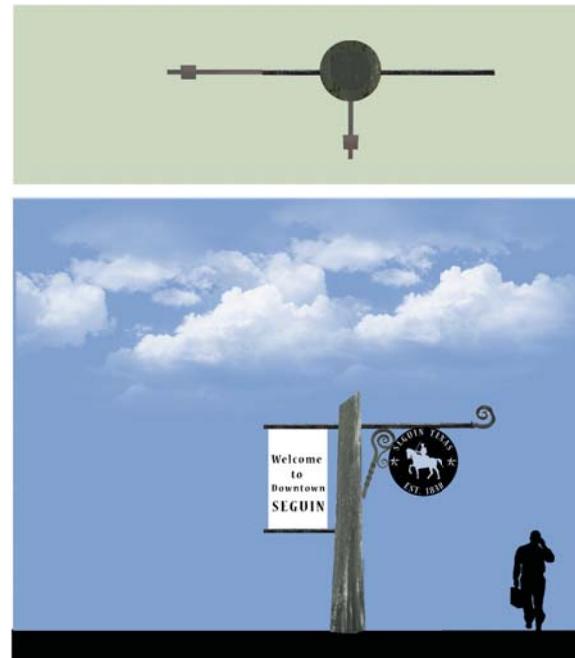
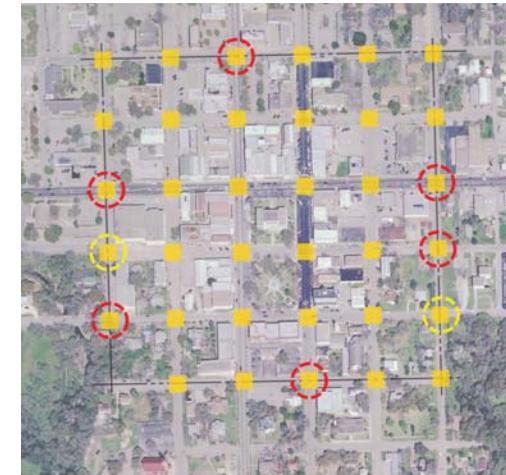


Figure 6. Portal Monumentation for Downtown Seguin.



- Downtown Portal Monumentation
- Pedestrian Monumentation
- Intersection Enhancements

Figure 7. Downtown Seguin Portal Locations.

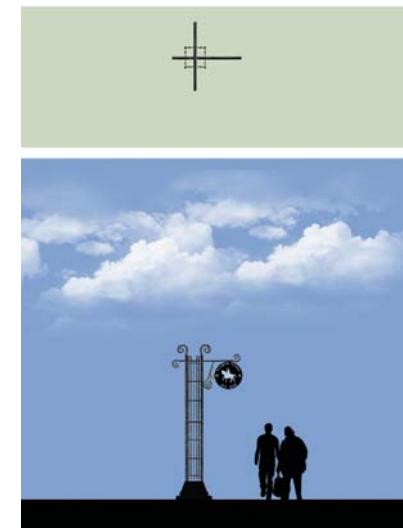


Figure 8. Downtown Signage for Seguin.



Figure 9. Special Event Signage for Seguin.

Orienting the Built Fabric to Downtown Streets

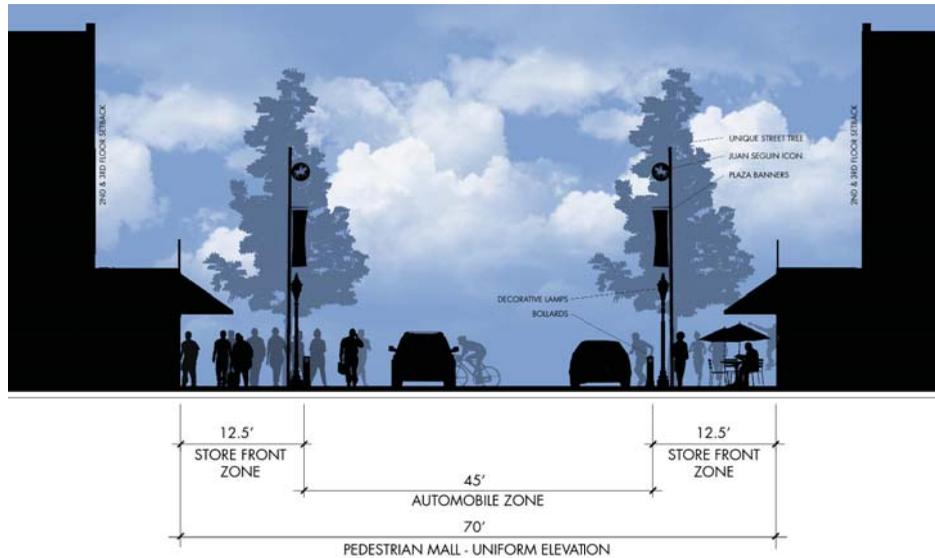


Figure 10.

Shared Ground Plane

Portions of Donegan Street (and Center Street), Nolte Street, and River Street that abut the Courthouse Square, terminating at Walnut Creek on the west and the Guadalupe River on the east, will be raised to the level of the plaza, making a grand traffic table, upon which the traffic lane is defined by bollards instead of curbs. Bollards make the sidewalks space appear wider and, when the area around the square is closed for events, the street, sidewalk, and plaza can become one ground space.

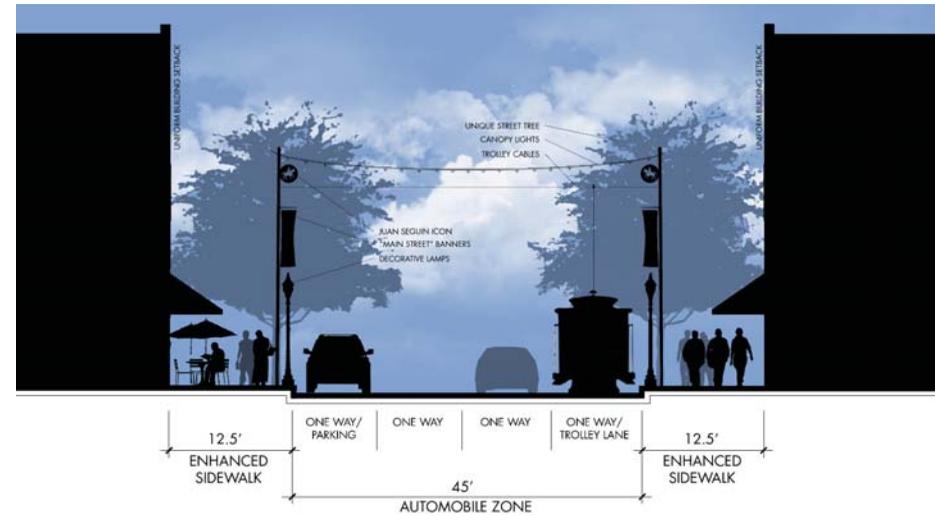


Figure 11.

Enhanced Pedestrian Zone

Those portions of Austin Street and River Street extending north and south of the square continue the enriched pedestrian treatment of the storefront zone of downtown. This zone continues as an enhanced sidewalk, allowing the street to perform a more directed function. The reintroduction of the trolley car along these streets further increases the amount of activity along these streets.



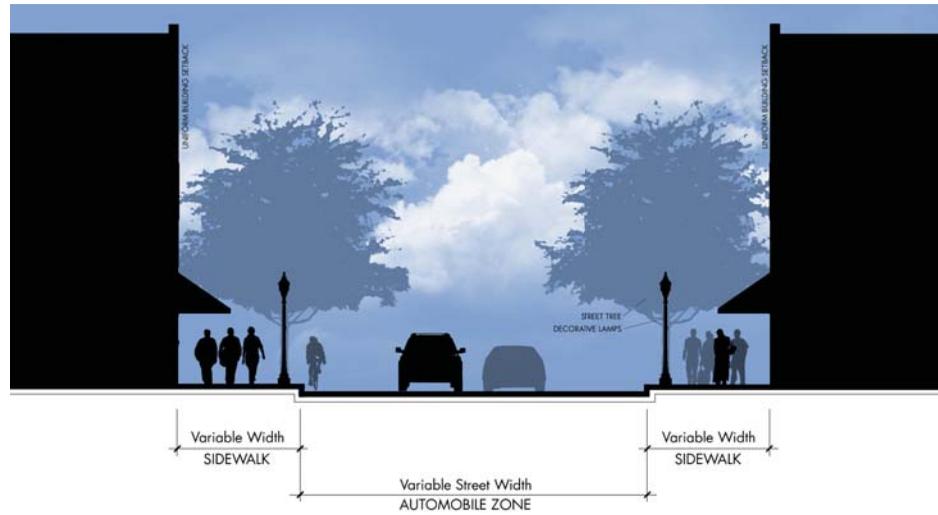


Figure 12.

Enhanced Downtown Streetscape

There are several streets located within the downtown district that are not extensions of the routes adjacent to the square, or are too distant from the square to maintain a strong association with the square. Elements of the plaza streets are used on these streets to establish an overarching and recognizable continuity downtown, indicating the presence of the central square throughout the district. Uniformity in street elements and adherence to streetscape guidelines reinforce the nature of the downtown environment.

Enhancing the Public Realm

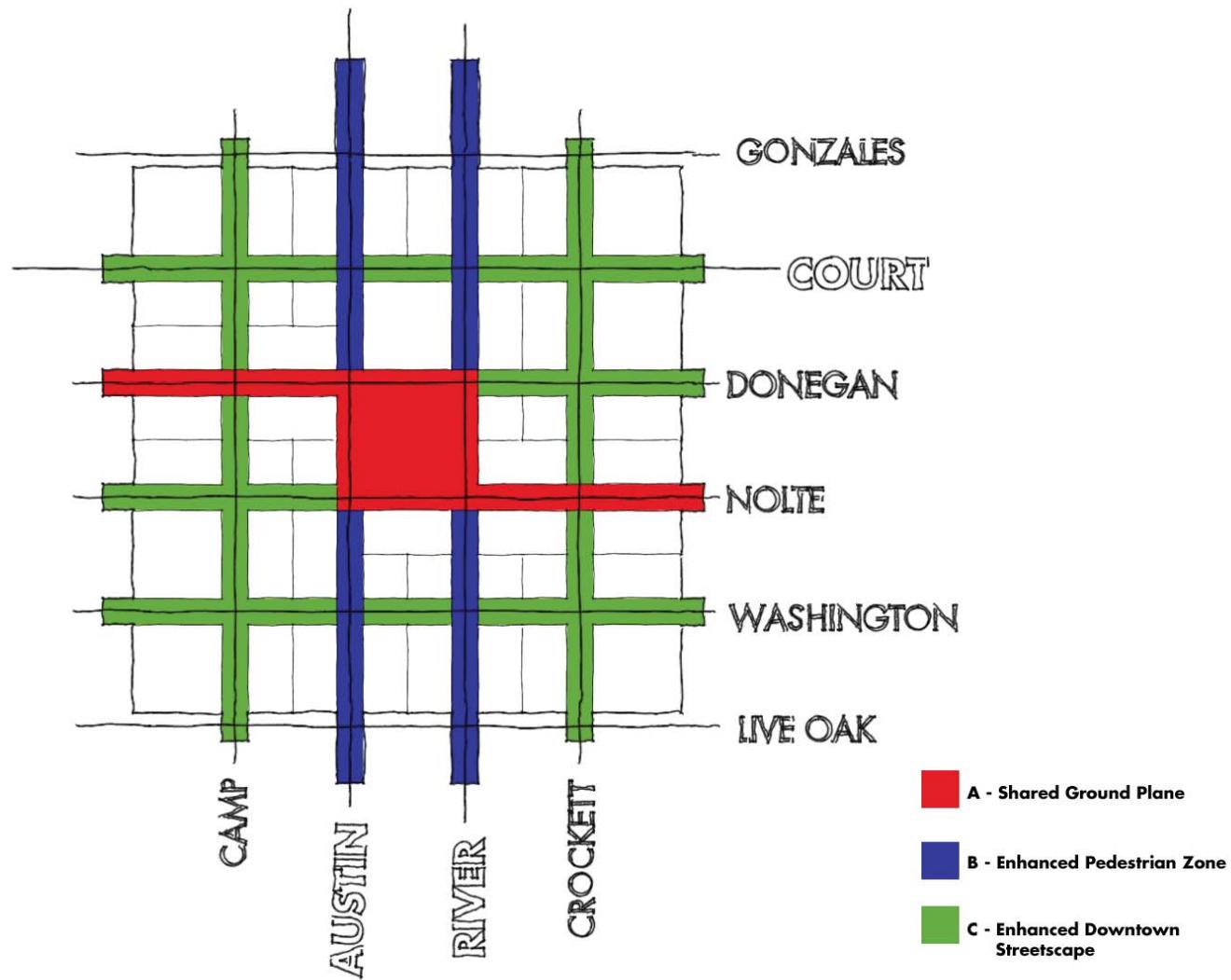


Figure 13. Downtown Seguin Streets.

Figure 13 illustrates those streets receiving a particular thematic and urban design treatment in downtown Seguin. Condition A (See Figure 10, Shared Ground Plane) is the most pedestrian enhanced streetscape. Condition B (See Figure 11, Enhanced Pedestrian Zone) creates a distinctive and enriched pedestrian environment at the store front. Condition C (See Figure 12, Enhanced Downtown Streetscape) establishes a thematic visual identity for the rest of the core area.



Figure 14.

The nature of the street function, as indicated by its design treatment, should influence the land uses that about it. The land uses and street function should be complimentary. Therefore, entertainment retail and specialty retail should be located along streets demonstrating Condition A (see Figure 10, Shared Ground Plane). Specialty retail and service commercial should be located

along streets demonstrating Condition B (see Figure 11, Enhanced Pedestrian Zone). Other permitted uses, such as commercial and office, should be located along streets demonstrating Condition C (see Figure 12, Enhanced Downtown Streetscape). Institutional uses should be focused on the town square, in a traditional Texas fashion.

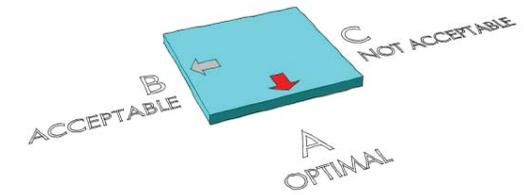


Figure 15. Institutional Fronting Standards.

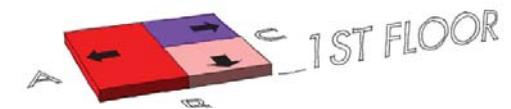


Figure 16. Vertical Zoning, One Story.

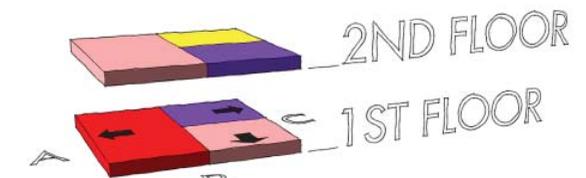


Figure 17. Vertical Zoning, Two Stories.

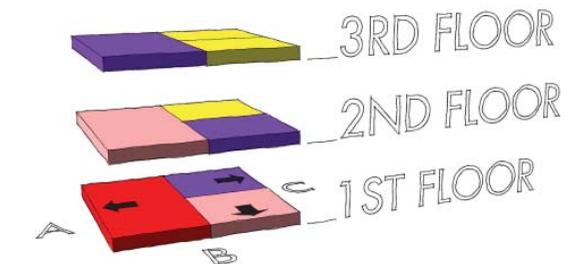
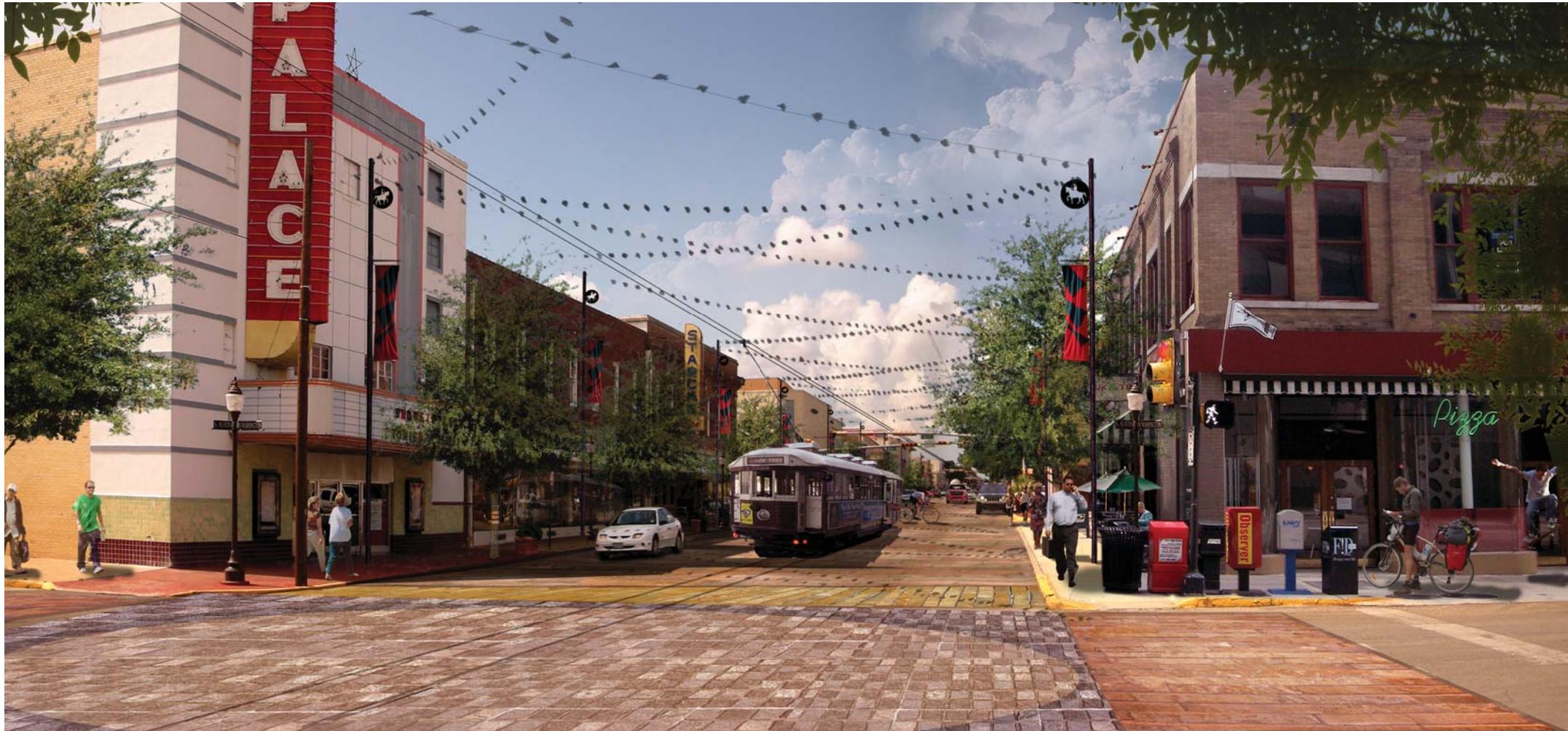


Figure 18. Vertical Zoning, Three Stories.

Figure 19. Downtown Future View.



For Downtown Seguin to succeed as an environment of vibrant commercial and entertainment uses, it must fulfill visitors' expectations as a place rich in visual and physical activity. Movement, information, light, variety, visual complexity, and beauty are all anticipated elements of the core. Movement is reinforced by the trolley, which has its roots in an era of emergent technology and a

rapidly changing urban landscape. Banners and other kinetic elements convey movement. Information is conveyed through signs, banners, kiosks, etc. Light emanates from a generously lit public domain. Variety is appropriately expressed in architectural style, varied height, divergent land uses, mixed activities, and signage. Visual complexity is expressed by marquis signs, material textures,

the juxtaposition of the structured elements and the landscape. Suspended light canopies and centenary wires, along with horizontal variations at the first floor, add to this visual complexity. Beauty is presented in the generous landscape, and artful, decorative street hardware maintains the continuity of street definition.





Figure 20. The intersection of Austin St. and Washington as it exists today.



Figure 21. Downtown Future Phase 1. Planting street trees is an investment that should be made early, along with sidewalk enhancements to facilitate comfortable pedestrian movement along streets targeted for redevelopment.

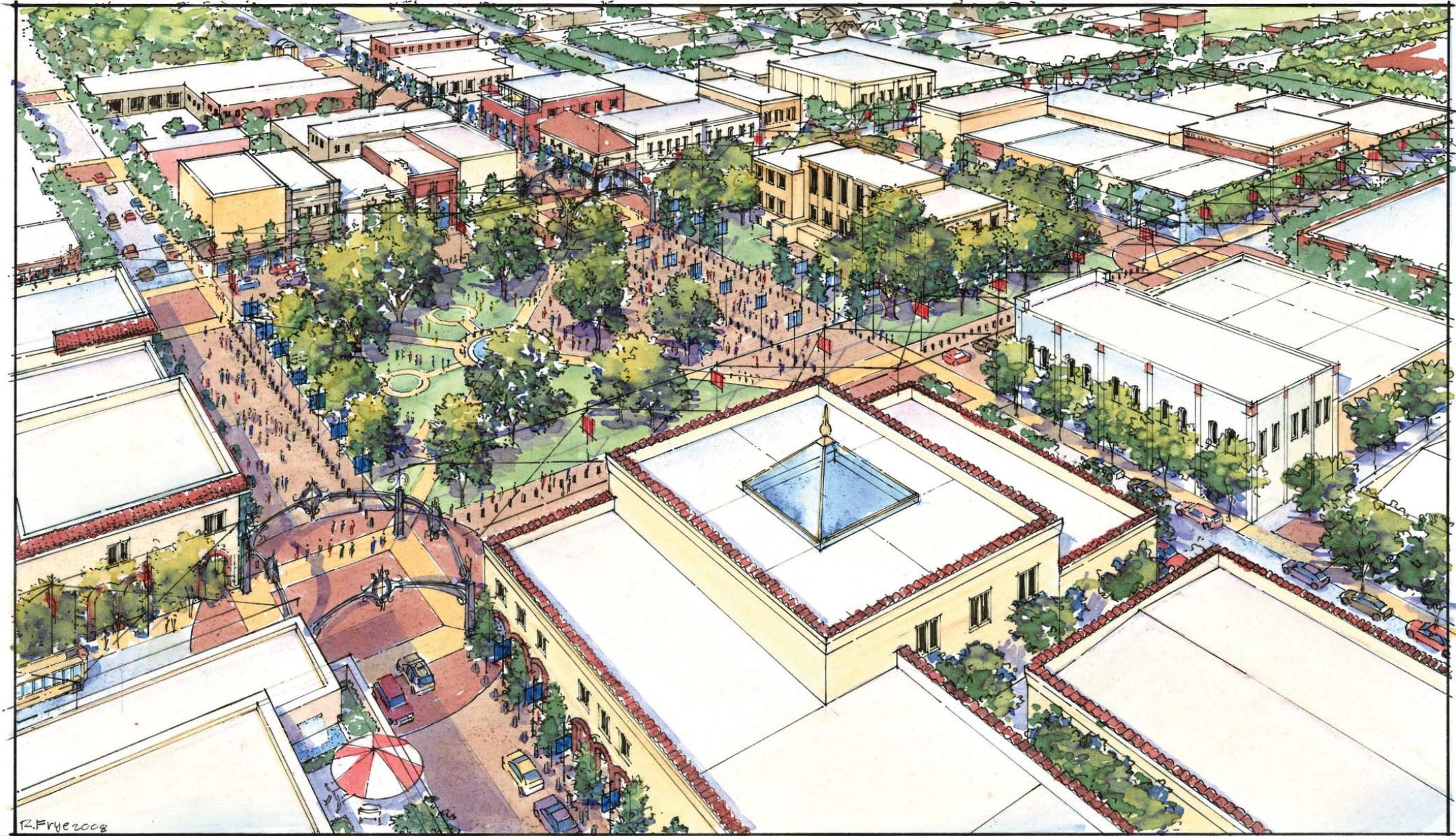


Figure 22. Downtown Future Phase 2. The City should seek to expand on initial public realm enhancements with the addition of thematic banners and icons, pavement improvements, and re-establishment of the trolley line. These improvements will begin to give distinction to downtown as a district and as an easily accessible destination.



Figure 23. Downtown Future Phase 3. As new development occurs, guidelines should be in place to preserve the character of the downtown district.

Figure 24. Aerial Perspective Rendering of Downtown Seguin.



R. Fruezo



A Strategy for Downtown Revitalization

Implementation of previously recommended actions that will revitalize Downtown Seguin requires an implementation strategy. Such a strategy will apply the tools of implementation (available to Seguin) through an organizational hierarchy whose related participants have assigned responsibilities that will be executed in a choreographed sequence. Therefore, the attributes of a strategy applied to implementation of the Downtown Revitalization Plan for Seguin are Roles, Relationships, Responsibilities, and Sequence. Additionally, potential district designations that could be useful to Seguin in the Downtown Revitalization activities will be examined. All of these attributes are explained and illustrated in greater detail on the following pages.

DISTRICTS

By creating District Designations for areas within Downtown Seguin, a policy framework can be established that is compatible within the City's larger municipal planning efforts. Special policy parameters, appropriate development activity, and funding mechanisms that are characteristic of special districts in the State of Texas are important considerations in district designations. In this report, eight special districts will be considered, with an included description of their opportunities and constraints. A comparative table of district application in Seguin and a recommendation regarding the most suitable district designations will be included in this section. The districts summarized here include:

- Targeted Planning Zones (Sub-area Plans)
- Design Overlay District
- Historic Districts
- Municipal Management District
- Tax Increment Finance District
- Capital Improvement District
- Public Improvement District
- Business Improvement District

Function	Due Process	Regulatory Control	Shared Governance	Targeted Public Funding	General Public Funding	Premium Funding
Description of Function	Provide public deliberation for the purpose of preventing capricious actions on part of council, while permitting specific actions within a targeted area	Target enforcement or regulatory oversight in a specified area	Establish governmental subdivisions for the purpose of executing specific tasks normally assigned to general governance	Redirect public revenues within a particular zone to a target area/set of targeted projects	Focus general revenues to targeted areas/targeted projects	Create revenue streams in addition to normal public sources
Districts	Land Use areas (entertainment, school, hospital, etc.)	Overlay Districts	Municipal Management Districts	Tax Increment Finance District	Capital Improvement District	Public Improvement District
	Target Planning Zones (Sub-area plan)	Planned Development Districts	Legislated Districts			Business Improvement District
		Historic Districts				
	Reinvestment Zones	Code Enforcement Districts				

Recommended for Downtown Seguin

Figure 25. Possible District Designations for Seguin.

TARGETED PLANNING ZONES (SUB-AREA PLAN)

General Description

Targeted Planning Zones are designated when a particular area required a greater level of detail than can be obtained through a City's Comprehensive Plan or when unique actions are necessary in the area. A Sub-area Plan would remain consistent with the City's Comprehensive Plan and would include tools and mechanisms tailored directly to the targeted area. By designating the area a Targeted Planning Zone, an additional level of public participation, review, and input can be incorporated into the design of the area. After the Targeted Planning Zone is developed, the plan is adopted, implemented, and overseen by the Planning Commission and the City Council. A Targeted Planning Zone could be eligible for Community Development Block Grant funds for activities related to the removal of blight and the provision of low-income housing in the zone.

Description of Functions

- Design review procedures
- Zoning regulations
- Streetscape element standards
- Character and design guidelines
- Development strategies
- Creation of incentives
- Public review and input

DESIGN OVERLAY DISTRICT

General Description

Design Overlay Districts do not change existing, underlying zoning categories, but rather provide requirements and incentives to preserve a defined district form or character and to encourage development of a certain quality. They provide guidance for private entities (developers, designers, and investors) as they embark upon projects in the designated district. It also provides standards for the visual form and appearance to which property owners and occupants must comply, in order to preserve the visual form and overall appearance within the District. Overlay Districts can also be established so as to provide effective land use planning and facilitate traffic flow. Guidelines typically articulated in a Design Overlay District would address such components as:

Typical Elements Defined and Regulated through the Design Overlay District

- Landscaping
- Architecture
- Lighting
- Signage
- Parking lots
- Transportation elements (trails, transit stops, intersections)

HISTORIC DISTRICTS

General Description

The creation of Historic Districts is a way to target the preservation of historic buildings, streets, features, and the fabric of an area. The National Parks Service maintains the National Register of Historic Places, which recognizes districts, sites, buildings, structures, and objects that are significant to American history, architecture, archeology, engineering, and culture. The process of obtaining National Register designation can be lengthy and requires extensive documentation of a site's merits.

The Texas Historical Commission administers the Certified Local Government (CLG) program, which provides support to cities in creating Historic Districts. In order to qualify as a CLG, a city must:

1. Enforce state or local legislation that protects historic properties
2. Establish a qualified review commission composed of professional and lay members
3. Maintain a system for surveying and inventorying historic properties
4. Provide for public participation in the historic preservation process, including recommending properties to the National Register of Historic Places.

Once certified, a CLG becomes eligible for grant funds to support:

- Training for local preservation commissions
- Completing or updating surveys of historic resources
- Producing historical walking or driving tour brochures, videos or other educational materials
- Preparing preservation plans
- Preparing National Register of Historic Places nominations



MUNICIPAL MANAGEMENT DISTRICT

General Description

Municipal Management Districts, also referred to as Downtown Management Districts, can be created within an existing commercial area to finance facilities, infrastructure, and services beyond those already provided by individual property owners, or by the municipality. Municipal Management Districts are created to supplement, not supplant, the municipal services in the designated district. A Municipal Management District actually functions under dual provisions of rights, powers, privileges, authority, and functions. It functions as both a conservation and reclamation district, and as a road and road utility district.

Qualified Projects for Municipal Management District Funding

Municipal Management Districts may enter into projects/provide services related to:

- Landscaping
- Streets/Sidewalks/Signage
- Marinas
- drainage improvements
- pedestrian malls
- solid waste/water/sewer/power facilities
- parks and plazas
- lakes, rivers, ponds, bayous
- recreation/scenic areas
- historic areas
- fountains/art
- off-street parking
- bus terminals, heliports, and mass transit systems
- demolition costs associated with designated improvements
- property acquisition in connection with an improvement project
- supplemental services for improvement projects (advertising, economic development, health and sanitation, security, etc.)
- administrative expenses incurred in district management

Funding options provided through Municipal Management Districts include:

- Self-imposed property taxes
- Special assessments
- Impact Fees
- Other charges to property owners

TAX INCREMENT FINANCE DISTRICT (TIF)

General Description

Tax Increment Finance Districts are useful primarily in the funding of structural and infrastructural improvements within a designated Reinvestment Zone.

Approved Appropriations of Funds

The governing body/board of directors may regulate/restrict the use of land by imposing conditions, restrictions, or covenants that run with the land.

The governing body/board of directors may use funds for project costs that benefit the reinvestment zone, including those relating to:

- buildings, schools, or other educational facilities owned by or on behalf of a school district, community college district, or other political subdivision of the state
- railroad or transit facilities
- affordable housing
- the remediation of conditions that contaminate public or private land or buildings
- the preservation of the facade of a private or public building
- the demolition of public or private buildings
- providing affordable housing or areas of public assembly in or out of the zone
- paying a neighborhood enterprise association for providing services or carrying out authorized projects in the zone
- activities that benefit the zone and stimulate business and commercial activity in the zone

CAPITAL IMPROVEMENT DISTRICT

General Description

The creation of a Capital Improvement District allows cities and counties to provide new public facilities and expand existing facilities in order to accommodate existing and anticipated growth. Funding for these Districts typically stems from capital improvement revenue funds, state and federal sources, grants, development exactions and impact fees, dedications of land, taxes, assessments, and charges. Physical, environmental, and topographical constraints must be considered when designating areas for the expansion of public facilities.

A Capital Improvement District's functions are as follows:

- Prioritize the new public facilities
- Estimate the cost of improvements or repairs
- Analyze the fiscal capacity of the city or county to finance and construct improvements
- Establish financial policies to provide for the funding of improvements
- Schedule the funding, prioritization, and construction of improvements to ensure that public facilities are provided when required based on needs identified in the Comprehensive Plan.

PUBLIC IMPROVEMENT DISTRICT (PID)

General Description

Public Improvement Districts offer cities and counties a means for improving their infrastructure to promote economic growth in a designated area, by levying and collecting special assessments on properties within the city or its ETJ. Public improvements typically funded through use of a PID include improvements in areas such as infrastructure, civic space, and business-related services.

Authorized Improvement Projects

- landscaping
- erection of fountains, distinctive lighting, and signs
- acquiring, constructing, improving, widening, narrowing, closing, or rerouting of sidewalks or of streets, any other roadways, or their rights-of-way
- construction or improvement of pedestrian malls
- acquisition and installation of pieces of art
- acquisition, construction, or improvement of libraries
- acquisition, construction, or improvement of off-street parking facilities
- acquisition, construction, improvement, or rerouting of mass transportation facilities
- acquisition, construction, or improvement of water, wastewater, or drainage facilities or improvements
- the establishment or improvement of parks
- acquisition, by purchase or otherwise, of real property in connection with an authorized improvement
- special supplemental services for improvement and promotion of the district, including services relating to advertising, promotion, health and sanitation, water and wastewater, public safety, security, business recruitment, development, recreation, and cultural enhancement
- payment of expenses incurred in the establishment, administration, and operation of the district

BUSINESS IMPROVEMENT DISTRICT (BID)

General Description

A Business Improvement District (BID) is an organizing and financing mechanism used by property owners and merchants to determine the future of their retail, commercial and industrial areas. The BID is based on state and local law, which permits property owners and merchants to band together to use the city's tax collection powers to assess properties, thereby creating a reliable, multi-year source of funds for economic development. These funds are collected by the city and returned in their entirety to the BID and are used for supplemental services (maintenance, sanitation, security, promotions and special events) and capital improvements (street furniture, trees, signage, special lighting) beyond those services and improvements provided by the municipal government. In essence, the program is one of self-help through self-assessment and business-led management. In the BID era, business leaders assume that by acting collectively they themselves can correct as many of the problems that affect their economic self-interest as they can afford. There are 1,200 BIDs in North America in central business districts and other commercial areas of all sizes, from tiny Hampton, Virginia, to Times Square in New York City.

BIDs typically serve 10 functions:

1. Maintenance. Collecting rubbish, removing litter and graffiti, washing sidewalks, shoveling snow, cutting grass, trimming trees, planting flowers in public places.
2. Security and hospitality. Hiring uniformed security and street "guides" or "ambassadors"; buying and installing electronic security equipment or special police equipment, staffing sidewalk tourism kiosks.
3. Consumer marketing. Producing festivals and events; coordinating sales promotions, producing maps and newsletters; launching image enhancement and advertising campaigns; erecting directional signage.
4. Business recruitment and retention. Conducting market research; producing data-oriented reports; offering financial incentives for new and expanding businesses; marketing to investors.
5. Public space regulation. Managing sidewalk vending, street performances, street furniture, code compliance.
6. Parking and transportation management. Managing the public parking system; maintaining transit shelters; operating ridesharing programs.
7. Urban design. Developing urban design guidelines; managing facade improvement programs.
8. Social services. Creating or aiding help-the-homeless, job training, and youth services programs.

9. Visioning. Developing a vision or strategic plan.
10. Capital improvements. Installing pedestrian-scale lighting and street furniture; planting and maintaining trees and flowers.



ROLES

Roles describe the purpose that each recommended district plays in the implementation strategy. The foundation of the Implementation Strategy is an identification of a set of recommended district designations that can co-exist within the same planning framework and can access many sources of potential funding. Funding is the prime agent that will enable needed physical changes to be made and is also the mechanism by which the public burden of implementation is equitably distributed among public and private participants in the implementation process. Finally, funding is the measure by which return to the implementation participants will be evaluated and decisions to proceed through the implementation process made.

A wide variety of funding mechanisms is recommended in this report in order to capture a broad base of funding opportunities for Seguin's Downtown Revitalization Plan. Using a constellation of compatible districts and organizations allows the City to target as many sources of revenue as possible. The following section provides an overview of these mechanisms and how they may be utilized.

Bonds. Many types of bonds are available for municipal use, and the most important in this redevelopment strategy are revenue and obligation bonds. Revenue bonds are so named because they are repaid by revenues generated by a specified entity associated with the purpose and use of the bond. Government agencies, funds that generate revenues and expenses, and some special districts run by a governmental board, such as Public Improvement Districts, can issue revenue bonds, and these types of bonds can be used for infrastructure and public improvement projects. Obligation bonds are generally repaid by levying property taxes, and they can be issued by most municipal entities. Obligation bonds are useful in special and/or taxing districts, in which the bond is repaid by taxes levied within the district.

Assessments. Assessments are a funding mechanism that collects funds based on the assessed value of properties within an area. A rate is set, such as \$0.20 per \$100 value, which is gathered from all properties in the specified district. The assessment funds can then be used for improvement projects within the district and are typically managed by the municipality and a Board of Directors for the district. Collecting dues from property owners is another method of raising funds for use in a particular district or area. Like assessment funds, dues are used for improvement projects and managed by the City and an advisory board.

Certified Local Government Grant. The Texas Historical Commission awards Certified Local Government Grants to qualifying cities and counties in order to assist with historic preservation efforts. These grants require a cash or in-kind service match from the city or county, and the grants are supplied through federal funds to the National Park Service Historic Preservation Fund. Funds from these grants may be used for personnel training, the creation of historic surveys and/or planning documents, the production of educational materials, and in preparing nominations to the National Register of Historic Places. Certified Local Government Grants are a useful way to support and target local historic preservation activities.

Community Development Block Grants. The U.S. Department of Housing and Urban Development (HUD) awards Community Development Block Grants (CDBG) to municipalities. The funds can be used for a variety of projects that benefit the health and welfare of the community, including the provision of affordable housing, the removal of blight, services for vulnerable populations, and the creation of employment opportunities. In order to receive CDBG funding, municipalities must develop a Consolidated

Plan with goals for the funds and a mechanism for the inclusion of citizen participation. The following are eligible activities using CDBG funds:

- Acquisition of real property
- Relocation and demolition
- Rehabilitation of structures
- Construction of public facilities and improvements, including water, sewer, streets, neighborhood centers, and school building conversions
- Energy conservation and renewable energy resources

Tax Increment Revenue. Tax Increment Financing (TIF) is a mechanism by which a particular area or zone is designated as a redevelopment area. At the time of designation, a baseline property value is established and set for a specified period of time. Revenue from this base property tax continues to be paid to the appointed municipal fund, while the increase in property tax value (or tax increment) resulting from improvements/revitalization is collected in a separate fund. The municipality can then use the funds from the increment for redevelopment projects within the established TIF district. In this situation, tax revenue

	Target Planning Zones (Sub-area Plans)	Overlay Districts	Historic Districts	Tax Increment Finance Zone (TIF)	Capital Improvement District	Public Improvement District
Bonds						
Assessments						
Certified Local Government Grant						
Community Development Block Grant						
Tax Increment Revenue						
Special Taxes						
Fees						
Cost Re-allocation						

Figure 26. Funding Mechanisms Available to Seguin.

from a particular area is concentrated and reinvested back into that area, furthering redevelopment goals. Additionally, the tax increment funds can also be used to repay initial public investment in the TIF zone. This funding mechanism is particularly helpful when used as part of a public-private partnership. If a municipality makes an initial infrastructure investment that makes the area more appealing to private development, the revenue from the private development can be collected in the increment and used to repay the city's infrastructure investment.

Taxes and Fees. Special taxes, such as hotel tax and sales tax, can be collected in a designated area and used to fund development and revitalization activities in that area. Fees for special services could be collected and used to fund revitalization projects in the area where the services are provided. Examples of activities that would be eligible for this type of fee collection include the provision of wireless internet access throughout downtown Seguin, the implementation of trolley fares, and a usage charge for holding special events in the Downtown plaza and other Downtown spaces. Finally, cost reallocation is a mechanism by which private property owners would be responsible for the cost of complying with design regulations specified in particular districts.

RELATIONSHIPS

Relationships describe the interconnection of the internal and external organizational structures that act upon the implementation strategy. Acts (or actions) necessary to implementation include funding, implementation/construction, and maintenance. Gathering/generating funds, expending funds to create value, and maintaining that value is a broad set of relationships that define the interconnecting relationships between those agencies, boards, commissions, committees, associations, and task forces associated within the implementation strategy. To make the collective body of organizations (such as those specified above) functional, it is necessary to set them in a hierarchical association which ultimately defines a community under the leadership of elected officials (the City Council). In this way the operations of the implementation strategy maintain public accountability and respect the rights of public due process and uniform/non-capricious application of laws/policies/procedures.

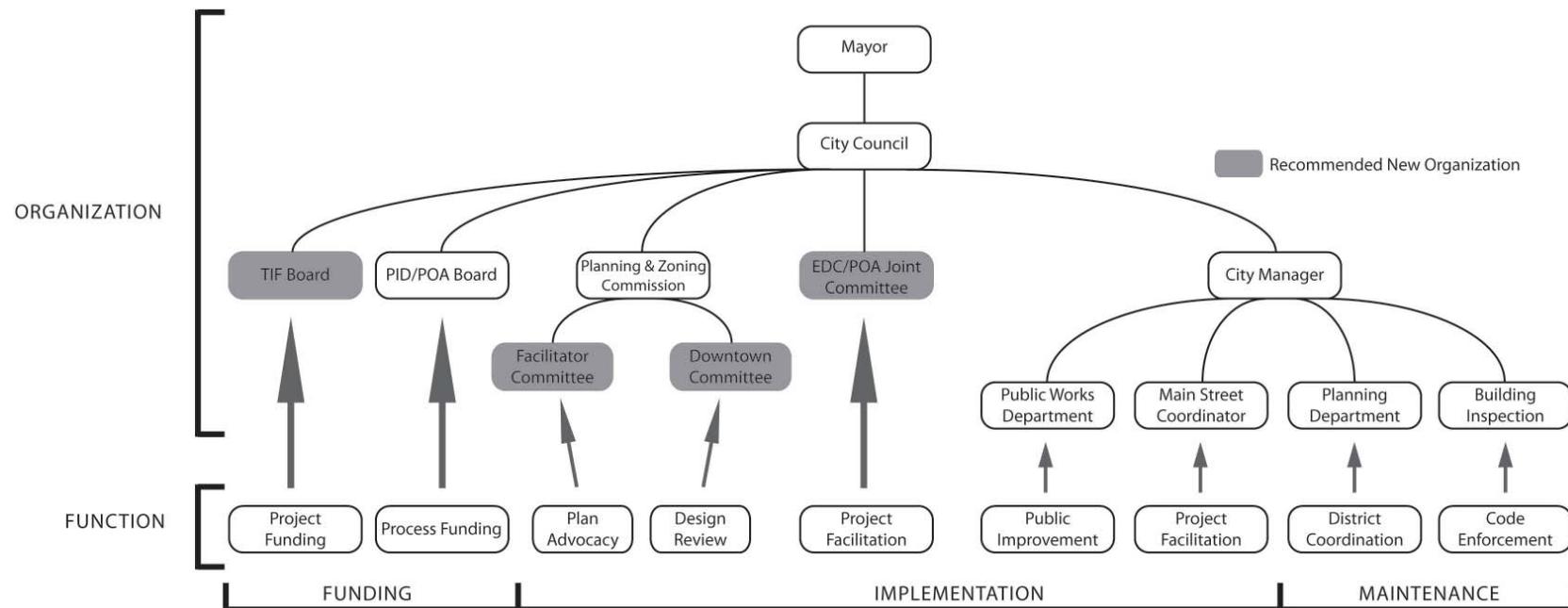


Figure 27. Organization Relationships in Seguin.



RESPONSIBILITIES

Responsibilities describe the actions required of each internal and external organizational structure within the implementation strategy. As described above, required actions generally include funding, implementation/construction, and maintenance. Within this broad categorization are those actions that are highly discretionary and those actions that are ministerial (generally non-discretionary). Due to the array of agencies, boards, commissions, committees, associations, and tasks forces under the City Council (as described above), actions that are most discretionary need to be executed by those closest to public accountability. Agencies, boards, commissions, committees, associations, and tasks forces that are more distant from such accountability must have responsibilities that are more ministerial. A clear assignment of responsibilities within a hierarchical set of relationships protects the entire enterprise of plan implementation from failure to meet its public obligations and facilitates its capability to define financial exposure for private investment.

SEQUENCE

Sequence describes the order of related actions carried out by the internal and external organizational structures (agencies, boards, commissions, committees, associations, and tasks forces) executing their responsibilities within a hierarchical set of relationships. Certain actions must precede other actions and in so doing create the environment in which the following action can be most effective. Understanding sequence also defines time and allows time frame for implementation (an aspect of investment exposure) to be understood. A detailed sequence also reveals what actions are most important at this present time and thereby provides political urgency to the implementation strategy.

The following is a sequence of actions recommended for Downtown Revitalization in Seguin. These actions integrate both public and private actions, involving policy, regulatory, and form-based mechanisms. There are seven recommendations in total.

1. Adopt the Seguin Downtown Revitalization Plan
2. Create special districts
3. Create district committees and boards
4. Craft guidelines and pass ordinances that codify the guidelines
5. Begin detailed design work on the downtown design projects:
 - a. Court Street extension to SH 130
 - b. Creation of the Downtown Plaza Sub-District
 - c. Pedestrian link between Downtown and the University districts
 - d. Extend Walnut Creek improvements to the University area
 - e. Restoration of the Downtown Trolley
6. Define a pilot project to prove the market for Downtown Seguin
7. Begin projects as money becomes available, starting with the Walnut Creek improvements extension and the Downtown Trolley



5.2 urban design elements

Urban Design Guidelines can preserve, enrich, and revitalize historic integrity and economic investment in the City of Seguin.

Urban Design Guidelines should be constructed for the City of Seguin that:

- **Preserve** the historic character and visual identity that must be restored, reconstructed, and perpetuated in Seguin.
- **Infill** the remaining vacant properties (and/or re-use existing properties), while perpetuating the historic character of the City.
- **Provide** spatial opportunities for pedestrian interchange not currently available within the rigidly defined street space.
- **Enrich** the street as a place for pedestrian comfort, beauty, and convenience.
- **Revitalize** investment interest in Seguin, to the extent that greater retail, service, and other commercial activity is present on the street. Such revitalization will require that public and private development bring to the historic streetscape those elements that the marketplace views as desirable.

URBAN DESIGN IN THE PUBLIC REALM

PORTALS

Portals serve as points of entry to an area of distinct identity. When a designated area lacks portals, it is difficult to establish a cognitive structure or have recognition. Portals are essential to the definition of entrance, which is essential to introducing sequence, which, finally, is essential to the experience of arrival and identity. For this reason, establishing portals at key locations (Figure 1) to signify entry to the City of Seguin is critical in the creation of City identity.

The portals to the City of Seguin should:

- Be located along the major freeways that approach the City, namely IH-10 and SH 130.
- Be located within the land use districts designated as "Portal Approachways."
- Be significantly scaled so as to be legible to vehicular traffic, yet proportionate to surrounding fabric.
- Symbolize thematic elements that make Seguin unique.

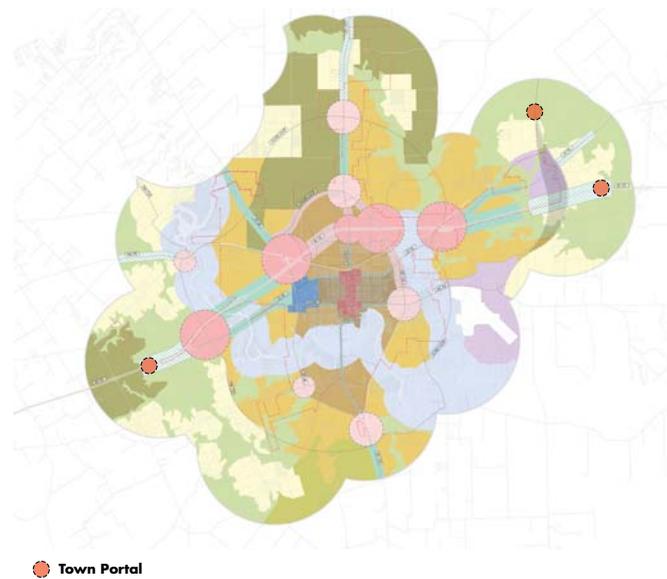


Figure 1. Appropriate Locations for Portals in Seguin.

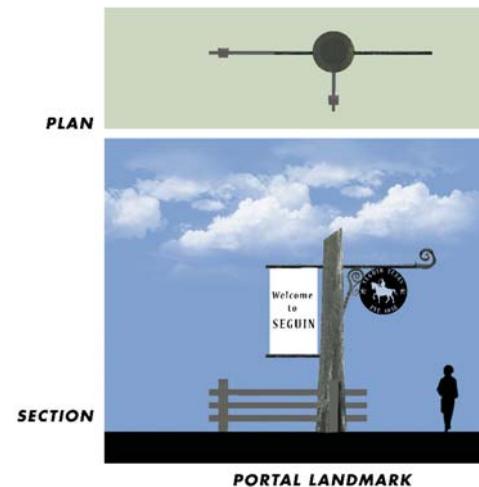


Figure 2. Possible Iconic Portal Monument for Seguin.

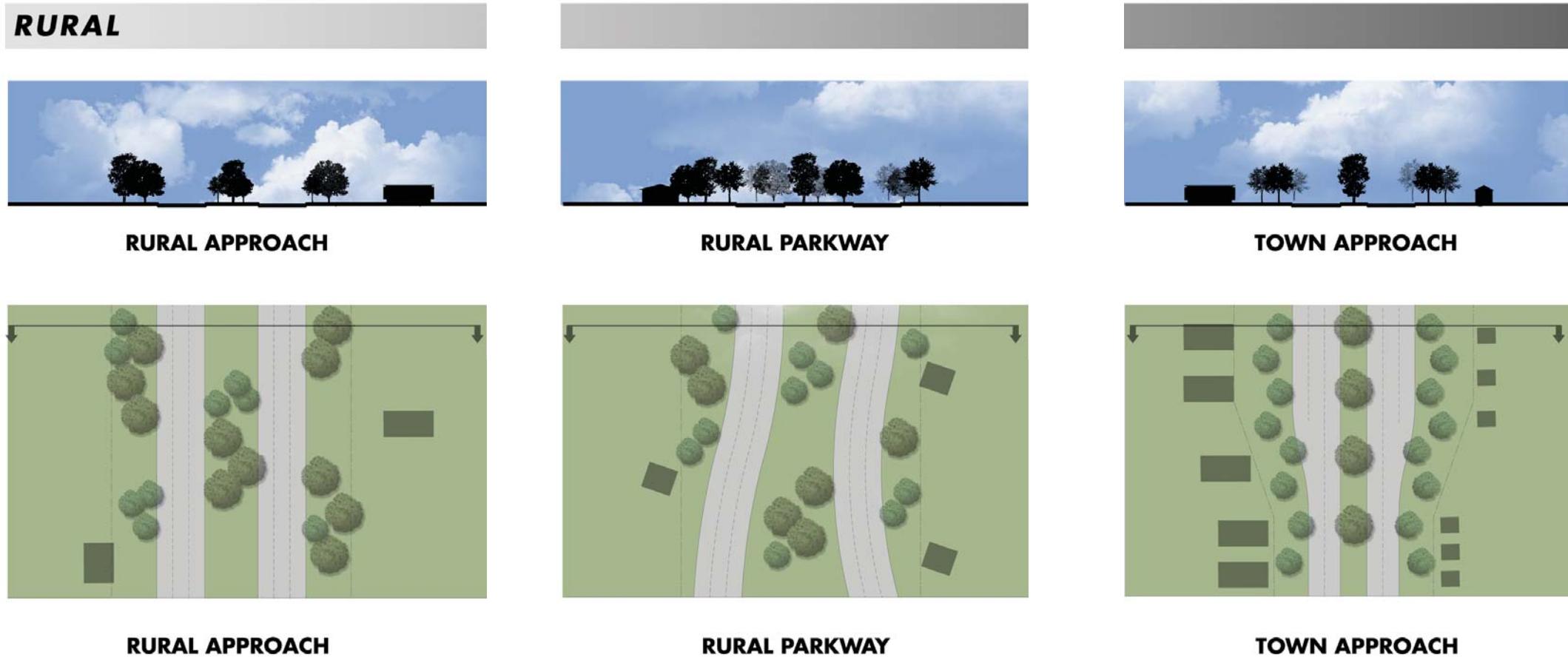
Figure 2 illustrates a possible iconic portal monument for the City of Seguin. It is constructed out of concrete, symbolizing the prevalent use of this material in earlier days. The Live Oak tree intertwined with a fence post depicts the interface of agriculture and the natural landscape, and the symbolic Juan Seguin on horseback serves as a unifying design feature to provide contiguity with other streetscaping elements throughout the City of Seguin.

STREETS

Definition of elements within the Public Realm aids in the visual continuity of urban form. Streets are among the most common elements within the public space, and therefore can significantly communicate a sense of city identity when organized into a hierarchical system. Transitions among street types aid in recognition of districts within the City, as well as approach, arrival, and function. The Streets of Seguin have been organized into a hierarchical system, based on orientation of the three major elements: the street space, the built fabric and the landscape. The interchange between these three elements is what creates the distinctive characteristics of each street type in the system. The seven thematic thoroughfare types are indicated in Figure 3 (following pages), with corresponding captions providing greater detail.



Figure 3. Thematic Thoroughfare Types for Seguin.



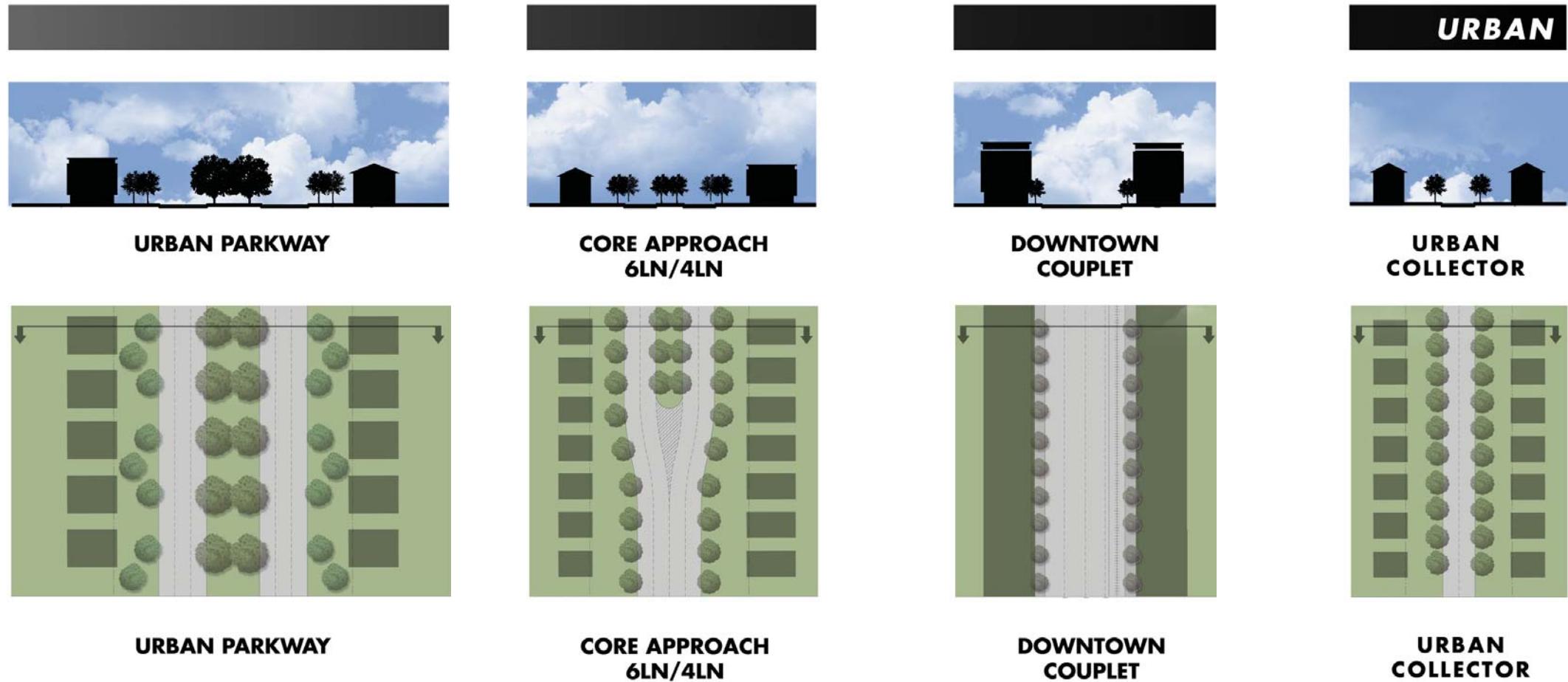
The streets designated as Rural Approach introduce Seguin as a distinct place of arrival by visually separating the city from the fringe context of adjacent activities. The Rural Approach seeks to convey a largely undeveloped condition with undisturbed land forms and drifted plant communities. Buildings are randomly placed, relative to the road. Fences are a rural, transparent variety, if present at all. Trees are naturally clustered and accompanied by understory growth, punctuating the agrarian landscape characteristic of the Seguin area. The road is a divided section, with a wide median, so that the pavement width apparent to any car is rural in scale. Natural tree drifts occasionally cross the road, so that the road does not define the landscape form. In Rural Approach Streets, no free-standing commercial signage is permitted within 200 feet of the right-of-way.

Parkways are intended to be experiential pathways. Therefore the dynamics of movement, encounters with landforms, and changes in corridor definition are important in effecting experience along these pathways. The Rural Parkway should have horizontal and vertical undulation that creates a wide and variable median. The divided lanes should not be parallel for any great distance, so that the landforms and natural landscape are more influential on the design and the driving experience. Trees should be planted in drifts, which can flow across the roadway, and should exhibit a degree of vertical complexity. Buildings should be sited without reference to the road, and the rolling ground plane should continue in the median. Distinctive natural features, such as a pond or significant tree stand, should be preserved to make the Rural Parkways unique. In Rural Parkways, no free-standing commercial signage is permitted within 200 feet of the right-of-way.

The Town Approach Streets initiate the visual sequence that ultimately terminates at the downtown square. The Town Approach Streets transition from the rural street character of the Rural Approach to the more urban character of the Core Approach. Within the Town Approach, drifted trees transition to a more organized geometry of offset pairs, and the landscaping in the median becomes a regular geometry of uniformly spaced trees in a linear formation. This announces the forthcoming urban condition, and responds to the introduction of a narrower median. Buildings begin to establish a more orthogonal relationship to the street, while landscaping is still generous between the buildings and the street. Interfacing site landscape has a more ornamental character. Street lighting is more closely spaced, using the thematic City light and luminaire standard.



Figure 3. Thematic Thoroughfare Types for Seguin (continued).



Urban parkways are the street type found along the Inner Loop. As a parkway, the road has an experiential function. Here, that function is urban identity. The distinct identity of this parkway is conveyed through organized geometries of regularly spaced, paired trees, and an orthogonal relationship of buildings to the street. Thematic urban parkway lighting standards, uniformly spaced and placed so that banner arms display banners to the street, are characteristic of Urban Parkways, as are distinctive exit signs and way-finding signs that identify key destinations by name.

The Core Approach directs traffic to the point of arrival in Downtown Seguin. As such, the Core Approach visually culminates the approach sequence, transitioning from suburban to urban. Trees are placed in strict uniformity. Buildings have an orthogonal relationship to the street, with small to non-existent yard interface. Thematic lighting is more closely spaced, and equipped with banner arms. Directional and interpretive signage is brought to the street, along with information kiosks. Decorative sidewalks and crosswalks also characterize the Core Approach Streets.

The Downtown Couplet is the combined function of River Street and Austin Street, functioning in a couplet configuration. The couplet is a variation of the Core Approach, so attributes of the Core Approach are evident here as well. Trees are uniformly placed, and buildings maintain a strict orthogonal relationship to the street. The yard interface is minimal if existent at all. Thematic lighting is closely spaced, and equipped with banner arms. Directional and interpretive signage is mounted to thematic standards, and informational kiosks, decorative sidewalks, and decorative crosswalks are also incorporated.

Urban Collectors are the general streets of downtown, and are distinguished by uniform/orderly tree placement. Buildings are arrayed in strict orthogonal relation to the street, with little to no yard interface. Closely spaced thematic lighting is found in the commercial areas, while intersection lighting alone is found in residential areas. Directional, informational, and interpretive signage is found within the street space of Urban Collectors.

ADDITIONAL ELEMENTS OF CONTIGUITY

Sidewalks. Sidewalks are the major pedestrian accommodation in Seguin, and also provide needed elements of continuity throughout the City. Two classes of sidewalks should be developed for the City of Seguin.

1. Signature sidewalks should be defined for the following parts of town:
 - Town Core District (including Downtown and the Station District)
 - University District
 - Retail area at the intersection of Court St. and Hwy 123
 - Centers of the Regional Nodes
2. Standard Sidewalks should be defined for the remaining areas of Seguin, including communities

Monumentation. Thematic elements for the City, such as Live Oak trees, Pecan trees, the Guadalupe River, and lime-crete, are all considered historically significant materials in Seguin. These elements are united in varied ways to establish the system of monumentation devised for the City of Seguin. The major monuments for the City can be classified as Portal Monuments (previously described) and Destination Monuments. Destination Monuments indicate arrival, are recommended for use in the University District, regional nodes, the Historic Downtown, the Station District, and other historic areas of significance.

Signage. Public signage is a key element in establishing and sustaining a sense of continuity. There are three classifications of signage recommended



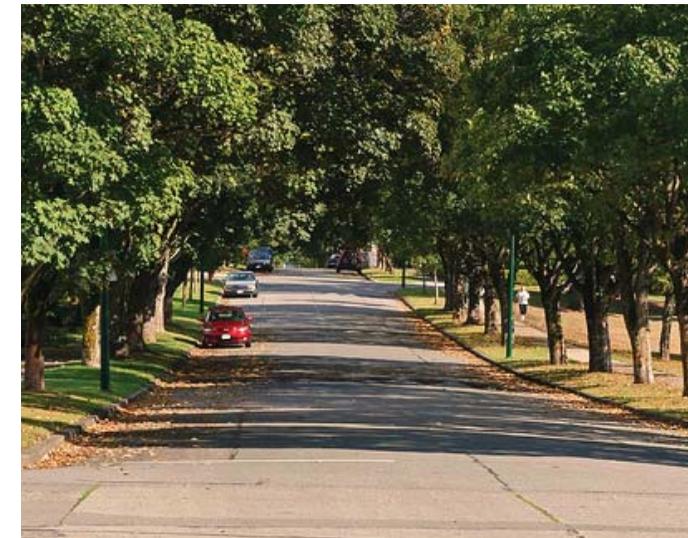
for Seguin. These include Directional Signage (provides guidance for vehicular traffic), Interpretive Signage (provides guidance for pedestrian traffic), and kiosks (central area of information distribution).

- **Directional Signage.** Directional signage is used to guide vehicular traffic, while permitting and encouraging business presence in the public realm. The system of directional signage developed for Seguin would consist of a consistent sign frame and sign height, with pole-mounted customized name plates. Such signage could be personalized by each business/business owner, while the overall sign would exhibit the Juan Seguin iconic element indicated in Figure 2.
- **Interpretive Signage.** Interpretive signage is used to guide pedestrian traffic within the Downtown and Historic Areas. They should maintain a consistent sign frame and sign height, and exhibit the Juan Seguin iconic element indicated in Figure 2.
- **Kiosks.** Kiosks should be employed in the major destination areas of the City, where densities and mixtures of uses are typically more intense, and a higher volume of people visit. These areas include the Historic Downtown, the University District, and the regional nodes. Kiosks could possess digital elements, or may incorporate the use of banners. Kiosks should exhibit the Juan Seguin iconic element indicated in Figure 2.

Landscaping. Landscaping is a critical element in the land use districts denoted as Corridors. The following is a recommendation for the incorporation of street trees that would create a sense of arrival/destination for Seguin:

- **Town Approach-ways:** Live Oak trees. Live Oaks are often used to line significant streets to create a distinctive sense of approach. The highways to which the Town Approachways are aligned should be lined with Live Oak trees, the organic form of which lends itself to drifts.
- **Core Approach-ways:** Cedar Elm trees. Cedar Elms create a distinct sense of approach when they are used along corridors in cities. The approach to downtown along Austin and Court Streets would be enhanced if lined with thematic Cedar Elm trees, the columnar leaf mass of which lends itself to more orderly placement.
- **Other streets in Seguin:** Chinese Pistachio trees. For continuity in treatment of the public realm throughout the City, it is recommended that Chinese Pistachios be used to line the remaining streets in the City of Seguin, so as to reinforce visual continuity, while differentiating between the various urban forms in the City. The potential heights of these trees and their hardiness will create an umbrageous street environment that nurtures social/neighborhood activity.

Lighting. Lighting in Seguin should provide visual character, sufficient light to accommodate public safety and enhance public use, and, where appropriate, provide an infrastructure for the incorporation of banners and other seasonal/ceremonial displays into the public realm.



URBAN DESIGN IN THE PRIVATE REALM

Just as guidelines can be used to reinforce urban form in the public realm, guidelines can also be created to encourage meaningful form in the private realm. The private realm consists of private property throughout the City. Providing guidelines that speak to the orientation of private structures to the public realm greatly enhances the character of the City. Because each land use district maintains a unique character, it will be important to create design guidelines that sufficiently preserve the character and intent of each of the Land Use Districts. The following is a brief description of the elements that should be addressed in the construction of urban design guidelines for the private realm.

Each of the design elements described in this section should be included in any guidelines that are prepared for the City of Seguin.

SITE DESIGN GUIDELINES

The placement and orientation of buildings in the private realm should be appropriate for the downtown area. Therefore, site orientation, in addition to architectural expression, should be clearly defined in terms appropriate for either residential or non-residential use.



Residential site design guidelines. Guidelines should be constructed that speak to form for residential properties, so that the expression of community identity can be carried through the various neighborhoods and residential areas of the City. Design elements to be addressed should concentrate on defining the relationship between the house and the street. This typically is expressed through site orientation (from land determined, or rural, to street determined, or urban), front yard elements (such as entry stairs/steps, fences, and retaining walls), and landscaping. The sequence of street to porch to door should also be visually comprehensible.

Non-residential site design guidelines. In contrast to residential spaces that are privately owned, private commercial spaces benefit from higher levels of traffic, and therefore should encourage pedestrian enjoyment of the space between the building and the street. Arcades and canopies are helpful in encouragement of public use along the street. In these areas, there should be no visual transition zone between public space and the building. Rather, the ground between the street and building should communicate pedestrian accessibility. Where commercial development establishes a community, site orientation and landscaping become important, as well as signage and monumentation. Also important are screens and buffers that conceal service/storage areas and make a transition to adjacent land uses.

ARCHITECTURAL DESIGN GUIDELINES

Guidelines that Create Continuity. Contrary to common perception, the notion of style does not provide a very clear indication of how or what should be built in any given area in a town. Style is a notion that is not easily defensible, relying strongly upon interpretation for validity. There are, however, certain specific elements of style that create a much more constructive dialogue regarding urban form

- **Scale and Massing of Buildings.** The massing, or volumetric shape of a building, greatly affects the scale of the building, thus underlying all other architectural features. Care should be afforded building massing, so that visual form is reinforced, while simultaneously encouraging responsible distribution of density (residential and non-residential) throughout Seguin. This should be strongly determined by location within a designated land use district.
- **Void-to-Solid Ratio.** The ratio of opening to solid wall is typically expressed as a void-to-solid ratio. This value, expressed as a maximum permitted ratio, should be distinctive for the various destinations throughout Seguin.



- **Horizontal Elements.** It is typical that the distribution of openings and decorative detail maintain a horizontal expression along building fronts, with decorative window heads and sills aligning horizontally.
- **Materials.** The primary purpose in defining building materials is to achieve visual continuity within the various districts of Seguin. Due to the different building systems that could be used throughout the City, it is recognized that the material type may vary from the otherwise required unit masonry. Therefore, material color, texture, and modulation are specifically important aspects of the material theme for the land use districts of Seguin. The continuity of materials requires an understanding of the material types that could be used on a range of building types, while also including standards for the use of these materials.
- **Site Signage.** Site Signs are limited to those that identify businesses. They give direction for on-site circulation, and provide information about activities/merchandise found on the site. Guidelines should be established for Seguin that address site signage (such as parking lot entrance signs, site premise signs, and monument signs).

Guidelines that Define Historic Identity. Although the notion of style per se is not recommended as a definitive guide to the determination of identity for the built fabric of Seguin, the elements of form and style identified here help to define the historic identity of the built fabric and enable the creation of visual continuity within the districts of the City. Guidelines should therefore be created that inform the following design elements in Seguin:

- **Roof form.** Roofs are a defining element for the structures that comprise the built fabric of the City. They should visually relate to the roof forms and slopes on other properties throughout their respective land use districts. The pitch of a roof is directly related to the roof type. Therefore, guidelines should be set not only for appropriate roof forms for each land use district, but also standards for roof pitch. Additional features associated with roofs, such as parapets, should also be addressed by private design guidelines, as these will be more consistent with form in some districts than in others.
- **Entries.** Recognition of building entry is an important element of order found in design. Architectural expression of entry includes architectural form, increased detail, expression of sequence, overhangs, projections, and indentations. Doors, door jambs, and proportion of openings are some of the particular items that should be addressed by private design guidelines—for both commercial and for residential properties—for Seguin.
- **Store Frontage Treatment (retail/commercial).** The design of storefronts along commercial streets greatly affects the scale and visual texture of

the streetscape. Guidelines should be written that speak to historic storefronts in the Downtown area, as well as proportions, materials, and orientation of store frontage in new buildings.

- **Canopies and Arcades (retail/commercial).** The creation of semi-public space through the use of canopies and arcades is an important means by which the line of demarcation between private and public domain is blurred. This results in sidewalk space that has a greater relationship to building activities that front it.
- **Articulation of Front Porches and Stoops.** Stoops and front porches are traditional elements that give scale to the residential streetscape. They serve as elements of continuity in two ways. They create a transitional interface between the structure and the street, and, collectively, they define the rhythm of the street that they face. Front porches and stoops are most significant in establishing neighborhood character. It is the repetition of subordinate design element that creates an identifying motif (such as row house steps in Philadelphia).
- **Windows.** Window proportions and corresponding details, such as sills and heads, are also an element that should be addressed by design guidelines, as they are indicative of period buildings, and reinforce overall character for the districts in which they are found.
- **Corners.** Corners and other building edges are places where historic architecture placed more ornament to define style. Therefore, the articulation of corners, parapets, and other edges is an important aspect of historic responsiveness.



5.3 recommendations for plan implementation

The Seguin Comprehensive Plan will guide the City Staff, Council, other decision makers, and citizens as they direct and influence the physical growth and development of Seguin.

The Comprehensive Plan for Seguin is a long-range plan oriented around the ultimate build-out condition of the City. This means that the Comprehensive Plan addresses the build-out population, as well as the potential holding capacity of the city and its jurisdictional areas. Such a plan will guide the City Staff, Council, other decision makers, and citizens as they direct and influence the physical growth and development of Seguin by keeping the future vision ever before them. Establishing a picture of the future allows those using the plan document to stand in that future and look back on the City today to determine the extent to which current development patterns (both public and private) will facilitate or restrict accommodation of positive growth and development. Therefore, this Plan Report establishes a cohesive visionary plan, incorporating patterns of Land Use, Thoroughfares, and Open Space, as well as infrastructure, housing, facilities.

This Plan Report also recommends strategies of action required to implement the elements of vision contained in this document. The Plan is a management tool that will provide a valuable reference for use in the decision-making process of municipal governance. For this reason, the recommendations of this plan are built upon community-generated goals and objectives, rooting the vision plan in the aspirations and concerns of the people who will live and work in Seguin. As a result, this Plan becomes a "management tool" for addressing current and future growth, while initiating change that will move Seguin toward the quality of life desired by members of this community.

Upon adoption by the City Council, this Comprehensive Plan will become the official policy of the City of Seguin, guiding its decisions regarding development and capital expenditure. The Comprehensive Plan is a guide, and should not be construed as a rigid code. The Plan is an ever-evolving process that will, in time, necessitate another reassessment and update.

NEXT STEPS

In light of the Plan's reach over time and its relevance to the decision making processes of City governance, it is important that the City accomplish several "next steps" that will position the Plan to perform its purpose as policy and fulfill its potential as a vision. These "Next Steps" are:

1. Adopt the plan: Formal plan adoption by the City Council gives the community's expression of vision the status of City Policy. As such recommendations of the Plan become directives for the agencies, boards, committees, and commissions essential to plan implementation and growth management.
2. Establish the Long Range Planning Committee: Since the very start of the Public Planning Process, by which this Comprehensive Plan was formulated, a group of dedicated citizens (called the Facilitator Group) have facilitated the gathering of public support and provided needed "in process" inputs and directives to the consultants. Through their faithful participation in this Planning Process, the Facilitator Group has emerged as a citizen leadership team, whose understanding of the plan makes them uniquely qualified to serve on a Long-Range Planning Committee. The charge of this Committee (working under the City Planning Commission) is:
 - a. Advocate for implementation of Plan recommendations
 - b. Review progress toward such implementation
 - c. Facilitate plan application
 - d. Prepare progress and status reports at strategic intervals
3. Execute needed code revisions: The recommendations pertaining to land use and zoning within this Comprehensive Plan are intended to accommodate entitlements currently in place and be compatible with Seguin's existing Zoning Ordinance. However, accommodation and compatibility are interim ends until the City of Seguin can revise its development code and subdivision code (using Form-Based elements) to fully capture the design implications of the Land Use Districts and Open Space typologies recommended herein. The City of Seguin should embark upon such code revisions as soon as possible.

4. Implement programmatic recommendations: Parts of the plan make recommendation for the creation of certain districts, the improvement of certain services, and targeting certain programs. These recommendations (to the extent they can be implemented within the ordinary operations of the City) should be implemented shortly after Plan adoption.

5. Establish a process of Plan Performance Evaluation: Key to the sustained success of any plan is a periodic review of the Plan's consistency with and accomplishment of the Strategic Community Goals and the Vision Statements corresponding to the Planning Framework. When, over time, the plan loses its ability to speak to or achieve these Goals and Vision Statements, it must be revised and/or updated. Therefore, the city should establish a formal process of periodic plan review, which will be conducted by the Long Range Planning Committee, so that a formally documented Plan Review can be prepared at strategic milestones of City growth. This Plan Performance Evaluation should be tied to threshold events in the City's growth and development. Such events include:

- a. Development of at least 25% of the regional or local nodes
- b. Completion of the SH-130/ IH-10 connection
- c. Significant increases in zoning requests that vary from the proscribed intent and visual character of the Land Use Districts
- d. The beginning of reinvestment within the downtown core, especially large-scale private development projects.
- e. Any point where the plans of others (such as the School Board, the Hospital, the University, etc.) force a redirection of the recommendations of the Comprehensive Plan.
- f. Any point where implementation of Plan Recommendations are shown to work against accomplishment of the Strategic Community Goals or Vision Statements.

Despite the time frame within which these events may transpire, a formally documented Plan Performance Evaluation should be done at least every two years and presented to the Planning Commission for their review and consideration of recommended action to City Council.



appendix a: maps and plan graphics

List of Appendix A Elements

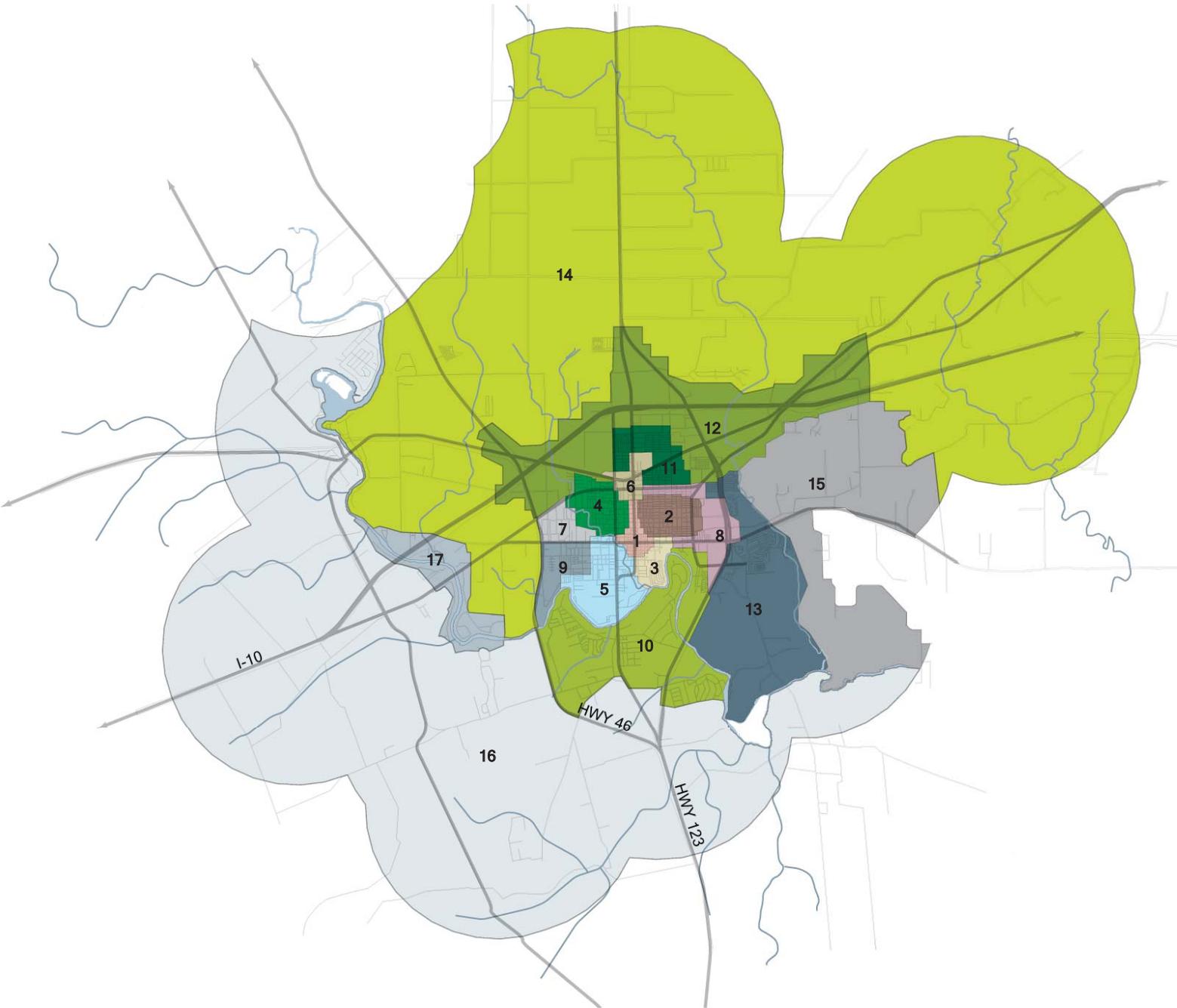
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2. Natural Systems Composite
3. The Seguin Planning Framework
4. Land Use Suitability Layers
5. Land Use Suitability Composite
6. Land Use Plan
7. Open Space Plan
8. Trails Transect
9. Thoroughfare Plan
10. Transit Plan
11. Infrastructure: Water Capital Improvement Plan
12. Infrastructure: Sewer Capital Improvement Plan
13. Infrastructure: Drainage Capital Improvement Plan
14. Housing Plan
15. Street Hierarchy Transect
16. Downtown Plaza Concepts
17. Horizontal and Vertical Land Uses for Downtown
18. Downtown Illustrative Plan
19. Seguin Portal Elevations
20. Downtown Existing View
21. Downtown Future View
22. Downtown Pedestrian Mall Rendering
23. Downtown Aerial Rendering



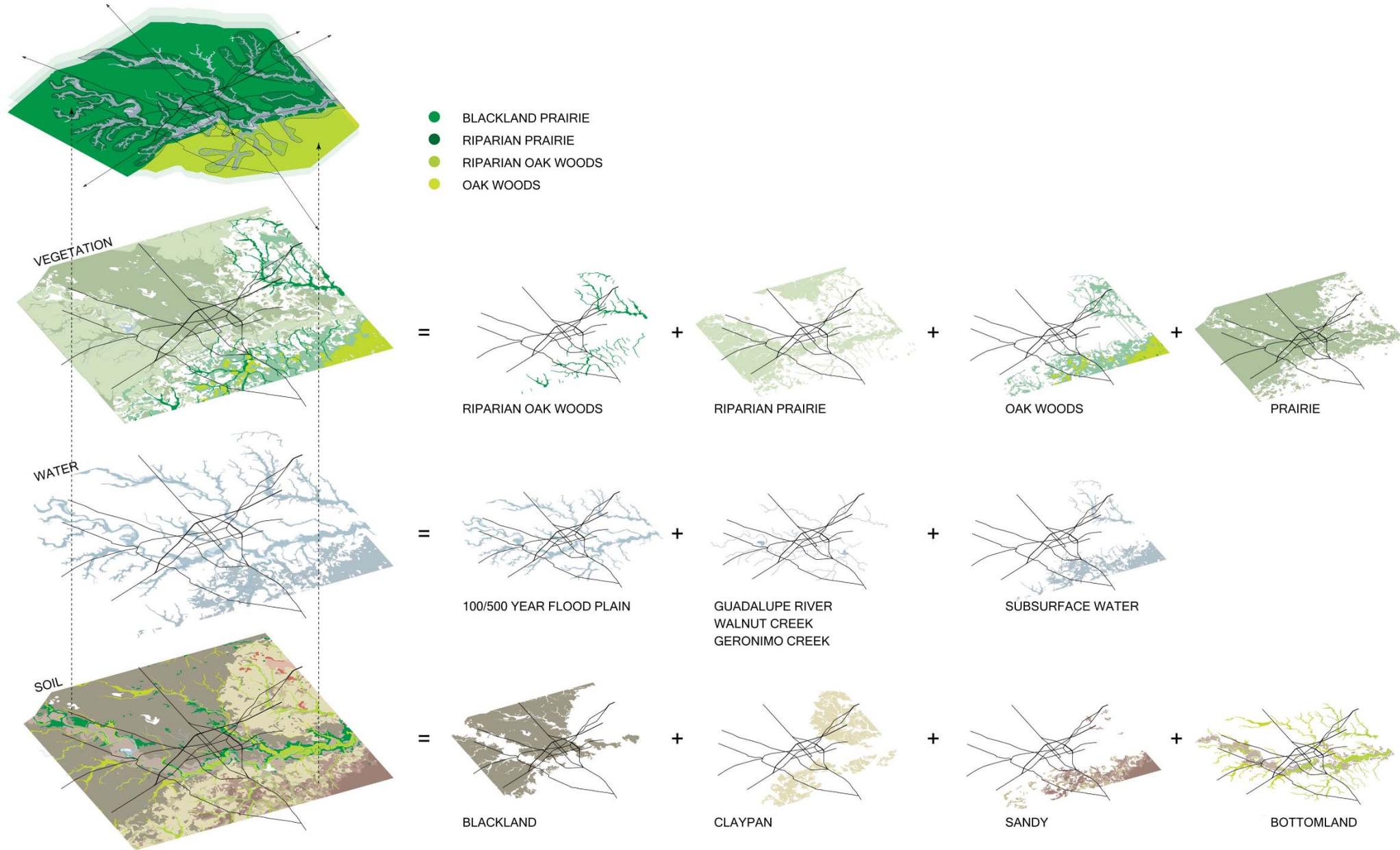
1. Seguin Form Districts Map

SEGUIN FORM DISTRICTS

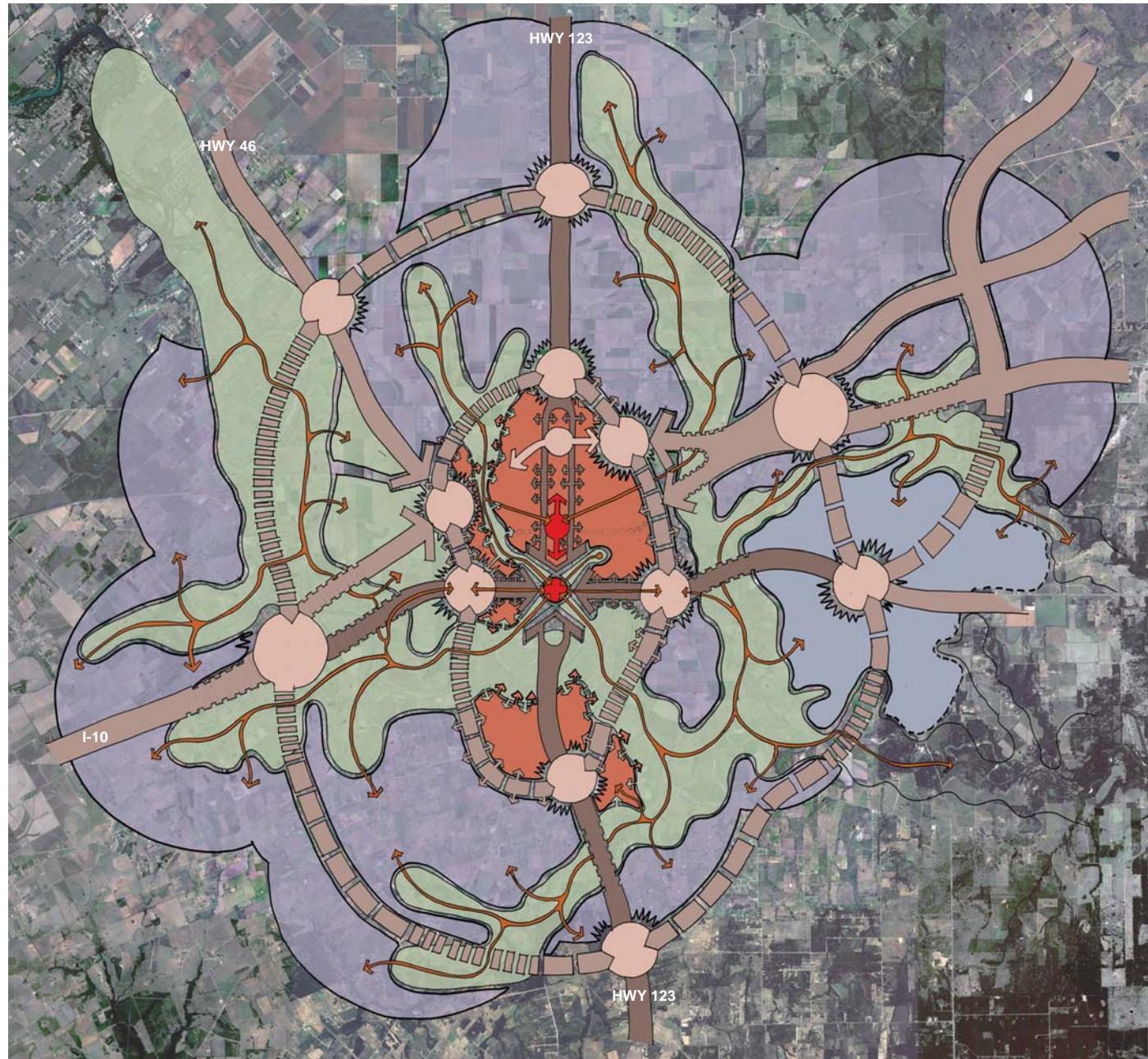
- 1. Town Center
- 2. Transitional
- 3. Timber Lot
- 4. Walnut Creek North
- 5. Walnut Creek South
- 6. Station
- 7. University
- 8. Highway Commercial
- 9. Jefferson
- 10. Riverbend
- 11. North Seguin
- 12. Freeway
- 13. Geronimo Creek
- 14. Agriculture
- 15. Randolph
- 16. Guadalupe
- 17. Lake Placid



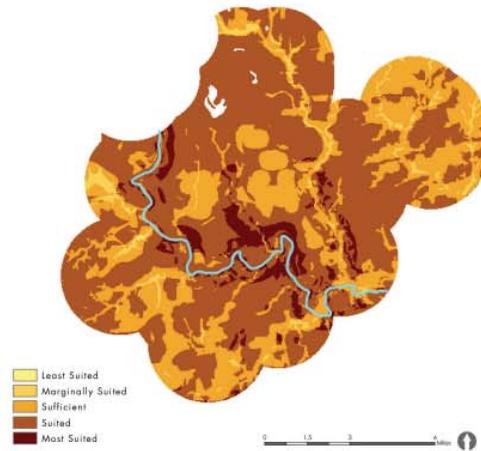
2. Natural Systems Composite



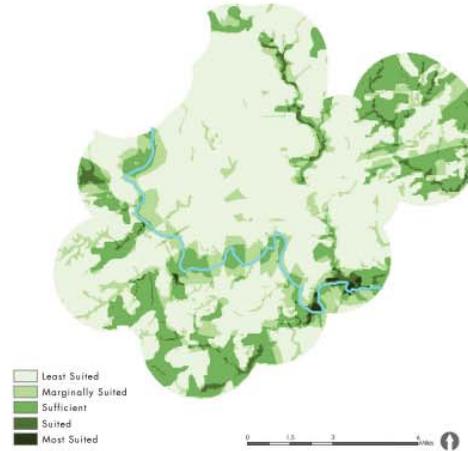
3. The Seguin Planning Framework



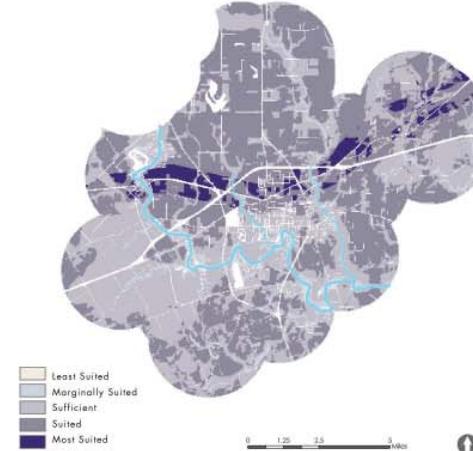
4. Land Use Suitability Layers



SINGLE FAMILY RESIDENTIAL



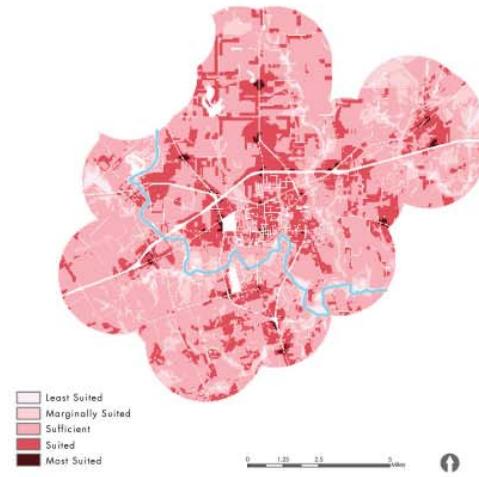
OPEN SPACE



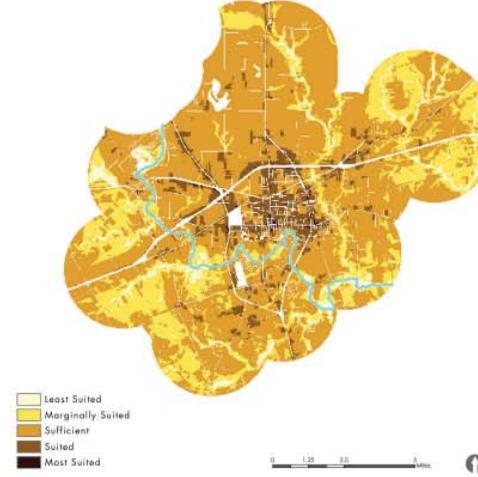
INDUSTRIAL



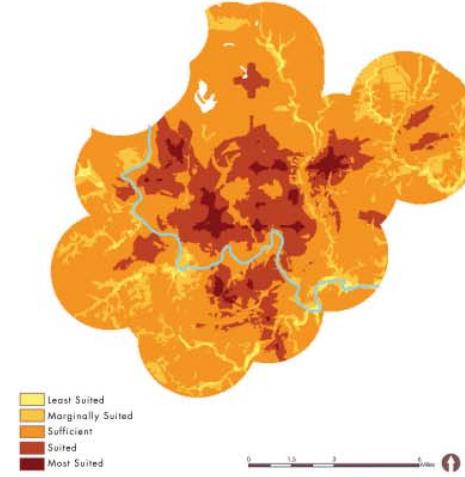
AGRICULTURAL USE



RETAIL



OFFICE



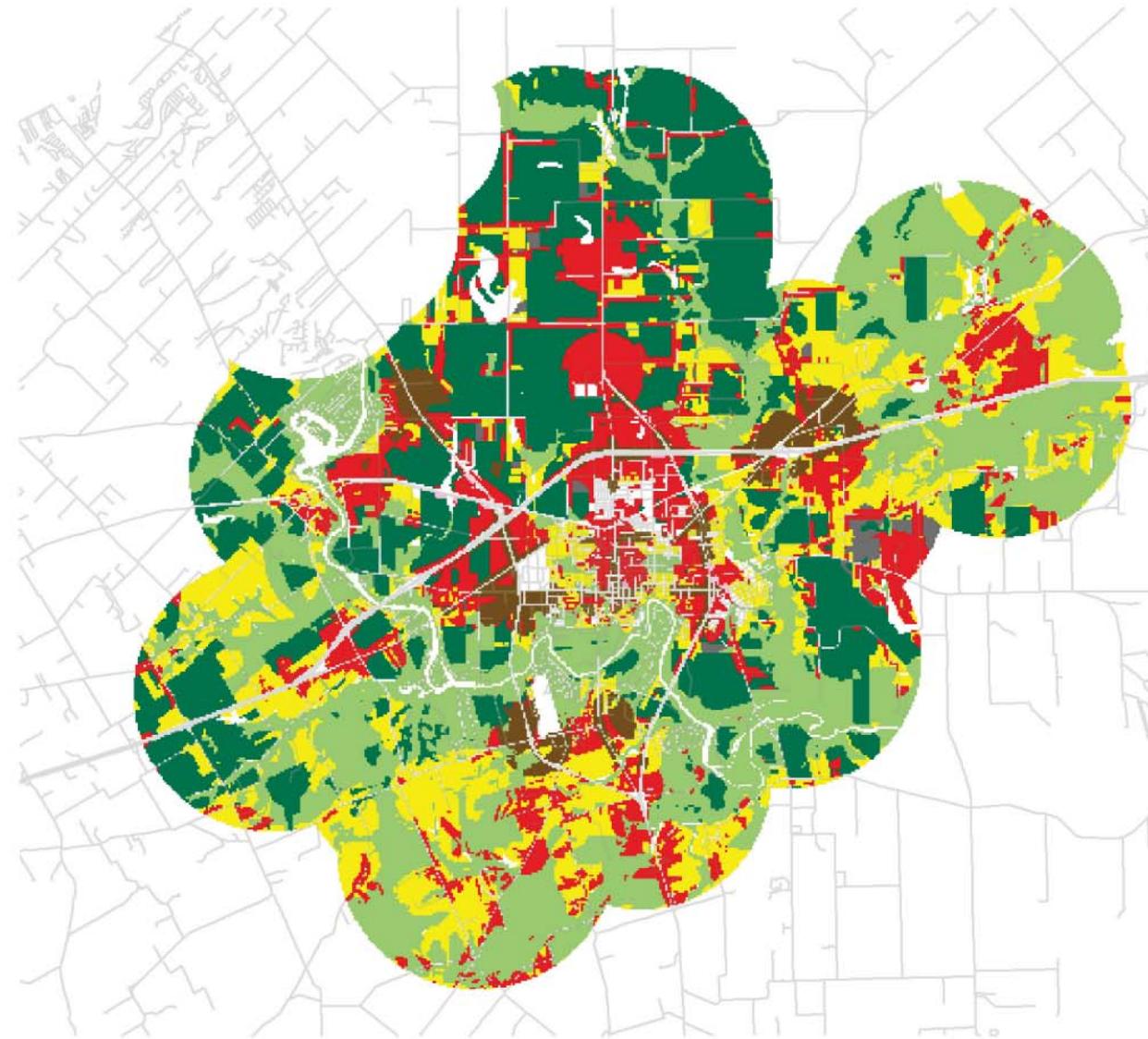
MULTI FAMILY



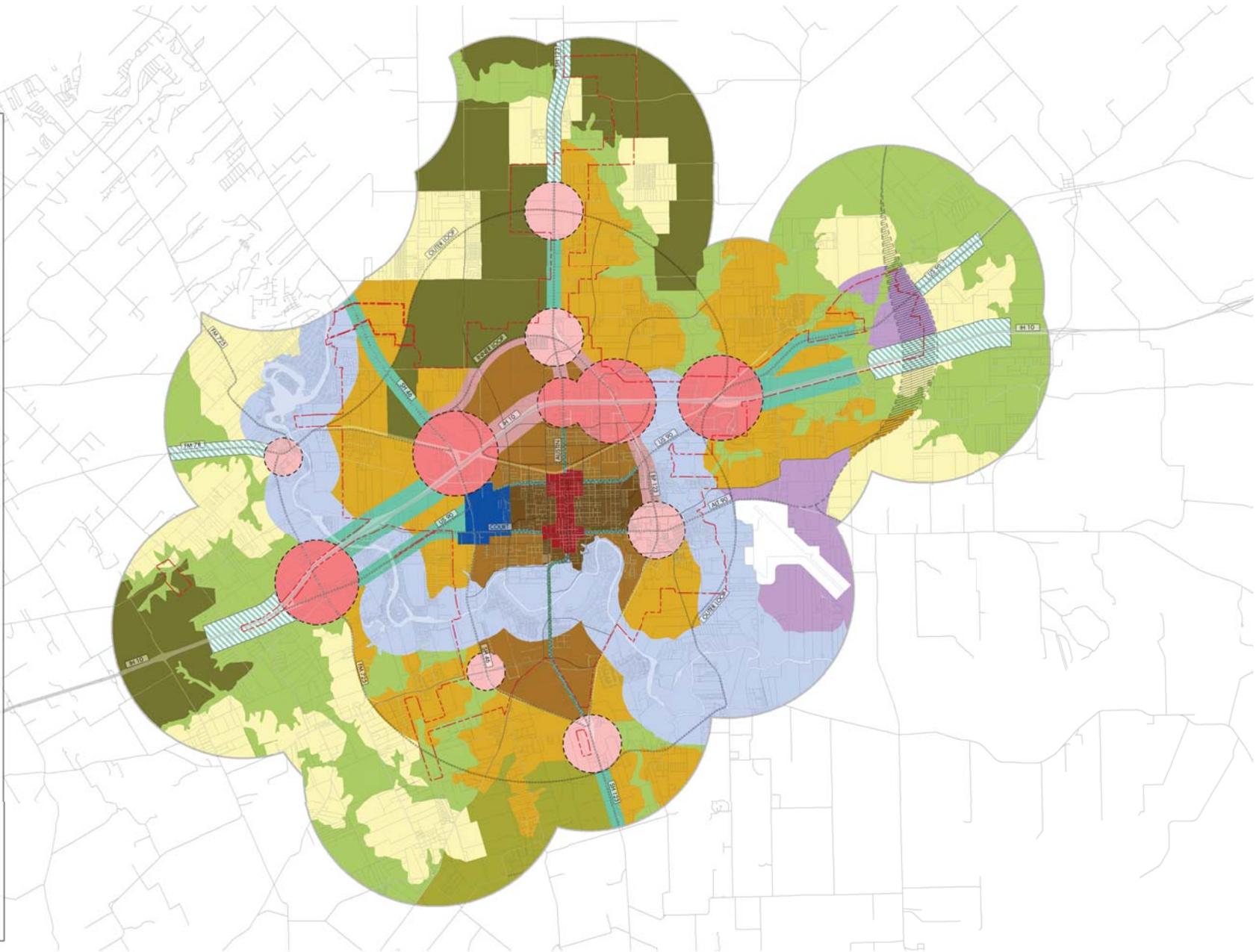
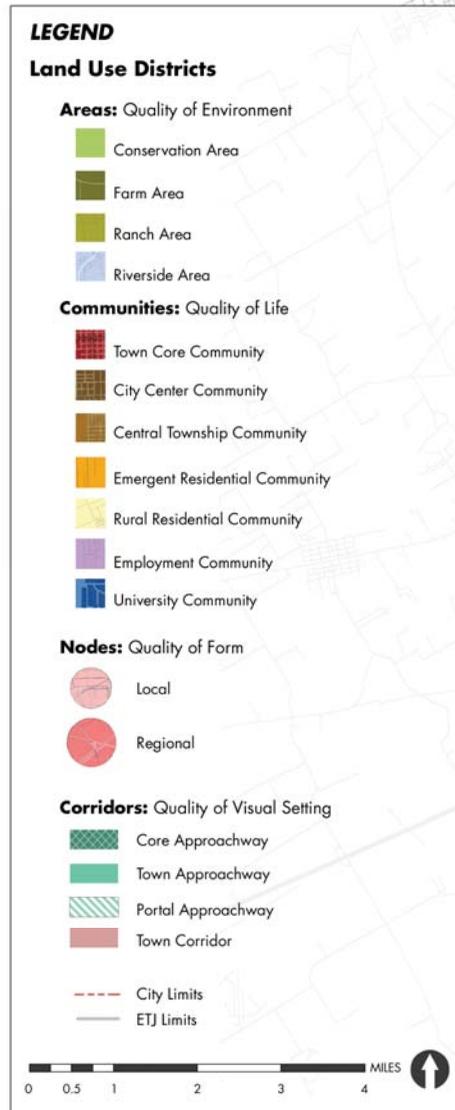
5. Land Use Suitability Composite

LEGEND

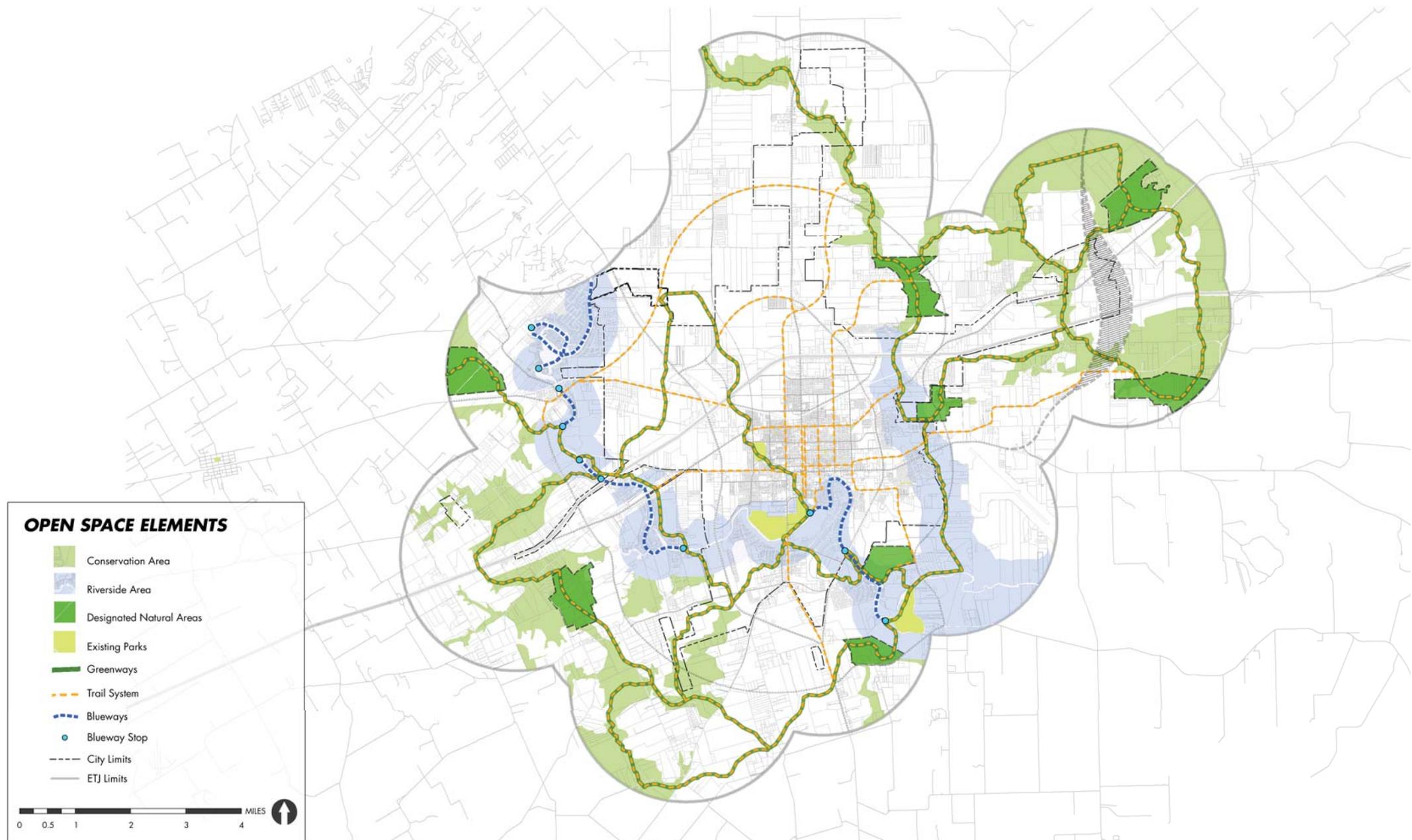
- No Strong Preference
- Single Family
- Open Space
- Industrial
- Ag
- Retail
- Office
- Multi Family



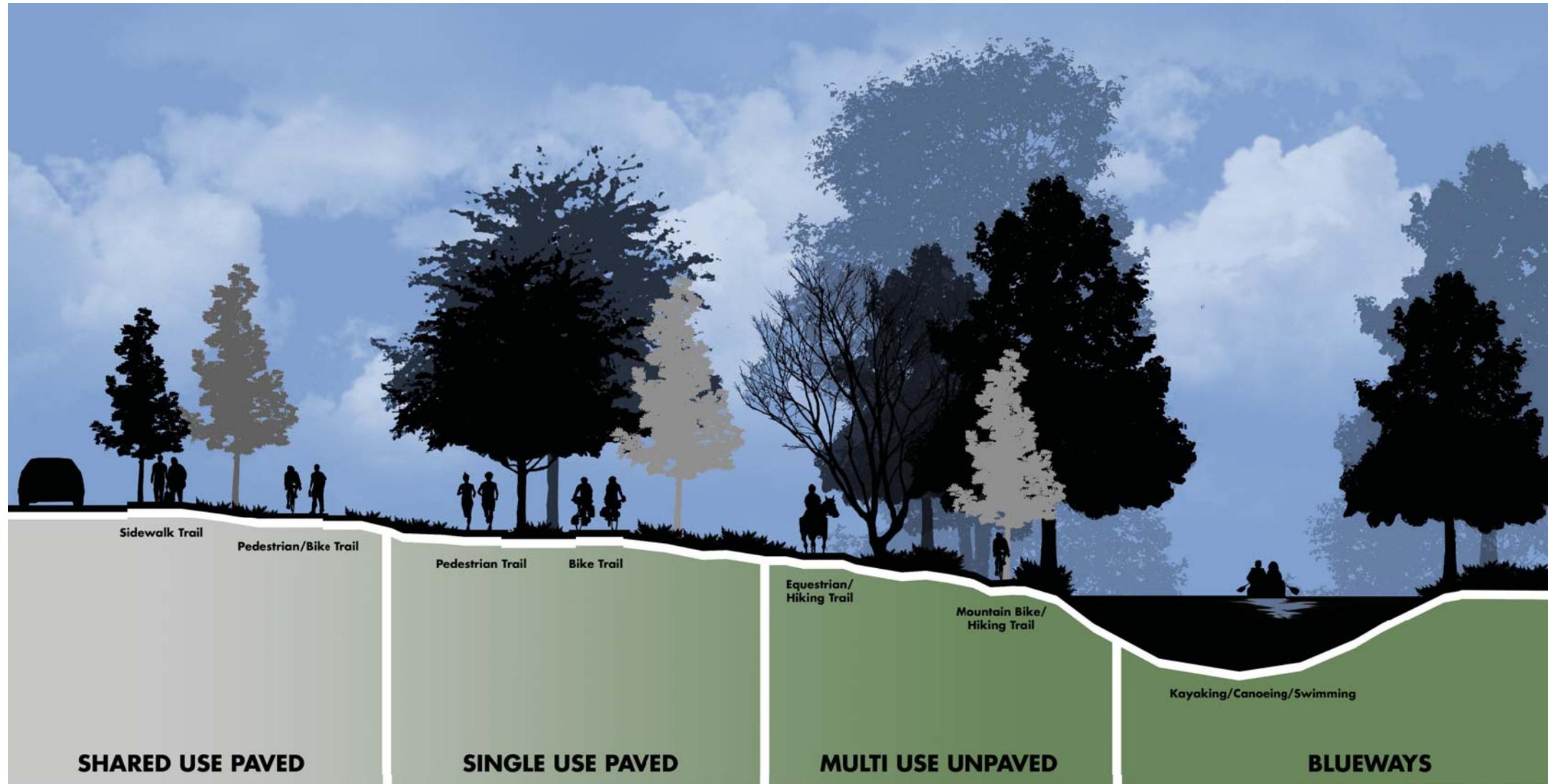
6. Land Use Plan



7. Open Space Plan



8. Trails Transect



9. Thoroughfare Plan

Thoroughfare Classification

Freeways

- Interstate 10
- SH 130 (Alignment Undetermined)

Parkways

- 6 Lane Divided
- 4 Lane Divided

Major Arterials

- 6 Lane Divided
- 4 Lane Divided

Arterials

- 4 Lane Divided
- 4 Lane Undivided

Major Collectors

- 4 Lane Divided
- 4 Lane Undivided

Collectors

- 2 Lane Undivided

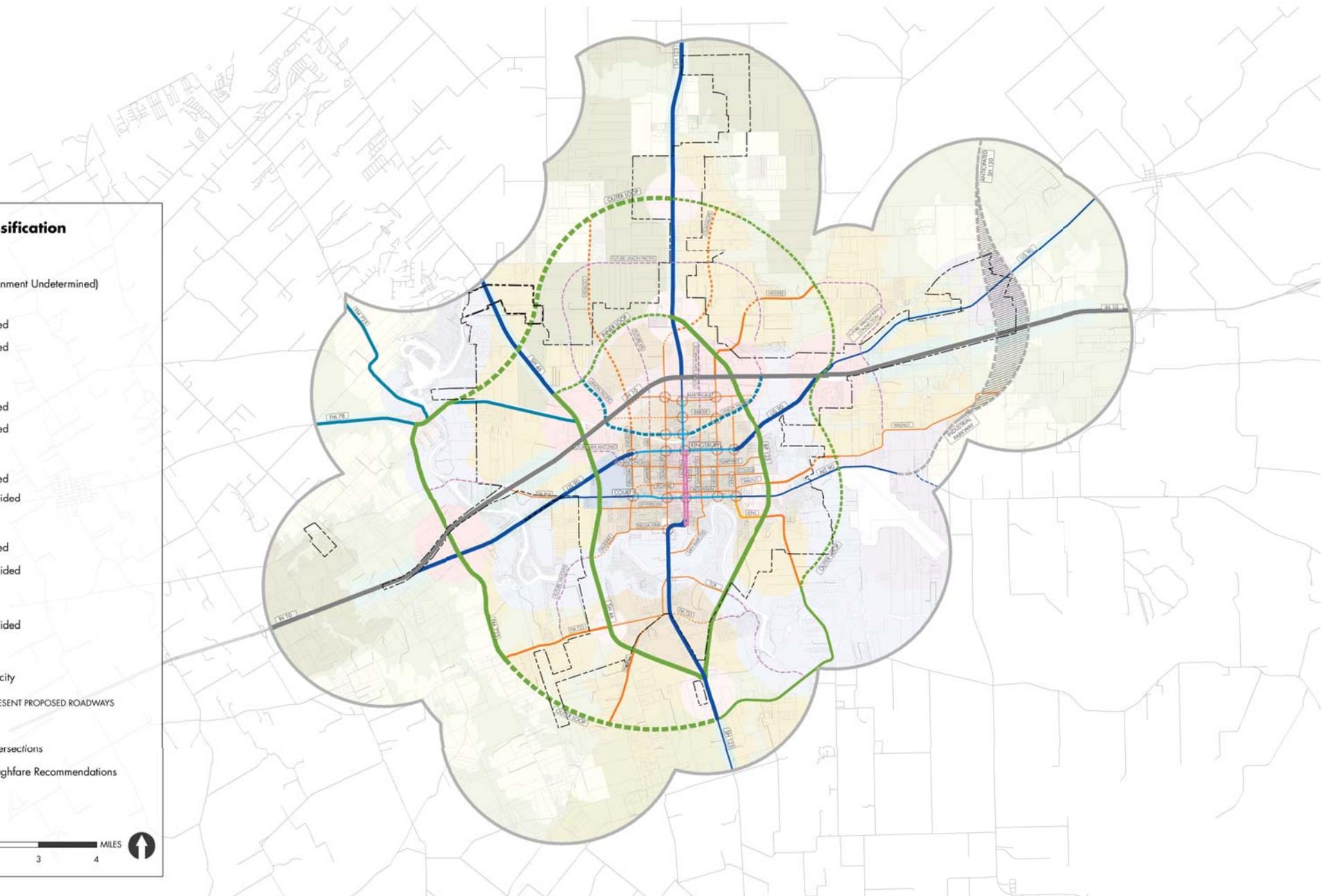
Couplets

- 8 Lane Capacity

NOTE: DASHED LINES REPRESENT PROPOSED ROADWAYS

- Enhanced Intersections
- Future Thoroughfare Recommendations
- City Limits
- ETJ Limits

0 0.5 1 2 3 4 MILES

10. Transit Plan

PUBLIC TRANSIT ELEMENTS

Downtown Trolley Car

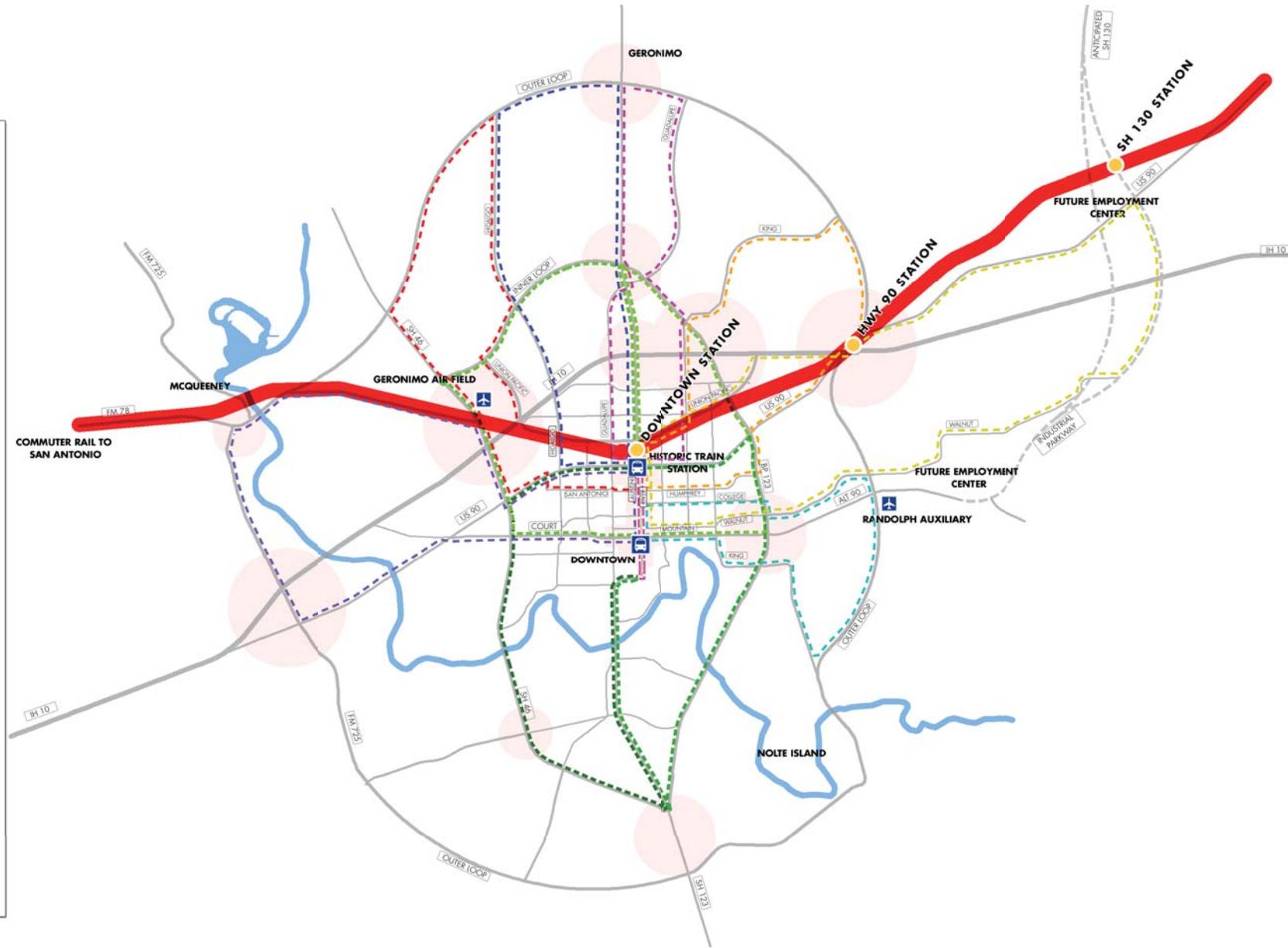

Bus

-  Northeast Quadrant Loop
-  Northwest Quadrant Loop
-  Southeast Quadrant Loop
-  Southwest Quadrant Loop
-  University Loop
-  Hidalgo Loop
-  Guadalupe Loop
-  Geronimo Creek Loop
-  Randolph Loop
-  SH 130 Loop
-  McQueeney Loop

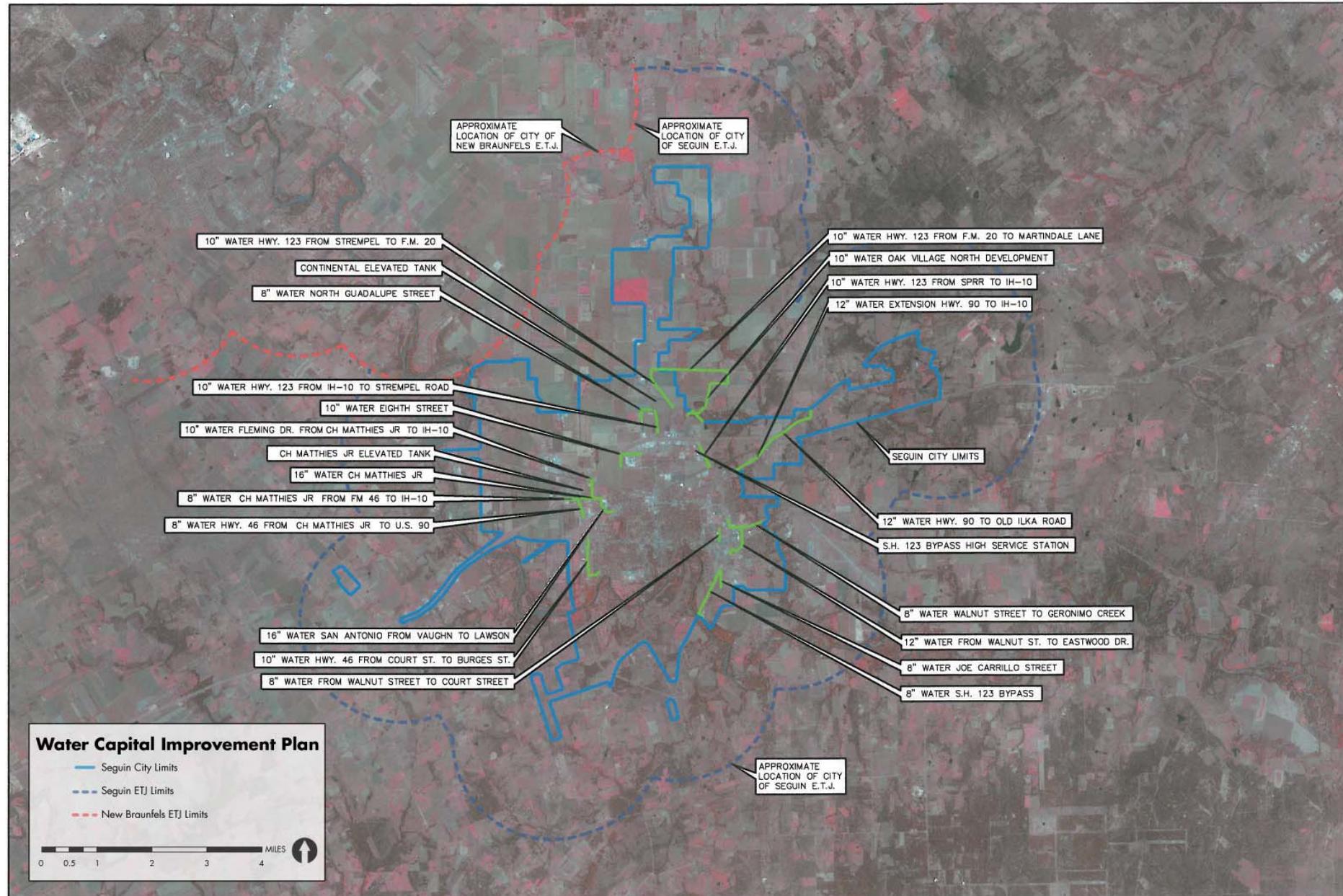
Rail

-  Commuter Rail to San Antonio
-  Airport
-  Bus Hub
-  Areas of Urban Concentration

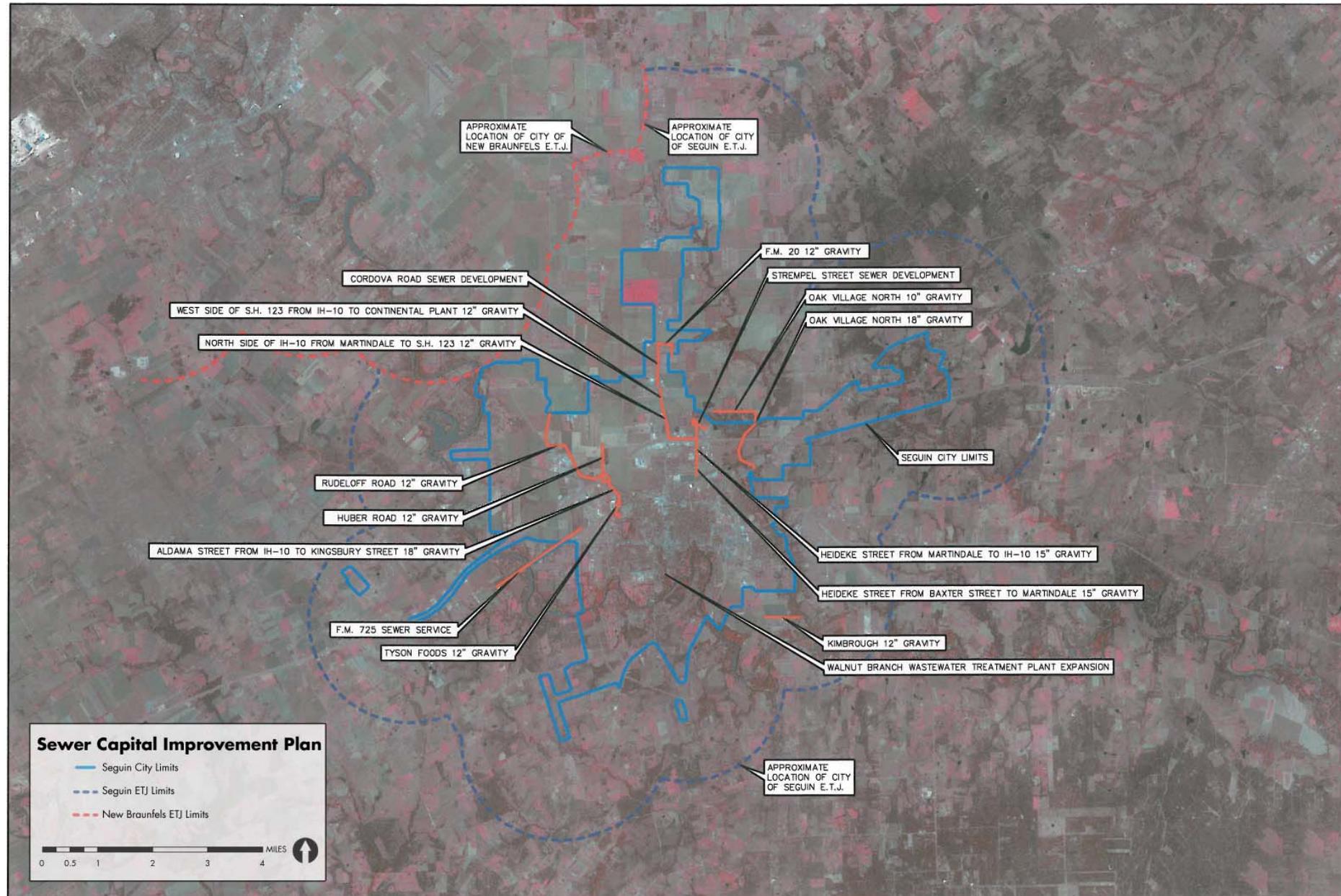
0 0.5 1.0 2.0 MILES 



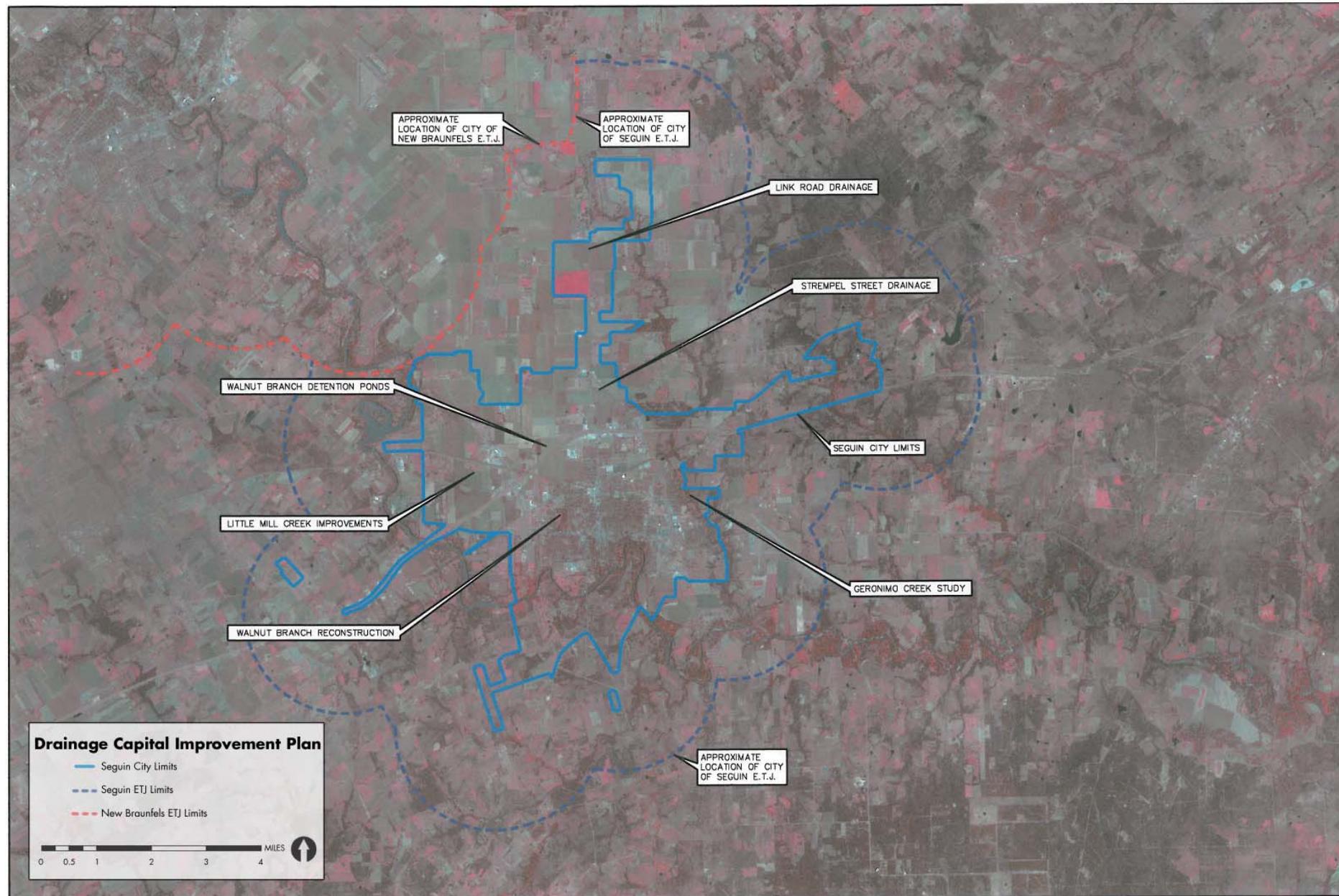
11. Infrastructure: Water Capital Improvement Plan



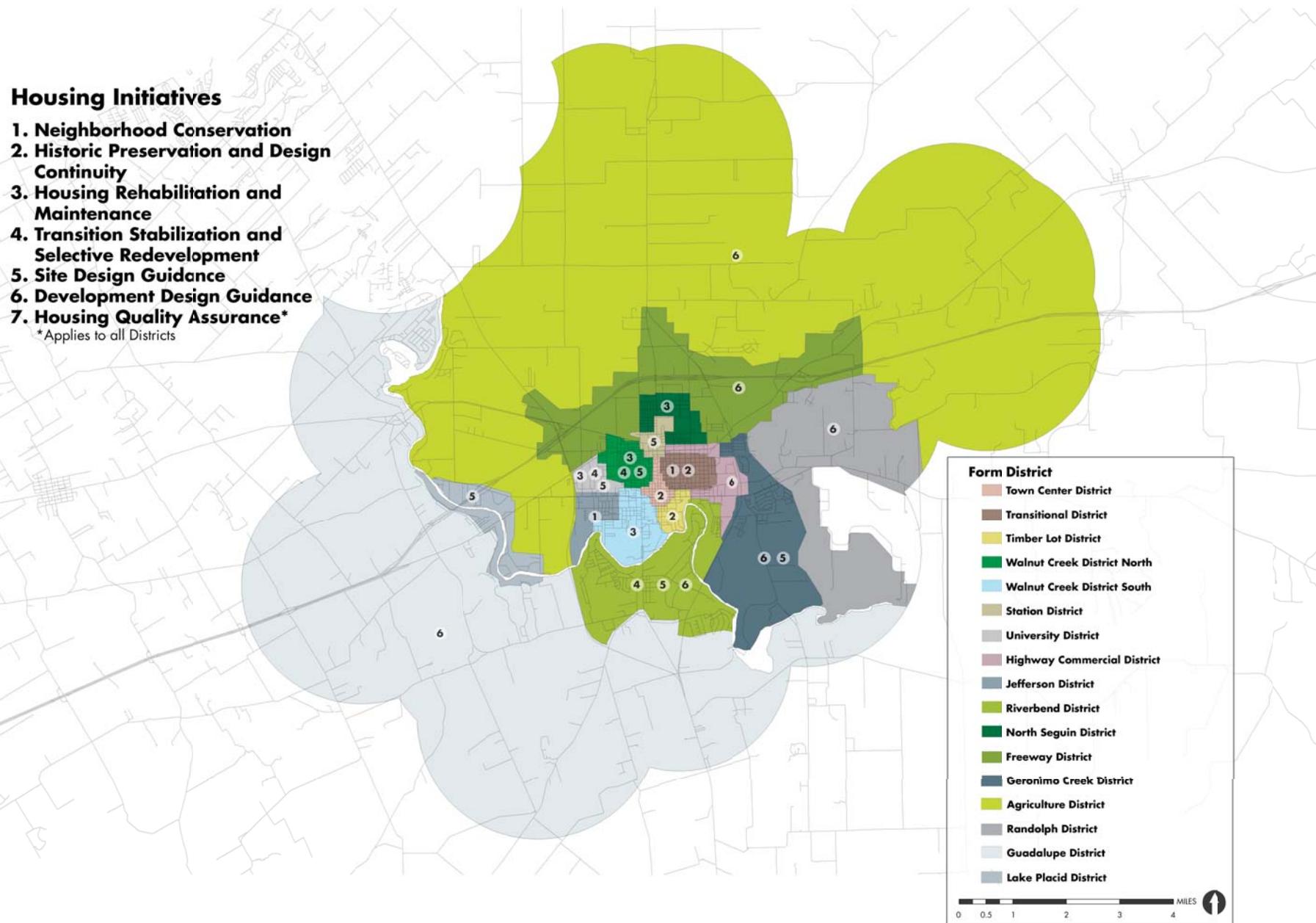
12. Infrastructure: Sewer Capital Improvement Plan



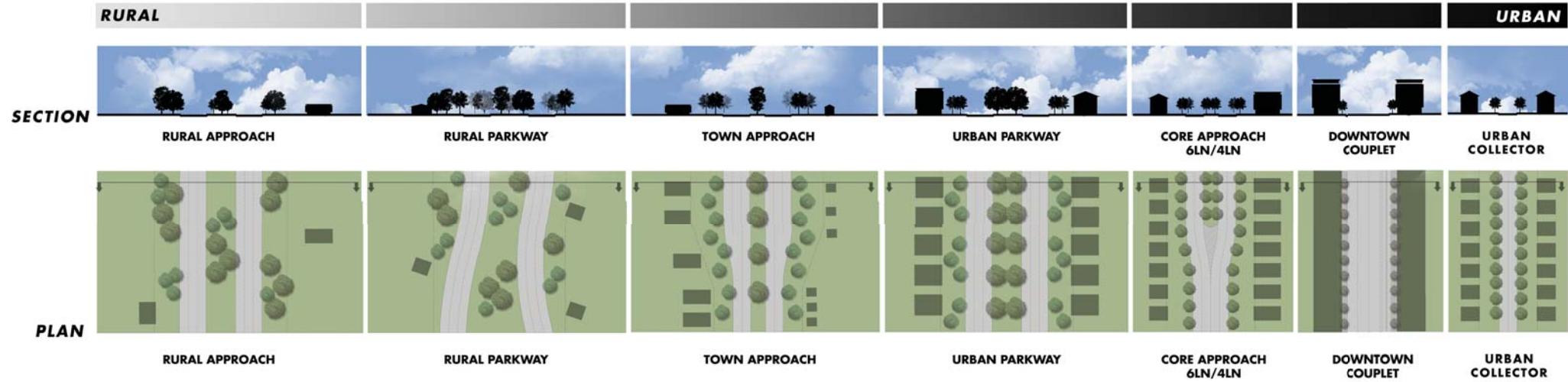
13. Infrastructure: Drainage Capital Improvement Plan



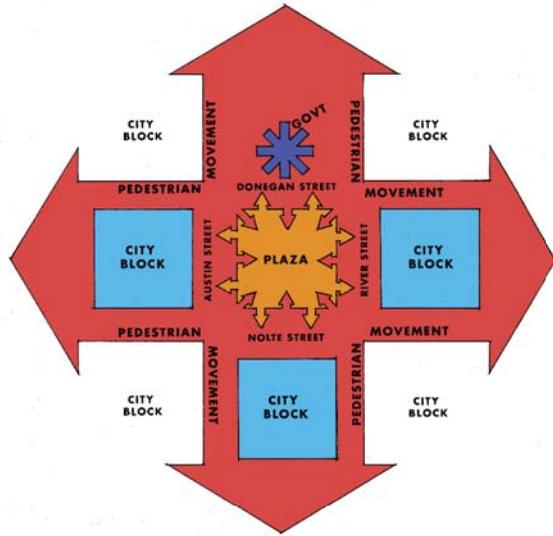
14. Housing Plan



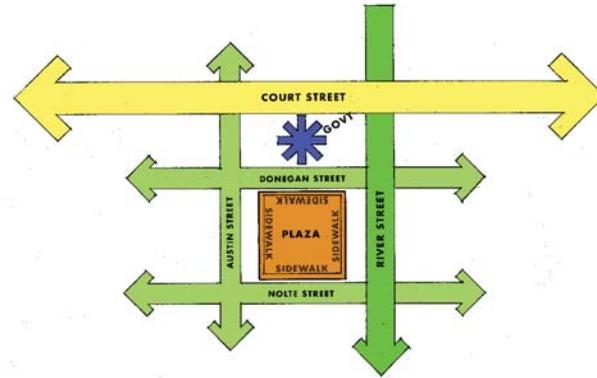
15. Street Hierarchy Transect



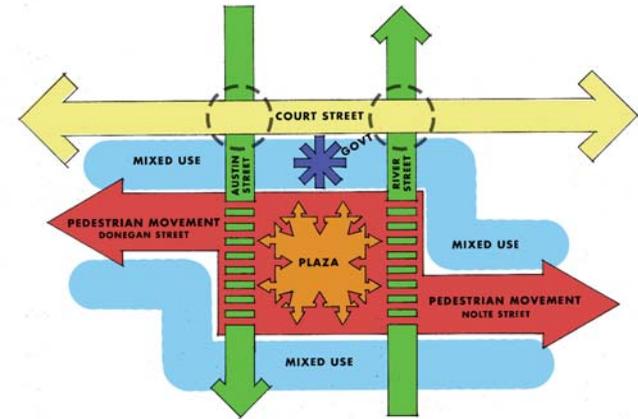
16. Downtown Plaza Concepts



Historic Condition



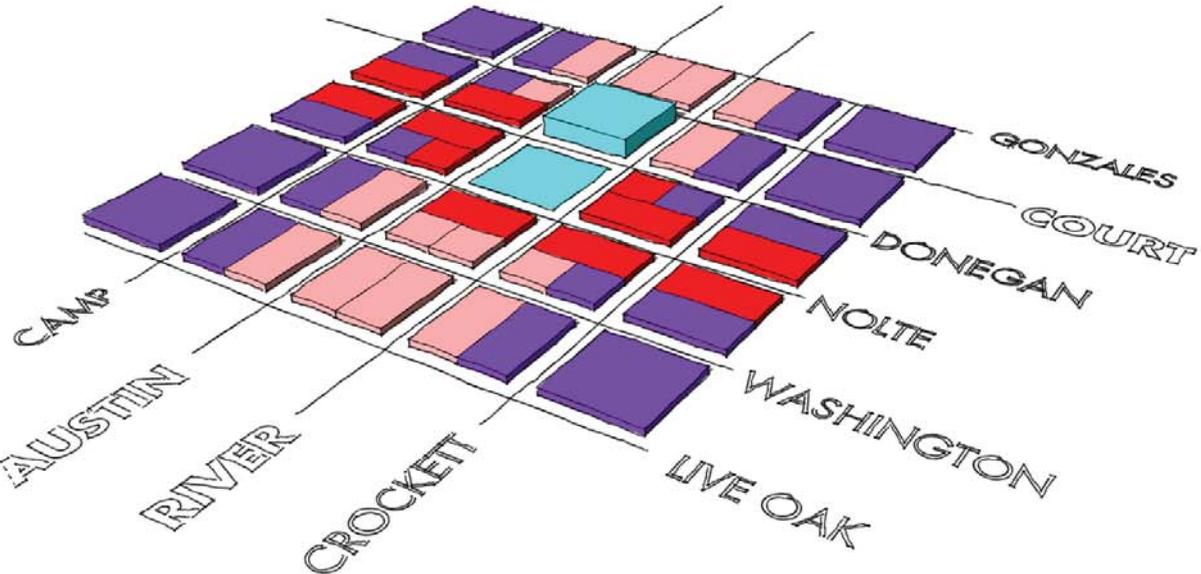
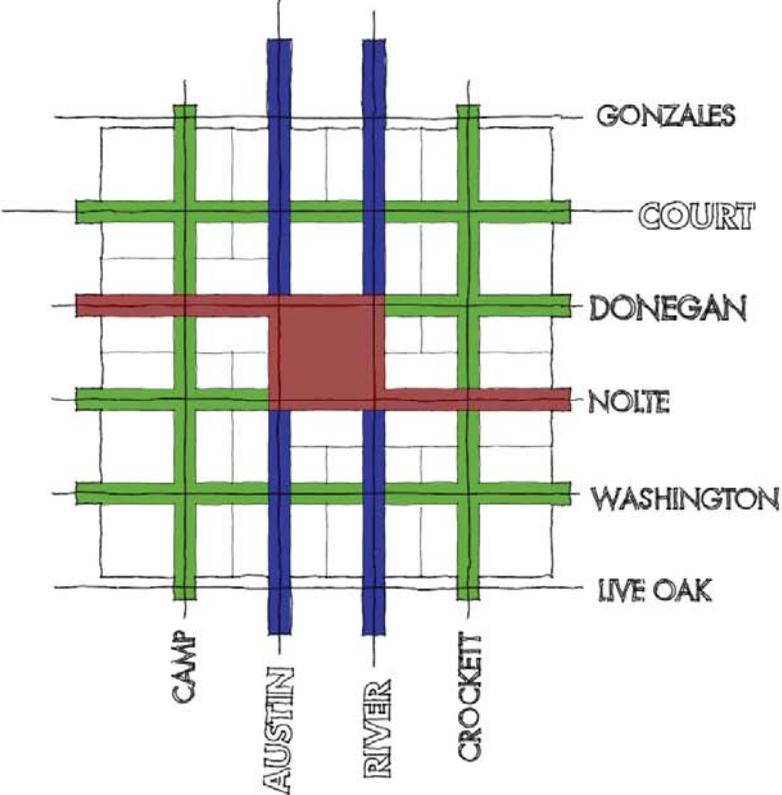
Existing Condition



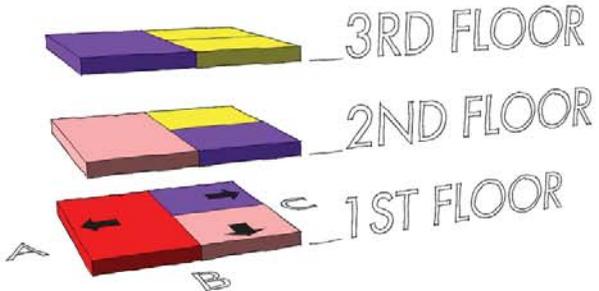
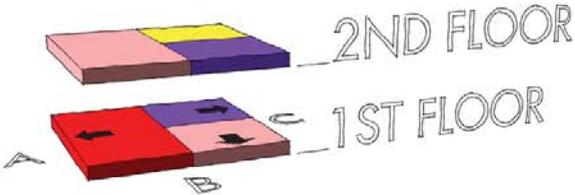
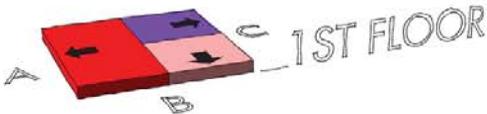
Desired Condition



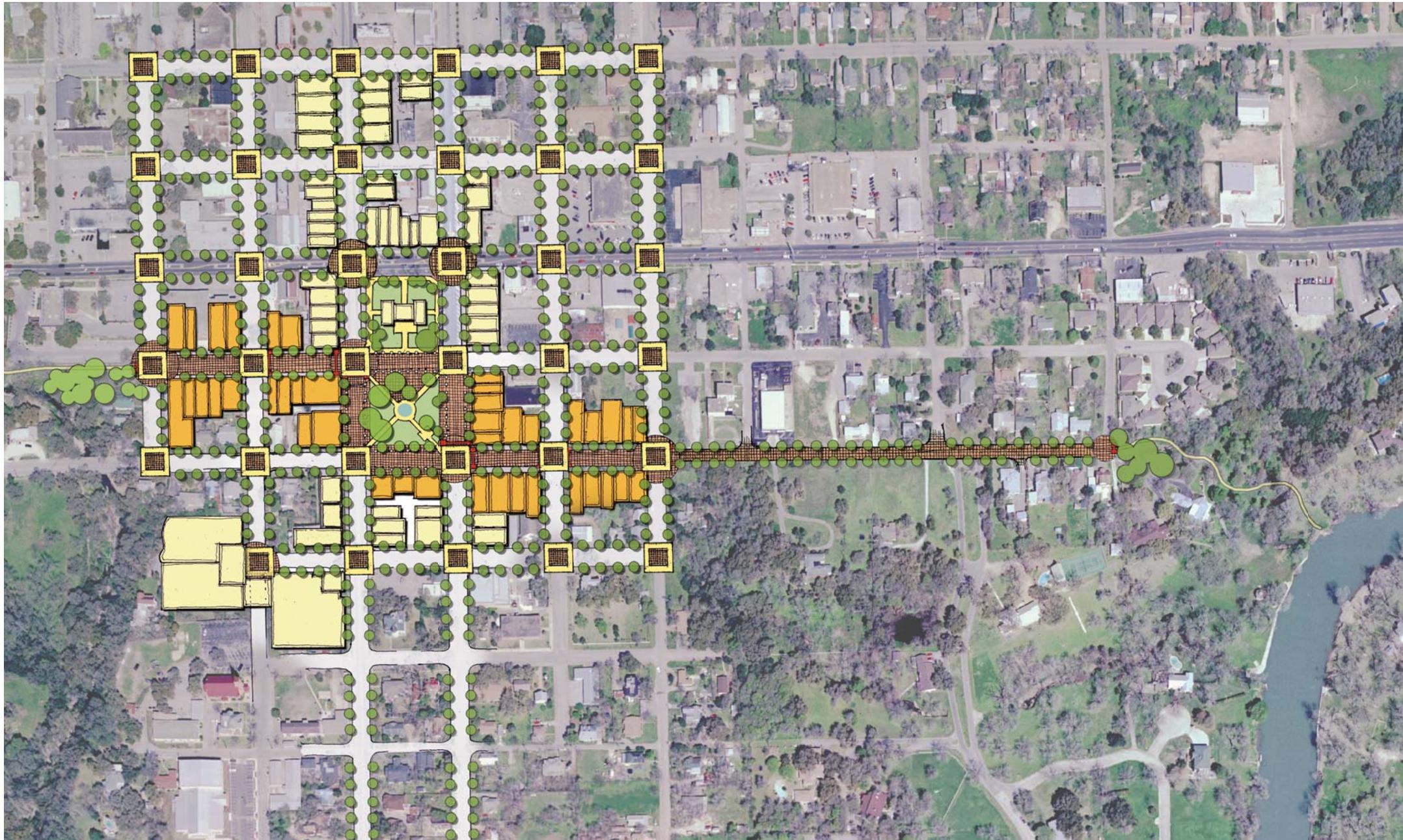
17. Horizontal and Vertical Land Uses for Downtown



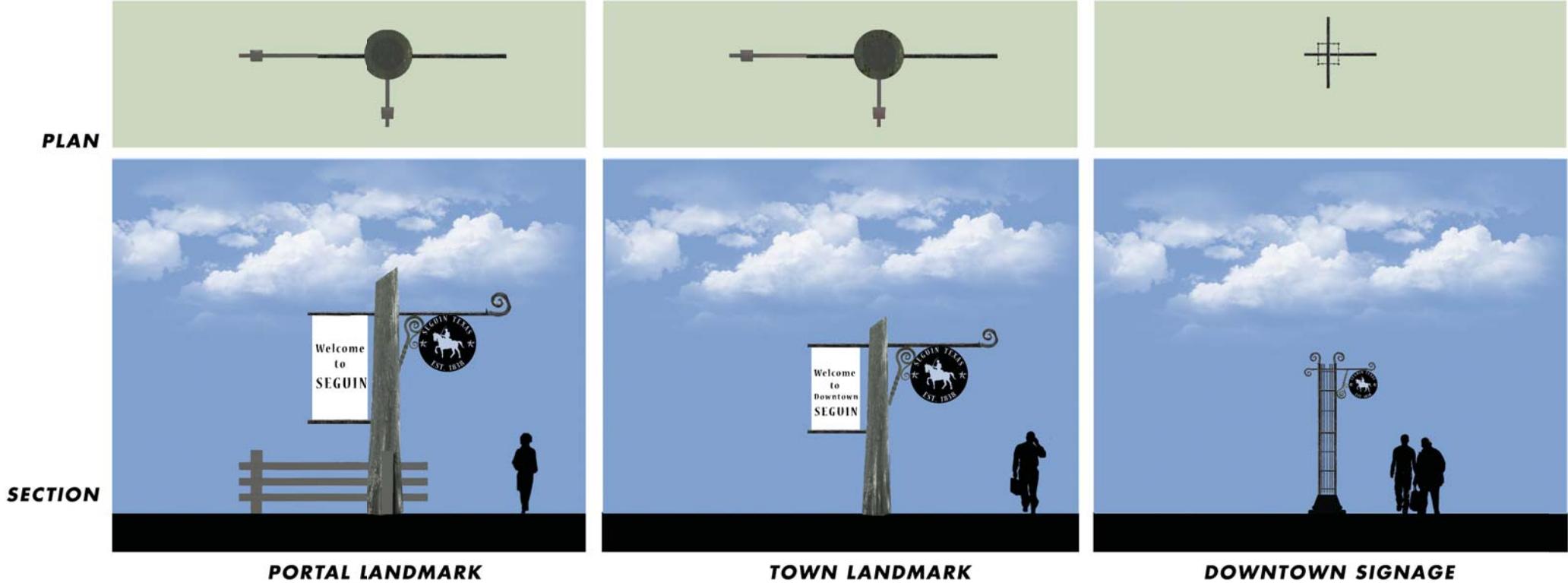
- A Shared Ground Plane
- B Enhanced Pedestrian Zone
- C Enhanced Downtown Streetscape
- Entertainment Retail/ Specialty Retail
- Specialty Retail/ Service Commercial
- Service Commercial/ Office
- Institutional



18. Downtown Illustrative Plan



19. Seguin Portal Elevations



20. Downtown Existing View



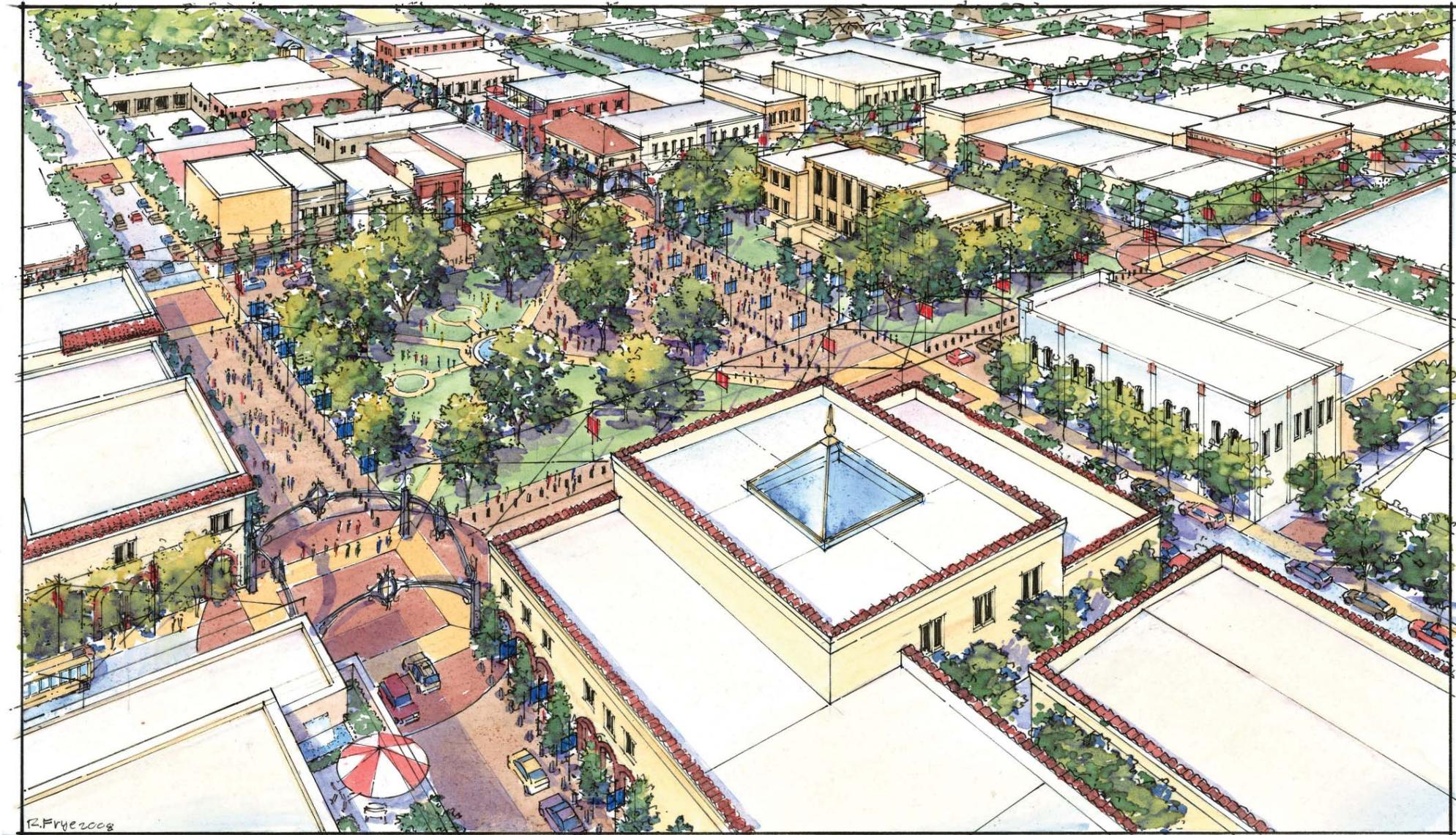
21. Downtown Future View



22. Downtown Pedestrian Mall Rendering



23. Downtown Aerial Rendering





appendix b: supplement to economic assessment



b appendix: supplement to economic assessment

OVERVIEW OF THE SITE SELECTION PROCESS

The site selection process has changed dramatically over the past eight years due to the rapid expansion of the internet and email capabilities in most parts of the world. Along with technology comes the expectation of an immediate response to information requests and requests for proposals by industrial prospects and site location consultants.

Historical Perspective of the “Site Search”

For years, the telephone, fax and postal service were the primary link between site location consultants and industrial prospects to state and regional allies, realtors, brokers, and individual communities. The Request for Proposals (RFP) was sent via fax; then, proposals were assembled, and hard copies sent overnight up the ladder of protocol. Site visits were made to a limited number of cities – usually five to seven. Two or three of those cities made the cut for a second visit and detailed discussions. The first impression of the community was the proposal; and later, if chosen for a site visit, community leaders could promote the city's assets directly. This was a critical step in the process – do everything possible to make the short list of communities selected for a site visit.

“Site Search” in the Expanding World of Technology

In today's highly competitive environment, the process of identifying a manageable list of communities almost always begins with exhaustive internet research long before state, regional allies and communities know a search is underway. Consultants can sit in their “virtual office” anywhere in the world and develop spreadsheets comparing specific data on states, regions, and individual communities that meet identified project criteria.

The mantra, “Do everything possible to make the short list of communities”, is still a critical step in the site selection process. However, that first impression has now moved from the “proposal stage” to the “electronic communications stage”. Up to this point, the local economic developer's only input is to make sure the economic development organization and city have websites that are professional looking, provide relevant data, kept up to date, and easily found on the web. And, it must be easy for the visitor to navigate between the site's pages. The consultants, for the most part, are short on time and trying to respond to their clients as quickly as possible. If they can't find what they are looking for quickly, a community

may be eliminated without ever knowing they were even being considered. Most companies continue to request anonymity until the short list of cities is selected.

When a list of cities meeting the project requirements is identified, “Requests for Information” or “Requests for Proposals” are sent via email. The RFI or RFP often includes a detailed, standardized form to be completed by the local EDC. In many cases, the request is sent to the state economic development office or regional allies; in some cases, communities are contacted directly. Hard copies are seldom requested at this stage in the process; rather, an electronic proposal is submitted, along with maps, plats, aerials and floor plans of buildings. This often shortens the amount of time allowed to respond. In some cases, a two day turnaround is required of the communities.

Questions to Consider in Evaluating Seguin's Web Sites

The economic development website should be designed with the end user in mind, ensuring that the site is designed to reach its target audience. Some important questions to consider:

1. Is the website easy to find on search engines?
2. Does the site have its own address to access directly?
3. Is the site easy to navigate?
4. Who is the target audience? Does the site contain information they need?
5. Is the data presented in an easy-to-read format? Can it be downloaded?
6. Do the Home Page “titles” for pages within the site make sense to someone who knows nothing about Seguin?
7. Does the site address the needs of business and industrial prospects that may be interested in moving to Seguin?
8. Does the site address the needs of local business owners and entrepreneurs interested in expanding their existing facilities?
9. Is the information kept current by an assigned person?
10. Is a positive visual image and impression of Seguin presented through the use of pictures, aerials, graphs, action shots, etc?

Summary of the 2005 MANUFACTURING LOCATION SURVEY (National Association of Manufacturers and Deloitte Consulting)

The National Association of Manufacturers (NAM) and Deloitte Consulting conducted its annual survey of the membership of NAM. In the 2005 Survey, over 220 manufacturers participated, including small, medium and large companies. There was a broad diversity of industries included in the survey; some companies having only U.S. operations, while others had both domestic and off-shore operations.

The purpose of including findings from the Survey in this report is to confirm general knowledge of site location factors and to look at trends in various industry groups. While some issues can be identified as probable factors considered for expansions/relocations, it is insightful to look at what CEOs, COOs, Presidents, and owners of companies say as they evaluate the importance of various factors in the site location process. The Survey results highlight the “ranking” of the factors from “Critical” to “Not Important”.

General Findings

The 2005 Survey attempted to illuminate the factors that impact location selection by manufacturing companies. Findings based on the more than 220 respondents revealed:

- 63% plan to expand facilities in the next 3 years
- 70% of all expansions will be in the United States
- 95% of large manufacturers (those with over 500 employees) plan to expand both in the U.S. and internationally (50% domestic and 50% off-shore expansions)
- 35% plan to outsource production or utilize contract manufacturing in addition to expanding their own operations

Site Selection Objectives consistently cited by respondents were:

1. Cost reduction
2. Accessing markets
3. Improving productivity
4. Increasing top-line revenue

Domestic Site Location Factors

Location factors were ranked as “Critical, Very Important, Important and Not Important”. For the purpose of looking at Seguin’s “readiness” as a community to attract new industrial locations, responses by Survey participants as they relate to domestic site locations are highlighted below.

The top five location factors identified as “Critical” by respondents are as follows:

1. Access to Customers: 48%
2. Utility Reliability and Quality: 48%
3. Labor Relations and Union Activity: 32%
4. Ease of Doing Business: 30%
5. Available Land with all Services in Place: 29%

When evaluating domestic location factors identified as “Critical or Very Important”, the ranking changed slightly, as shown:

1. Utility Reliability and Quality: 86%
2. Ease of Doing Business: 81%
3. Access to Customers: 79%
4. Available Land with all Utilities in Place: 73%
5. Ability to Hire Skilled Workers: 72%

What appears to be the most interesting data, as it relates to the Seguin Comprehensive Plan, are factors ranked as “Very Important or Important”. These factors confirm and strengthen findings in the Comprehensive Plan that can be identified as strengths or weaknesses as they relate to business recruitment and expansion of local business and industry.

The top ten Site Location Factors identified as “Very Important or Important” were cited by 74% to 84% of the respondents and are as follows:

1. Cost of Living: 84%
2. Housing Availability and Quality: 84%
3. Healthcare: 81%
4. Access to Business Services: 80%
5. Quality of Education: 79%
6. Crime and Safety: 79%
7. Shipping Costs: 77%
8. Local Taxes (e.g. Property Taxes): 76%
9. Culture, Recreation and Entertainment: 74%
10. Roads: 74%

Upon closer examination, eight of the top ten factors are directly linked to Quality of Life issues. Those that might be more closely aligned to business are Access to Business Services and Shipping Costs.

Importance of Incentives as a Site Location Factor

Interestingly, incentives as a site location factor were not ranked as high as might be assumed, although they appear to be more important in domestic

than foreign expansions. Incentives were ranked by respondents as follows:

- Critical: 8%
- Very Important: 29%
- Important: 39%
- Not Important: 24%

It should be noted, however, that while incentives are not listed among the most critical factors in the actual location decision, they are definitely seen as a benefit to facilitate startups and defray initial operating costs. The size of an incentive package often depends on offers made by other communities and states being considered. While incentives may not be considered critical, in the end, most companies expect to receive incentives at some level. A cost benefit analysis can guide Seguin in developing reasonable incentive packages that have a reasonable payback and can be justified to the local taxpayers.



appendix c: bibliography



c appendix: bibliography of selected sources

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