

**A Case Study of the San Marcos Main Street Program**

**by**

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## **Abstract**

The purpose of this paper is to develop a practical ideal model for gauging Main Street Programs based on benchmarks established by the National Main Street Program. Second, the practical ideal model will be used to gauge the San Marcos Main Street Program to determine how closely the Program meets the benchmarks of the model. Finally, recommendations will be made for further assessment of the Main Street Program.

This research is important because many communities are turning to the Main Street Program to help them revitalize downtown. The Main Street Program's initiation, growth, and outcome to date in San Marcos typifies medium-sized towns across the state of Texas and provides an excellent case study for analysis, with lessons learned that will be applicable to other communities considering entry into the program. This research will assist public administrators in evaluating the applicability of the Main Street Program to their own communities.

## **About the Author**

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## **Chapter 1: Introduction**

### ***Research purpose***

The purpose of this paper is to develop a practical ideal model for gauging Main Street Programs based on benchmarks established by the National Main Street Program. Second, the practical ideal model will be used to gauge the San Marcos Main Street Program to determine how closely the Program meets the benchmarks of the model. Finally, recommendations will be made for further assessment of the Main Street Program.

### ***Benefits of research***

This research is important because many communities are turning to the Main Street Program to help them revitalize downtown. The Main Street Program's initiation, growth, and outcome to date in San Marcos typifies medium-sized towns across the state of Texas and provides an excellent case study for analysis, with lessons learned that will be applicable to other communities considering entry into the program. This research will assist public administrators in evaluating the applicability of the Main Street Program to their own communities.

### ***Chapter summaries***

Chapter Two will provide a setting for the case study as well as a brief overview of the National, Texas, and San Marcos Main Street Program. Included will be background information on the origin of the National Main Street Program, the requirements for a community to participate in the Texas Main Street Program, and details of the San Marcos Main Street Program. The physical conditions of the San Marcos downtown historic district (officially known as the "Hays County Courthouse Historic District") and the original economic goals to revitalize what eventually became the San Marcos Main Street district will be described.

Chapter Three provides a literature review of the benchmarks chosen for the case study including broad-based support; an active board of directors and committees; Main Street strategic plan; vision/mission statement; historic preservation ethic; adequate operating budget, paid, professional Main Street Manager; training; and reporting key statistics. Each of these benchmarks is further broken down into subcategories that allow for detailed examination and evaluation.

Chapter Four provides details of the methodology used in this research project. A case study was chosen to provide a focal point for the benefits of the Main Street Program. The case study utilizes document analysis, focused interviews, and direct observations.

Chapter Five presents the results from the document analysis, focused interviews, and direct observations. The documents and research methods utilized were described in detail. Each benchmark with its corresponding subcategories was scrutinized and the findings tabulated.

Chapter Six provides conclusions based on the findings of the applied research project, gauging the success of the San Marcos Main Street Program relative to the benchmarks of the practical ideal model. Recommendations to help improve the San Marcos Main Street Program to reach the practical ideal type are included, as well as recommendations for future researchers in subsequent studies of the Main Street Program.

## **Chapter 2: Background on the Main Street Program**

The purpose of Chapter Two is to provide background information for the Main Street Program at the national, state, and local levels.

### ***National Main Street Program***

In the 1920s, downtown was home to retailers, theaters, restaurants, churches, service clubs, banks, and doctors. By the 1970s, however, many of these businesses had moved to the suburbs (Kemp 2000, 174). Downtown businesses struggled to compete with discount stores and suburban shopping malls. Downtown became a place of vacant and inadequately maintained buildings with deserted streets (Lahr 1998, 434).

During the 1976 bicentennial, while Americans across the nation were celebrating their collective cultural heritage, many individual communities realized that they were losing their individual cultural heritage in the erosion of the architectural environment that defined their downtowns (Kemp 2000, 290). In response to this growing awareness and sensitivity for the loss of historical and architectural identity, as well as in appreciation of the embodied monetary value of the then declining downtown commercial districts, the National Main Street Program began in 1977 with three pilot projects in Madison, Indiana; Galesburg, Illinois; and Hot Springs, South Dakota (Francaviglia 1996, 177).

The National Main Street Center aims to use historic preservation as a catalyst for small downtown economic growth. After the three year pilot program, the National Main Street Center became permanent in 1980. The National Trust's Main Street Program has spun-off state programs, usually working under the State Historic Preservation Office or the state's economic development or tourism departments. The Main Street Program spread to many local

communities in the years following inception (Kemp 2000, 350). Stopping, and, in some cases, reversing downtown decline in many cities can be credited to the Main Street Program (Francaviglia 1996, 178). Main Street acted as a catalyst in downtown revitalization providing positive images through rehabilitation (Faulk, 2006, 627). By the early 1990s, the Main Street Program had spread to more than half of the states in the United States. Main Street developed into a commercial and educational icon because Americans believe that architecture and design give people a sense of our roots (Francaviglia 1996, 179). As of 2003, the Main Street Program boasted 1,000 communities in forty-two participating states (Robertson 2003, 16).

### ***Texas Main Street Program***

The Texas Main Street Program has operated under the Texas Historical Commission since 1981. Affiliated with the National Trust for Historic Preservation and the National Main Street Center, the Texas Main Street Program is responsible for implementing and supporting the Main Street Program in Texas cities. Texas Main Street cities are selected by the Texas Historical Commission, based upon the evaluation and comparison of applications submitted from each interested community. Selected Main Street cities are officially designated on an annual basis (Texas Historical Commission Self Evaluation Report 2005, 55). An application includes a letter of intent; a current resolution from the city's governing body stating that the salary, operating, and travel expenses of a full-time Main Street Manager for a minimum of three years will be supplied; an initial budget for the local Main Street Program; a street map of the designated local Main Street area; slides or digital photos; and letters of support for the program (form letters are discouraged).

The Main Street Interagency Council, with representatives from the Governor's Office Economic Development and Tourism Division, Governor's Office Budget and Planning

Division, Office of Rural Community Affairs, and Texas Main Street staff, rank the applications and make recommendations to the Board of Commissioners of the Texas Historical Commission (Texas Historical Commission Self Evaluation Report 2005, 58).

Cities are ranked based on five criteria: historic commercial fabric and historic identity; community and private sector support and organizational capacity; public sector support and financial capacity; physical capacity; and demonstrated need (2008 Texas Main Street Small City Application and Guidelines 2007, 5). The Board of Commissioners of the Texas Historical Commission makes the final decision each year, usually in October, to designate as many as five cities as official Texas Main Street cities (Texas Historical Commission Self Evaluation Report 2005, 58).

### ***San Marcos Main Street Program***

When San Marcos' application to become an official Main Street city was submitted in 1986, the downtown was struggling with competition from commercial strip development along the interstate by-pass. The downtown commercial district historically benefited from its close proximity to the Texas State University campus, the county courthouse, and the community's early residential neighborhoods<sup>1</sup>. New business investors' shifted the economic development

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<sup>1</sup> Settlement in San Marcos had been attempted as early as 1755, but suffered repeated abandonment due to floods and raids by Native Americans. The community became permanently established with the opening of its first store and post office in 1847. Shortly thereafter, in 1848, the community was officially named as the county seat of Hays County, a designation it has kept to this day. From its inception, the town's business community grew in conjunction with the increasing traffic along the important trade routes established by stagecoach lines and agricultural "cart trade". This business-transportation symbiosis continued with the arrival of the railroad in 1881, by which time the city's population had reached 2,335. Under the name "Southwest Texas State Normal School," the college that would become Texas State University was opened in 1903. Together with the San Marcos Baptist Academy (opened 1907), San Marcos' growth continued, with the population doubling to more than 4,000 by the 1920s. Rapid growth of the university led the city to a 48% population growth rate in the 1960s and 1970s. When the new Interstate Highway 35 opened in 1962, San Marcos was effectively linked to the larger Austin and San Antonio metropolitan areas.

This growth concealed a troubling factor for the city's traditional downtown business district. By the 1980s, over 20% of the county's labor force commuted to Travis County to work. When the first phase of the "Outlet Mall" on the interstate opened, downtown San Marcos was no longer the only, or even the most convenient, locale in which to conduct business (Source- Handbook of Texas).

focus to the lucrative interstate highway corridor, leaving the downtown to regress into a commercial backwater with apparent indicators of insufficient basic maintenance, and few signs of new development.

The City of San Marcos joined the Main Street Program in 1986 hoping to improve the retail and service sectors of the historic downtown commercial district as well as to restore the historic buildings that gave character to its downtown. The primary city goals were to strengthen and reinvigorate the existing businesses and attract new investment and new businesses to downtown. The program targeted such establishments as department stores, specialty shops, and restaurants. Another goal was to build upon the unique historic character inherent in downtown to create an appealing “sense of identity” that would help to reawaken local interest in the district as a place of business and entice additional travelers from the interstate to stop and experience the quality of life in San Marcos. The long term goal was to make downtown San Marcos a place to “shop, work, and live.” (Main Street Application 1986, 1-3).

The crown jewel of the downtown San Marcos is the Hays County Courthouse. Designed by C.H. Page and Brothers; it is the fourth and longest standing courthouse in Hays County. Built in 1908, it was rehabilitated and reopened in 1998, ninety years after the initial dedication (Hays County Courthouse Historic District, 4).

In addition, three buildings that anchored the courthouse square have been rehabilitated or restored since the beginning of the San Marcos Main Street Program. The Old State Bank (see photo 5.3), infamous for being robbed by the notorious Newton Gang, is now the Hill Country Grill on the first floor and loft apartments upstairs. Original windows, bank vaults, teller windows, pressed tin ceiling and floor from the Old State Bank remain. The A.B. Rogers Building (see photo 5.1), originally housed the Rogers Furniture Company and Rogers Mortuary.

Currently it is serving as the Wine Cellar, Stella Rosa Boutique, Out of the Blue Salon, J's Bistro, and loft apartments. The Keeton-Griffin Building (see photo in Appendix D), originally a three story building until a fire destroyed the third floor in 1912, remained vacant from 1977 to 2005. Following a 2005 rehabilitation that restored the building's historic exterior, the Keeton-Griffin Building now houses the Sean Patrick Grub and Pub Restaurant on the first floor and loft apartments on the second floor (Franks 2006, 1-2).

The Main Street Program evolved from a concept at the national level into an application that promotes economic development and historic preservation at the local level. Chapter 3 provides the literary background and the associated best practices for the benchmarks established for local Main Street Programs.



### **Chapter 3: Literature Review**

The purpose of this chapter is to develop a model of an ideal Main Street Program and provide background information for the program benchmarks. The Main Street Program is a downtown revitalization program developed at the national level that is based on the four elements of organization, design, promotion, and economic restructuring. These four elements of organization, design, promotion, and economic restructuring described in the literature work together to achieve the ten benchmarks of broad-based support; mission statement; Main Street strategic plan; historic preservation ethic; active board of directors and committees; adequate operating budget; paid, professional program manager; reporting key statistics; and training.

One of the primary purposes of downtown is to serve as the retail and social center of a city (Francaviglia 1996, xix). Downtowns contain a considerable portion of a city's tax base; they also house many of the town's most identifiable buildings; and they are the traditional gathering place for public functions and events. Downtowns personify the legacy of the community and represent "the heart and soul of most small cities" (Robertson Summer 1999, 270).

According to Kemp, "the principal role of an economic development organization is to influence the direction of its local economy by fostering stability and growth" (Kemp 2000, 45). From its initiation, the "Main Street Program" was developed to encourage, support, and require local control and direction over downtown revitalization with expert technical advice and program set-up assistance from qualified staff working at the city, state, and national levels of government (Kemp 2000, 290). The Main Street Program is structured to be adapted to the particular dynamics of the individual community in which implementation will occur. Because

of Main Street's flexible approach, communities are able to adjust their focus to the particular elements that best meet their unique needs (Robertson 2003, 21).

### ***Main Street Benchmarks***

Cities striving to be effective Main Street cities have several benchmarks to meet. First, there needs to be broad-based support from the local businesses and property owners, the local government, and the community. Without support from each sector, the program will be less effective and eventually fail. To give the program focus, a clear and concise mission statement is needed. The mission statement should reflect the goals and values of the program and communicate purpose to the community. In addition to a mission statement, a comprehensive master plan is needed to provide the program focus and a set of goals and objectives to achieve. Creating a master plan involves gathering information, developing strategies, and creating an action plan.

The hallmark of the Main Street Program is its historic preservation ethic. Cities in the program should encourage creating a sense of place in their downtowns. This sense of place is created through the rehabilitation or restoration of historic buildings, adapting them for new uses if necessary. Local Main Street programs should be able to provide tools to promote a historic preservation ethic including design guidelines for property owners willing to invest in their historic buildings and information about the availability of the Historic Rehabilitation Tax Credit Program.

Committees based on organization, design, promotion, and economic restructuring are an essential element of successful Main Street cities. In addition to a board of directors and active committees, a paid full time executive director or Main Street Manager, and an adequate operating budget is essential to the program. To measure the success of the program, key

statistics such as building rehabilitations or restorations, new businesses opened or expanded, new jobs created, and increases in the downtown tax base need to be kept and reported at regular intervals. Finally, in order to maintain an effective Main Street Program, staff and volunteers need to attend relevant training on a periodic basis. The components of each of the foregoing “hallmarks” of a Main Street Program will be identified and described based on the literature review that follows.

### ***Broad-based support***

Broad-based support includes community participation and downtown private interest partnerships; both types of support for downtown development are essential for any economic revitalization program to succeed (Basile 1980, 25). According to Hechesky, “one of the most important factors in having a thriving program is a strong relationship between the city government and the Main Street organization” (Hechesky 2005, 27). In addition, creating a partnership with the community also is a necessity for establishing a long-term Main Street Program. This approach includes facilitating partnerships between downtown enterprises when possible (Hechesky 2005, 29).

### **Community partnerships**

Broad based support from the community is essential because those who participate will be more likely to support the program (Kemp 2000, 46-47). Successful partnerships encourage citizens to participate in planning for the long-term needs of the community (Blakely and Bradshaw 2002, 351-352). With citizens, the local government, and private business interests invested, the downtown revitalization program gains the broad-based support necessary for success in any program (Kemp 2000, 158).

### **Downtown private interest partnerships**

The Main Street Program is organized around the relationship between the local government and downtown's private interests (Kemp 2000, 101). Neither sector should take sole responsibility for downtown revitalization (Kemp 2000, 103). A close relationship between the private and public sectors is necessary for the benefit of the entire community (Basile 1980, 2). The Main Street Program encourages the public sector, represented by the Main Street Manager, to form an alliance with downtown merchants and work to develop a positive image for downtown.

Merchants in the Main Street Program agree to maintain similar hours, restore their buildings and market their resources (Francaviglia 1996, 177). To collectively market their resources, merchants may coordinate operating hours, present a uniform high standard of maintenance, and conduct sales and other commercial events in cooperation with one another to establish an attractive cohesive destination for potential customers. The local government can support downtown revitalization through technical expertise in planning, zoning, and development strategies (Kemp 2000, 101-103).

### ***Active board of directors and committees***

An active board of directors and committees is a necessity for a successful Main Street Program. Community leaders, downtown business leaders, and city leaders are most likely to participate on the board of directors and committees. Member roles should be clearly defined so that there is no overlap with the Main Street Manager. Members also should be actively involved in the Main Street Program with a vested interest in seeing the Program succeed. To this end, the members of the board of directors and committees need to set specific goals for the Program to achieve.

### **Defined roles**

Successful downtown revitalization programs have leaders with a vested interest in downtown (Farst 2003, 10). Board, staff, and management roles should be clearly defined and written (Blakely and Bradshaw 2002, 344). The Main Street Program entails the use of four formal volunteer committees – an organizational committee, promotion committee, design committee, and economic restructuring committee. Personnel and financial issues are the responsibility of the organizational committee. The promotions committee handles marketing for the business district as well as special events’ marketing. The development and coordination of architectural resources and commercial displays to help create a positive, appealing image for the downtown is the responsibility of the design committee. The economic restructuring committee performs market analysis, arranges financial incentives and assistance, encourages investment in the rehabilitation of businesses, and devises strategies for the retention and expansion of businesses. These committees are responsible for establishing guidelines and setting goals related to each committee’s area of focus.

### **Active involvement**

It is important to keep the board and committee members actively involved in the program. If the members of the board of directors are not actively involved, they tend to do little more than meet the minimum requirements (Boulton 1978, 828). Community members contribute a wealth of local information to committees; their knowledge, expertise, and contacts contribute to making the program run smoothly (Cameron 1929, 96). To keep committee members involved, members are encouraged to participate in program activities and contribute valuable feedback regarding program goals. It is important to remember that people learn by doing (Cameron 1929, 97).

### **Set specific goals**

Because the board of directors is responsible for the health of the program, community committees need to have specific goals in order to be successful. The board of directors needs to take responsibility for meeting specific program goals and objectives. Therefore, the board should be actively involved in developing goals, objectives, and standards for the program to meet (Boulton 1978, 829). Periodically, the board should review the status of the program and determine whether goals and objectives are being met.

### ***Main Street Strategic Plan***

Establishing a strategic plan is the essential first step in economic revitalization allowing a community to decide the goals that should be pursued (Kemp 2000, 18). A plan needs to identify community assets, encourage business development, and include local leadership (Burayidi 2001, 277).

Planning should have a focused geographic area or region and targeted activities for the most efficient use of resources (Kemp 2000, 46-47). The three steps involved in developing a strategic plan include gathering information, developing strategies, and creating an action plan. Learning about effective economic development initiatives in other communities that have successfully implemented their plans is often a good starting point for creating a local large-scale strategic plan with long-term objectives (Blakely and Bradshaw 2002, 94).

### **Gather information**

The first step in strategic planning entails gathering information about the current economic status of the community and determining which issues to address (Blakely and Bradshaw 2002, 78). Internal activities, such as conducting surveys or site inventories, or gathering demographic and business information (job trends, business trends, economic trends,

and financial trends), allow communities to better know their strengths and weaknesses, which is vital information when pursuing new business opportunities. Planning should have a focused geographic area or region and targeted activities for the most efficient use of resources (Kemp 2000, 46-47).

Community land and property surveys that involve citizens and businesses are a useful tool to this end (Black 1991, 13). Teaming up with a local college or university may be a cost-efficient way to conduct site inventories. These inventories normally include information on site name and contact information, zoned use, land characteristics, utilities, number and types of buildings on the site, transportation available, and financial considerations relating to the property. Site inventories enable communities to create land use plans. Additional information including job trends, business trends and performance, demographics, educational trends, retiree facilities, healthcare facilities, community economic and financial trends, major business sectors, and transportation facilities available are useful when developing strategies and creating a master plan (Black, 1991 20-22).

### **Develop strategies**

Developing strategies is the second phase in creating a Main Street Strategic Plan. These strategies become the goals that the action plan will aim to achieve. Strategic planning allows for enough structure to give the downtown revitalization program focus while still remaining flexible to allow for the changing dynamic of downtown. A strategic plan should be based on comprehensive data and clear, measurable goals. There should be a balance between short-term and long-term projects. It is helpful to keep the public part of the planning process (Kemp 2000, 87). A team representing the community should identify the trends and forces impacting

downtown, using community values to create a big picture guide that directs decisions and initiatives (Kemp 2000, 88).

Only after a community understands the present economic situation, can strategies be developed to address the chosen issues and create development goals (Blakely and Bradshaw 2002, 78). With the current economic situation clearly mapped out, goals and objectives for the community can be established. Before setting goals and developing strategies, an assessment of downtown's capacity for growth needs to be conducted. Based on information gathered, a community can decide how it would like to grow and target specific markets (Black 1991, 20-22). The plan should include an assessment of the community, its assets and liabilities, and steps to attract the appropriate businesses and clientele (Kemp 2000, 25).

### **Action plan**

The final step in strategic planning involves developing an action plan based on these development goals that have been identified (Blakely and Bradshaw 2002, 80). It is important not to be in such a hurry during strategic planning that important fundamental details are overlooked (Blakely and Bradshaw 2002, 165). An action plan will determine if adequate support is in place to implement the proposed project. One of the greatest challenges of devising a strategic plan is determining what resources are available to meet demands (Kemp 2000, 47). An action plan needs to state the inputs needed for the project, how the project will be managed and by whom, and a statement of the expected results. In developing an action plan, it is best to start with the expected end results and work backwards (Blakely and Bradshaw, 169). With the current economic situation clearly mapped out, clear goals and objectives for the community can be established (Kemp 2000, 47).



## ***Mission statement***

A clear plan or directive is part of the process a Main Street Program, and a primary step is the creation of a mission statement. A mission statement is responsible for communicating the program's overall purpose to the public in one succinct sentence. The mission statement provides a focus for organization goals and objectives and communicates these goals and objectives to employees and stakeholders (Weiss 1999, 196). Each local Main Street should have a mission statement that is specific to the local program. As such, the statement should convey needs a clear sense of community needs and clarity of focus.

### **Clear sense of community needs**

To develop a mission statement, a clear sense of community needs and ideas is essential. These are developed through public discussions involving government officials, business and property owners, and the community at large. "The vision will help guide the locality in determining the need, importance, location, and design of future revitalization projects" (Robertson 1999, 41). Basile (1980) adds that a successful downtown revitalization program needs a written statement of goals. Having a shared vision of what a revitalized downtown will look like helps guide decisions necessary for success (Kemp 2000, 159).

### **Clarity of focus**

According to Farst (2003), a focused mission is essential to a successful downtown revitalization program. Mission statements reflect program priorities (Weiss 1999, 194) and provide the framework for the organization. Employees are informed about values the organization promotes (Weiss 1999, 196). While it is important to have clarity and focus, a study by Janet Weiss revealed that having an activist tone has significant impact on the effectiveness of the mission statement (Weiss 1999, 213). To develop an active tone, the

wording of the mission statement needs to contain strong action verbs that gives focus to the actions necessary to achieve the local Main Street Program's goals.

### ***Historic preservation ethic***

Downtowns typically contain a community's oldest and most socially significant buildings (Robertson 1999, 41). The historic structures and spaces along Main Street are where community events occur; the businesses occupying these historic spaces contribute significantly to the local tax base, embodying the fruits of past public investments (Robertson 1999, 41). Because Main Street history sells, there is a great effort put into restoring buildings in the downtown area (Francaviglia 1996, 140-141). In addition to this economic purpose, the Main Street Program utilizes historic preservation to address threats to the historic commercial architecture in small city downtowns (Hipler February 2007, 40).

To develop a historic preservation ethic, communities must strive to create a sense of place in their downtown (Hipler January 2007, 40) by adhering to the original historic theme of downtown (Blakely & Bradshaw 2002, 191). Developing a historic preservation ethic is done through the rehabilitation and/or restoration of historic buildings (Kemp 2000, 169-173) and adaptively reusing buildings whose original function may be obsolete or no longer needed in the community (Faulk 2006, 627). To encourage property owners to rehabilitate, restore, and adaptively reuse their building space, local Main Street Offices need to make design guidelines and assistance available as well as information on applying for programs like the Historic Rehabilitation Tax Credit Program.

### **Creating a sense of place**

Each city has a collection of buildings with distinctive architectural styles that make it unique and create a sense of place. It is important when a community is embarking on

downtown revitalization that a faux culture is not imported, but existing resources are used instead (McClure 1992, 75). According to Hipler (January 2007), preserving the historic nature of the past “enhances property values and increases economic and financial benefits to the city and its inhabitants.” Emphasizing historic structures gives the downtown a sense of cultural legacy and provides a heritage-based focal point for further development. Many downtown associations find that preserving their small town environment is their primary premise in economic redevelopment (Hipler January 2007, 40).

In the Main Street Program, the physical environment is developed around a town’s historic theme (Blakely & Bradshaw 2002, 191). The physical attributes of downtown development should conform to a theme that gives downtown an identity. To preserve and reinforce a downtown’s unique sense of place, it is necessary to identify and preserve the distinct character-defining features (Robertson 1999, 42). For example, improving the overall look of downtown through the restoration of historic façades creates a cohesive sense of place. Local business and tourism for small towns increase with improvements to their visual image (Blakely and Bradshaw, 191).

A downtown’s greatest assets are its distinctive architecture and the location relative to character-defining, natural features. Cities should take advantage of their inherent history, architecture, and natural setting when working to reestablish and improve upon their downtown’s distinctiveness (Robertson 1999, 275). According to Robertson (1999), restoration of each unique historic structure “exerts a tremendously positive impact on downtown’s sense of place.”

### **Rehabilitation/restoration of historic buildings**

Downtowns typically contain a community’s oldest and most socially significant buildings (Robertson 1999, 41). Historic preservation of these buildings has gained in popularity

in recent years with small cities facing downtowns filled with decrepit buildings and a declining economic base (Francaviglia 1996, 2). Economic vitality and sustainability comes from preserving historic buildings and their heritage (Hipler Feb. 2007, 42). When a business makes physical improvements to a building that was previously an eyesore, the image of downtown improves (Blair 1995, 170).

The Main Street Program encourages communities to create a sense of place through rehabilitating and restoring historic buildings downtown. Adaptive reuse of existing structures is extremely important to ensure that historic structures are both preserved and profitable. Federal tax credits may be available through the Historic Rehabilitation Tax Credit Program for many of these projects, and the Main Street Program is available to provide assistance and guidance. A benefit of being designated a historic district is the knowledge that neighboring buildings will not be “inappropriately altered or torn down.” Being designated a historic district does not mean that some alterations cannot take place; rather, the ability of property owners to damage, destroy, or alter the critical, character defining historic features is limited (Lahr et al 1998, 461).

Historic preservation is an excellent economic development strategy because of the cultural and aesthetic benefits, which include the stabilization, rehabilitation, or restoration of designated historic properties (Lahr et al 1998, 432). Successful models of downtown revitalization can be attributed to Main Street’s historic preservation theme. The Main Street Program promotes rehabilitating and restoring commercial buildings and creating a visitor-friendly cultural center within the heart of the community (Lahr et al 1998, 455). Historic preservation is encouraged by providing information on appropriate rehabilitation/restoration techniques through workshops and handouts. The local Main Street staff also can assist owners with the certification process and help ensure that the work is consistent with the *Secretary of the*

*Interior's Standards for Rehabilitation* (Kemp 2000, 169-173). Rehabilitation may be as simple as encouraging property owners to remove false façades and uncover their original façades. It is important that rehabilitation recover a building's original character (Robertson 1999, 42).

Thanks to the high cost of new construction, rehabilitation is often easy to encourage. Restaurants and entertainment venues, in particular, show growing interest in historic buildings (Basile 1980, 12). Restoring a few prominent buildings often serves to jump start a downtown revitalization program. (Faulk 2006, 633) As Faulk (2006) observed, the “rehabilitation of white elephants can encourage the rehabilitation of smaller buildings nearby.”

### **Adaptive reuse**

The Main Street program champions the adaptive reuse of historic buildings as the historic preservation method leading to downtown revitalization (Faulk 2006, 627). However, finding viable uses for vacant or underutilized buildings is one of the primary challenges of downtown revitalization programs (Faulk 2006, 632). Factories can become housing, offices, art studios, restaurants, or shopping malls (Blakely & Bradshaw 2002, 184). The city will need to invest in infrastructure such as streets and parking to accommodate the new use. Other tactics that lead to success include turning a downtown hotel into a conference center or rehabilitating a historic theater (Burayidi 2001, 282). Historic preservation gives these places cultural significance and encourages adaptive reuses of such properties for economic renewal (Lahr et al 1998, 468).

### **Design guidelines and assistance**

Design guidelines and standards often are used to achieve preservation and revitalization goals. The *United States Secretary of the Interior's Standards for Historic Rehabilitation* provides design guidelines that define the philosophy which governs rehabilitation, restoration,

preservation and reconstruction of historic properties. At the local level, other design guidelines also may be implemented (Kemp 2000, 205). “Generally design guidelines address issues ranging from color and building materials to signage and lighting” (Farst 2003, 17). Design guidelines explaining appropriate exterior restoration goals, business signage, window displays, and interior design and showroom layout also are useful (Kemp 2000, 205).

An architectural review board promotes good design as well (Robertson 2003, 20). Some communities have integrated design review boards into their design committee that approve plans locally. Governments assist by providing incentives such as low-interest loans to accompany mandatory façade easements, or restrictions, such as voluntary (or in some cases mandatory) façade ordinances (Robertson 1999, 275). Rehabilitation designs must at least meet the *Secretary of the Interior’s Standards for Rehabilitation*. Some common points to keep in mind are not to alter historic window treatments, to avoid using sandblasting or other abrasive cleaning techniques to clean masonry, to keep externally visible windows or doors in their historic locations, and to refrain from the tendency to apply false historic themes or styles (Kemp 2000, 169-173).

### **Tax credits**

One of the most effective tools for promoting the rehabilitation of downtown commercial buildings is the Historic Rehabilitation Tax Credit. To be eligible, a building must either be listed individually on the National Register of Historic Places or listed in a state or local historic district meeting National Register criteria (Kemp 2000, 169-173). If possible, the downtown should be designated as a historic commercial district by the National Register of Historic Places.

As a designated, historic, commercial district, building restorations may be considered for federal tax credits which further encourage good design in a downtown area (Robertson 2003, 20). With national and local historic district designations, cities are able to maintain control over exterior changes to buildings and offer federal rehabilitation tax credits (Faulk 2006, 636). Retention of original architectural features is an asset of small city downtowns (Faulk 2006, 637). After certification has been received from the National Park Service, rehabilitation plans must also be given approval from the State Historic Preservation Office and the National Park Service before work begins to obtain the tax credit (Robertson 1999, 275).

### ***Adequate operating budget***

To ensure adequate resources are available, a budget is created that determines the work plan for government entities, guides the work, and determines the policies in local government (Walker 1944, 97). The budget sets aside the funds needed to pay for staff wages/salaries and provides for work-related expenses (Blakely and Bradshaw 2002, 343-344). The budget is devised considering overall goals and how much money is available (Perkins 1946, 954). Work programs should be able to meet minimum requirements with the amount available in the budget (Perkins 1946, 955).

The budget also establishes limits to program activities, as these activities are restricted by the amount of funding received (Harton 1954, 424). Limited funding often inhibits program growth and expansion (Perkins 1946, 951). The budget determines which “long-ranged plans are carried forward or die” (Walker 1944, 98). The most efficiently developed budgets incorporate the understanding that all city departments and functions are interconnected. Through the budgeting process, the public sector needs to invest in the local Main Street Program and have available a wide range of revenue resources.

### **Public sector investment**

With the growing complexities of downtown development over all, the public sector is increasingly investing in downtown's economic development. In addition to salaries, local governments may need to provide resources for projects such as interest free loans, surveys, market analyses, and design studies up-front (Basile 1980, 17). Interest-free loans are monies provided that must be paid back but do not include interest payments. Normally, these interest-free loans are made to private entities for previously approved projects endorsed by the lending entity.

Surveys are an assessment of existing conditions including physical attributes, current businesses, and public perception of the downtown area. Surveys may be conducted through questionnaires or direct observation. Market analysis is a tool that looks at the existing business environment and helps to identify economic development opportunities. Design studies provide a series of visual images and samples of finishes, materials, or other physical elements that illustrate the opportunities to enhance downtown's appearance from the macroscopic streetscape level down to the smallest visible item.

### **Diversified revenue sources**

Revenue sources for a downtown revitalization program are always a concern. A diversified pool of funds is most desirable. Sources of revenue can include sales tax, property tax, fees charged for water, wastewater, electricity services, and a possible economic development sales tax. Other sources include impact and permitting fees to build inside city limits, private grants, and Community Development Block Grants (Farst 2003, 18). Taxes and utility fees provide relatively stable and predictable revenue while permitting and impact fees



progressively target investors. Grants, in exchange for meeting certain specified grant program requirements, provide revenue streams from outside the local government's regular income base.

### ***Paid, professional program manager***

The Main Street Program Manager, or Main Street Manager, is responsible for handling the day-to-day activities and following through with program tasks that lead to the accomplishment of previously-established goals. Due to the many responsibilities of this position, it is important that the Main Street Manager be a paid, professional, full time employee.

#### **Paid**

In the most successful Main Street programs, the local governments provided substantial financial support as well as the executive director's salary and benefits (Robertson 2003, 19). Creating a paid position also benefits the program by publicly establishes the local government's direct support. Setting a higher pay and benefits scale further promotes the program by attracting the interest of more experienced and better trained professionals.

#### **Professional**

It is recommended that a professional director be hired (Blakely and Bradshaw, 343) to facilitate participation from all economic contributors, including business, labor, and government. A full time manager is essential to a downtown economic revitalization program. The program runs most efficiently with "its own identity and the ability to make responsible decisions" (Kemp 2000, 105).

#### **Full time**

A full time Main Street Manager is needed to develop a strong public-private partnership and encourage participants to build a stronger downtown (Robertson 2003, 17). An economic development specialist working under a local economic planning unit or development board can

guide economic development efforts (Blakely and Bradshaw, 94). Leadership is needed to see that the desired results and the full economic potential are achieved (Blakely and Bradshaw, 77). By working full time for the Main Street Program, the manager becomes the “face” of the program to the community, reminding citizens by their presence of the need to keep the goals of the program in mind.

### ***Training***

The final benchmark by which the success of a Main Street Program can be gauged is the level of training provided to program participants. Training must be ongoing in order for participants to remain effective as the local Main Street Program develops and grows.

According to Carlson (1971), training programs need to be designed to provide specifically-targeted results. Training programs, curriculum, and trainers need to be periodically reviewed and updated to ensure the best results. Small group training particularly is effective. Training must be based on real situations (Carlson 1971, 632-633). Training based on real situations ensures that the program participants stay focused on the specific needs of the local business district.

### ***Reporting key statistics***

Reporting of key statistics such as reinvestment figures and job and business creation statistics provides a tangible measurement of the local Main Street Program’s progress and is crucial to garnering financial and programmatic support for the effort. The key statistics allow the local Main Street Program to quantify success through “sales volume, sales tax collection, building rehabilitations, occupancy, jobs created and investment dollars” (Hechesky 2005, 36). Hechesky (2005) notes that, of the three pilot projects, Hot Springs and Madison gained seven businesses, and Galesburg increased by thirty businesses. These new businesses and the

customers resulted in a 25 percent increase in sales tax revenue in Hot Springs and a ninety-five percent increase in Galesburg (Hechesky 2005, 22-23).

Tangible results should come from economic development activities, and specific economic growth goals must be established first before programs can be designed to meet them. Growth in conjunction with economic development implies that the community's resources are being used to improve the Main Street district (Blair 1995, 14). It is important to remember economic development is a long-term activity requiring planning, analysis, and adequate resources (Black 1991, 5).

### **New businesses opened**

A common manner in which to evaluate a downtown revitalization program is by tracking changes in the number of businesses. Encouraging business expansion and new businesses to open in downtown is essential to any economic development initiative. Tangible results should come from economic development activities, and specific economic growth goals must be established before programs can be designed to meet them.

Recruiting new businesses is the top method used to increase employment (Lester 2005, 10). It is also a way to increase the tax base because property tax revenues increase only where businesses exist (Blair, 169). Economic development organizations want to encourage new businesses to relocate to their region (Blair 1995, 41). The new businesses being sought by the city should be a good fit with existing businesses and provide services and employment not currently available (Lester 2005, 9). New business is the "fastest way to improve the local economy" (Black 1991, 11).

There are many tools to attract businesses to downtown. Advertising in trade publications may get better results than glossy brochures. Incentives should be targeted to a

particular business or type of business. A community prospectus lets a firm know what opportunities are available in the community; information included might be research and development capacity, a community infrastructure plan, and available financial programs (Blakely and Bradshaw 2002, 295).

### **Retention and expansion of existing businesses**

Economic development organizations want to encourage existing businesses to expand (Blair 1995, 41). Businesses are sources of jobs and tax revenue. Retaining current businesses also is a vital part of community economic development. “In most communities, small businesses employ more people than large corporations. Local businesses are usually dependable in their long-term commitment to the communities they serve. Moreover, already existing businesses, large and small, account for about 90% of all new U.S. jobs” (Black 1991, 27). The benefits of successful business retention include lower business costs, expanded markets, a developed workforce, and an improved business structure with community amenities. Business retention also is a “long-term strategy for diversifying the economic base of a community” (Black 1991, 27).

### **Increased Tax Base**

One of the economic indicators often studied in evaluating the progress of economic development program is the increase in tax collections (Black 1991, 8). A declining downtown often results in a decreased tax base (Hipler January 2007, 39), while an increase in the tax base is a sign of a growing or revitalized downtown (Hipler February 2007, 42). Local governments are especially concerned with improving the city’s tax base (Basile 1980, 17).

Economic stability comes from higher property and sales tax revenues (Farst 2003, 4). Of these two, property taxes are the largest revenue generators (Lester 2005, 11). Property tax

revenues increase only where businesses exist. To strengthen their tax base, cities encourage upper-income residential housing and businesses. Commercial and manufacturing properties generally provide positive revenues for the city (Blair 1995, 169). Many people work in downtown, thus giving downtown the potential to generate tax revenue comparable to that of a large company (Kemp 2000, 175). With increased employment comes a larger tax base (Lester 2005, 10).

### **Job Creation**

A revitalized and healthy downtown community is a good source of jobs and economic vigor (Black 1991, 41). Downtowns are home to many small businesses where jobs are created (Kemp 2000, 175). Economic growth means more and better jobs, increased wealth and income, and increased opportunities for personal fulfillment (Blakely and Bradshaw 2002, 75).

Without a well-defined labor market, communities experience high unemployment, low wages, discouraged workers, and underemployment (Blair 1995, 14). The emphasis is on employers to provide new, quality jobs for the community's unemployed and underemployed (Blakely and Bradshaw 2002, 163). The creation of a minimum number of jobs often is a requirement of economic development incentives (Lester 2005, 10). The goal is to "build quality jobs for the current population" and create a diverse economic base so that local economic stability may be achieved (Blakely and Bradshaw 2002, 159).

Basic employment comes from businesses that create goods and services to sell outside of the community but that also inject the economy with wages, capital expenditures, and purchases from local suppliers (Blakely and Bradshaw 2002, 160). Recruiting new businesses is the top method used to increase employment. The new businesses should be a good fit with existing businesses and provide services and employment not currently available. Tools

communities have found useful in increasing employment include customized training, targeted placement ensuring employers receiving government funding hire qualified local personnel, welfare to work programs, school to work programs, and local employment programs (Blakely and Bradshaw 2002, 164).

Table 3.1 summarizes the conceptual framework for this study and connects each category in the practical ideal type model to supporting literature.

***Table 3.1: Practical Ideal Type Table***

<b>Main Street Benchmarks</b>	<b>Scholarly Support</b>
Broad-based support <ul style="list-style-type: none"> <li>• Community partnerships</li> <li>• Downtown private interest partnerships</li> </ul>	Basile et al 1980 Blakely and Bradshaw 2002 Hechesky 2005 Kemp 2000 Weiss 1999
Active board of directors <ul style="list-style-type: none"> <li>• Defined roles</li> <li>• Active involvement</li> <li>• Set specific goals</li> </ul>	Blakely and Bradshaw 2002 Boulton 1978 Cameron 1929 Farst 2003
Main Street strategic plan <ul style="list-style-type: none"> <li>• Gather information</li> <li>• Develop strategies</li> <li>• Action plan</li> </ul>	Black 1991 Blakely and Bradshaw 2002 Kemp 2000
Mission statement <ul style="list-style-type: none"> <li>• Clear sense of community needs</li> <li>• Clarity of focus</li> </ul>	Farst 2003 Robertson 1999 Weiss 1999
Historic preservation ethic <ul style="list-style-type: none"> <li>• Creating a sense of place</li> <li>• Rehabilitation/restoration of historic buildings</li> <li>• Adaptive reuse</li> <li>• Design guidelines and assistance</li> <li>• Tax credits</li> </ul>	Basile 1980 Blair 1995 Burayidi 2001 Faulk 2006 Francaviglia 1996 Hipler 2007 Kemp 2000 Lahr et al 1998 McClure 1992 Robertson 1999 Robertson 2003
Adequate operating budget <ul style="list-style-type: none"> <li>• Public sector investment</li> <li>• Diversified revenue sources</li> </ul>	Basile et al 1980 Blakely and Bradshaw 2002 Farst 2003 Harton 1954 Kemp 2000 Perkins 1946 Walker 1944

Paid professional manager <ul style="list-style-type: none"> <li>• Paid</li> <li>• Professional</li> <li>• Full time</li> </ul>	Blakely and Bradshaw 2002 Kemp 2000 Robertson 2003
Training <ul style="list-style-type: none"> <li>• Staff</li> <li>• Volunteers</li> </ul>	Carlson 1971
Reporting key statistics <ul style="list-style-type: none"> <li>• Business recruitment/expansion</li> <li>• New businesses opened</li> <li>• Increase in tax base</li> <li>• Job creation</li> <li>• Tracking statistics</li> </ul>	Blair 1995 Black 1991 Blakely and Bradshaw 2002 Hechesky 2005 Lester 2005

## ***Conclusion***

According to Robertson (June, 1999), “A healthy downtown is a worthwhile pursuit for most local governments, for reasons related to a community’s economy, heritage, and image.” Main Street is “an integral part of American culture” (Francaviglia 1996, pg. 130) and is constantly evolving (Francaviglia 1996, pg. 33). Where urban renewal strategies failed, Main Street’s revitalization programs have succeeded. “The theme of historic preservation and its many applications such as Main Street, is an important component of this current, more successful model of revitalization” (Lahr 1998, 455). Laurie Scott, director of a Regional Main Street Partnership, believes that downtown “will remain a center for the exchange of goods and services that the big-box malls can’t provide. And it [downtown] will continue to serve a role as an incubator for entrepreneurship in both retail and service businesses” (Krohe, 1992, pg. 13). Chapter four explains how the information contained in chapter three will be operationalized so that a detailed analysis may be undertaken.

## **Chapter 4: Methodology**

### ***Chapter purpose***

The purpose of this chapter is to present the three research methodologies that were used to measure the San Marcos Main Street Program against the nine benchmarks: document analysis, direct observations, and focused interviews. Along with a description of how each benchmark was operationalized, a brief discussion on the strengths and weaknesses of each method are discussed. The three methods were designed to determine how close existing practice is to the best practices developed.

### ***Case study research***

The case study research method will be used to assess components of the San Marcos Main Street Program against a practical ideal type developed from a review of the literature. To this end, the study will utilize focused interviews with Main Street personnel, document analysis and archival analysis to investigate and assess the development, application, and outcomes of the Main Street Program in the central business district of the City of San Marcos, Texas. According to Yin (2003), “Case studies need not be limited to a single source of evidence. In fact, most of the better case studies rely on a variety of sources.” The study will link or measure the benchmarks of the Main Street Program as identified in the conceptual framework to the outcomes of the Main Street Program in San Marcos. As a measure of the program’s relative success, the top economic indicator, new business development, for downtown San Marcos will be taken.

According to Yin (2003) case studies hope to illuminate and investigate. It is a “comprehensive research strategy” that encompasses a broad range of data analysis. Case



studies explain, describe, illustrate, explore and evaluate (Yin 2003, 12-15). According to Babbie (2001) the key components of social research are the elements to be observed (Babbie 2001, 192). To this end, the documents for review carefully have been selected.

### **Document analysis**

Document analysis was the dominant method of conducting this research. The San Marcos Main Street staff maintains records on the San Marcos Main Street Program's progress that provides an overall picture of the accomplishments of the San Marcos Main Street Program. These items were obtained through e-mail or direct visits to the appropriate offices. Table 4.1 below shows a list of items reviewed.

***Table 4.1: Items reviewed for document analysis***

<b>Document Reviewed</b>	<b>Number Reviewed</b>
San Marcos Main Street meeting minutes	9
San Marcos Main Street Rehabilitation spreadsheets	1
San Marcos Main Street Manager's job description	1
San Marcos Main Street work plan	1
San Marcos Main Street mission statement	1
Historic photos of downtown San Marcos	40
Current photos of downtown San Marcos	45
1944 San Marcos Sanborn maps	7
Current map showing the boundaries of the San Marcos Main Street	1
National Register: Hays County Courthouse Historic District	1
National Register Tax Credit Projects listings	14
City of San Marcos budgets 2002-2008	5
San Marcos Main Street training documentation	1
San Marcos Main Street key statistics reports	1
Texas Main Street key statistics tracking spreadsheet	5

The documents analyzed allow for a study of official records tracing the history of downtown San Marcos as well as the history of the San Marcos Main Street Program, thus

connecting to the purpose of this research project. However, as Babbie notes, document analysis limits a study to recorded information and is, therefore, a weakness of document analysis (Babbie 2001, 315).

### **Direct observation**

Direct observation was used to obtain a current status of the physical appearance and current uses of buildings in downtown San Marcos. The strength of direct observation is that it provides “additional information about the topic being studied” (Yin 2003, 93). Additionally, direct observation allows real time coverage and more thorough coverage of current events. However, Yin also notes that direct observation can be time consuming and expensive (Yin 2003, 86)

### **Focused Interviews**

Focused interviews were used to obtain information on topics not easily found in documents. Available training for San Marcos Main Street staff and volunteers was discussed in a short interview with the San Marcos Main Street Manager. These focused interviews connected to the purpose of this research paper by allowing a corroboration of certain facts obtained from document analysis (Yin 2003, 90). The strengths of a focused interview is that it allows direct focus on the topic of (Yin 2003, 86).

### ***Operationalization of conceptual framework***

The operational relationship between the case study questions and each model component is depicted in Table 4.2. When taken together, the case study questions provide a snapshot of the San Marcos Main Street Program. In addition, the coverage offered by the case study question provides a template for evaluating and establishing other Main Street cities. Table 4.2 breaks

down the Main Street Program benchmarks into research methods, case study questions and sources for information.

***Table 4.2: Operationalization of the Conceptual Framework***

<b>Main Street Benchmarks</b>	<b>Research Method</b>	<b>Case Study Questions</b>	<b>Sources</b>
<b>Broad-based support</b>			
Community partnerships	Document Analysis	<ul style="list-style-type: none"> <li>• Who volunteers to work on committees and the board of directors?</li> <li>• Who attends committee and board of directors meetings?</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer Rosters</li> <li>• San Marcos Main Street Meeting Minutes</li> </ul>
Downtown private interest partnerships	Document Analysis	<ul style="list-style-type: none"> <li>• Who invests money in restoring or rehabilitating their buildings?</li> <li>• Who participates in San Marcos Main Street promotional events?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street building documents</li> <li>• San Marcos Main Street promotional documents</li> </ul>
<b>Active board of directors and committees</b>			
Defined roles	Document Analysis	<ul style="list-style-type: none"> <li>• What are the responsibilities of the San Marcos Main Street Board of Directors?</li> <li>• What are the responsibilities of the San Marcos Main Street Manager?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street Meeting Minutes</li> </ul>
Active involvement	Document Analysis	<ul style="list-style-type: none"> <li>• How often does the Board of Directors meet?</li> <li>• What is the average attendance at each meeting?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street Meeting Minutes</li> </ul>

**Table 4.2: Operationalization of the Conceptual Framework Continued**

<b>Main Street Benchmarks</b>	<b>Research Method</b>	<b>Case Study Questions</b>	<b>Sources</b>
Set specific goals	Document Analysis	<ul style="list-style-type: none"> <li>What goals and actions do members take as a result of the meetings?</li> </ul>	<ul style="list-style-type: none"> <li>San Marcos Main Street Meeting Minutes</li> </ul>
<b>Main Street strategic plan</b>			
Gather information	Document Analysis	<ul style="list-style-type: none"> <li>What number sources of information does the Main Street Strategic Plan use?</li> </ul>	<ul style="list-style-type: none"> <li>Main Street Strategic Plan</li> </ul>
Develop strategies	Document Analysis	<ul style="list-style-type: none"> <li>Does the San Marcos Strategic Plan set goals for the program?</li> </ul>	<ul style="list-style-type: none"> <li>Main Street Strategic Plan</li> </ul>
Action plan	Document Analysis	<ul style="list-style-type: none"> <li>Does the San Marcos Strategic Plan include an action plan to accomplish goals?</li> </ul>	<ul style="list-style-type: none"> <li>Main Street Strategic Plan</li> </ul>
<b>Mission statement</b>			
Clear sense of community needs	Document Analysis	<ul style="list-style-type: none"> <li>Does the San Marcos Main Street mission statement identify key goals found in the Strategic Plan?</li> </ul>	<ul style="list-style-type: none"> <li>San Marcos Main Street Mission Statement</li> <li>San Marcos Main Street Strategic Plan</li> </ul>
Clarity of focus	Document Analysis	<ul style="list-style-type: none"> <li>Does the San Marcos Main Street mission statement reflect the San Marcos Main Street Strategic Plan?</li> </ul>	<ul style="list-style-type: none"> <li>San Marcos Main Street Mission Statement</li> <li>San Marcos Main Street Strategic Plan</li> </ul>

***Table 4.2: Operationalization of the Conceptual Framework Continued***

<b>Main Street Benchmarks</b>	<b>Research Method</b>	<b>Case Study Questions</b>	<b>Sources</b>
<b>Historic preservation ethic</b>			
Creating a sense of place	Document Analysis	<ul style="list-style-type: none"> <li>• What are the parameters of downtown San Marcos?</li> <li>• What buildings are historic in downtown San Marcos?</li> <li>• What did these historic buildings look like originally?</li> </ul>	<ul style="list-style-type: none"> <li>• Historic photos of downtown San Marcos</li> <li>• 1944 San Marcos Sanborn maps</li> <li>• Current map of San Marcos Main Street</li> <li>• National Register: Hays County Courthouse Historic District</li> </ul>
	Direct Observation	<ul style="list-style-type: none"> <li>• Are historic buildings being restored to resemble their historic appearance?</li> </ul>	<ul style="list-style-type: none"> <li>• Current photos taken of downtown San Marcos</li> </ul>
Rehabilitation/restoration of historic buildings	Document Analysis	<ul style="list-style-type: none"> <li>• How many buildings have been rehabilitated or restored since 1986?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street Building Rehabilitation spreadsheet</li> <li>• 1944 San Marcos Sanborn maps</li> <li>• National Register: Hays County Courthouse Historic District</li> </ul>

***Table 4.2: Operationalization of the Conceptual Framework Continued***

<b>Main Street Benchmarks</b>	<b>Research Method</b>	<b>Case Study Questions</b>	<b>Sources</b>
Adaptive reuse	Document Analysis	<ul style="list-style-type: none"> <li>• What buildings are historic in downtown San Marcos?</li> <li>• What were these historic buildings original uses?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street Building Rehabilitation spreadsheet</li> <li>• National Register: Hays County Courthouse Historic District</li> <li>• 1944 San Marcos Sanborn maps</li> </ul>
	Direct Observation	<ul style="list-style-type: none"> <li>• What are the current uses of historic buildings in downtown San Marcos?</li> <li>• What percentage of buildings has been adapted for another use since 1986?</li> </ul>	<ul style="list-style-type: none"> <li>• Survey of uses in downtown San Marcos</li> </ul>
Design guidelines and assistance	Document Analysis	<ul style="list-style-type: none"> <li>• Does the San Marcos Main Street Program offer design guidelines?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street design guidelines</li> </ul>
Tax credits	Document Analysis	<ul style="list-style-type: none"> <li>• Does the city offer tax credits for historic restoration and/or rehabilitation?</li> </ul>	<ul style="list-style-type: none"> <li>• National Register Tax Credit Projects Listings</li> </ul>

**Table 4.2: Operationalization of the Conceptual Framework Continued**

Main Street Benchmarks	Research Method	Case Study Questions	Sources
Adequate Operating Budget			
Public sector investment	Document Analysis	<ul style="list-style-type: none"> <li>• What is the operating budget for the San Marcos Main Street Program?</li> <li>• What line items or activities are funded with this budget?</li> <li>• What line items or activities are not funded with this budget?</li> </ul>	<ul style="list-style-type: none"> <li>• City of San Marcos Main Street budget</li> <li>• San Marcos Main Street work plan</li> </ul>
Diversified revenue sources	Document Analysis	<ul style="list-style-type: none"> <li>• What are the sources of revenue for the San Marcos Main Street Program?</li> </ul>	<ul style="list-style-type: none"> <li>• City of San Marcos Main Street budget</li> </ul>
Paid professional Main Street manager			
Paid	Document Analysis	<ul style="list-style-type: none"> <li>• Is the San Marcos Main Street Manager position a paid position?</li> </ul>	<ul style="list-style-type: none"> <li>• City of San Marcos Main Street budget</li> <li>• E-mail from city manager's office</li> </ul>
Professional	Document Analysis	<ul style="list-style-type: none"> <li>• Is the San Marcos Main Street manager a professional position?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street manager's job description</li> </ul>
Full time	Document Analysis	<ul style="list-style-type: none"> <li>• Is the San Marcos Main Street manager a full time position?</li> </ul>	<ul style="list-style-type: none"> <li>• San Marcos Main Street manager's job description</li> </ul>

**Table 4.2: Operationalization of the Conceptual Framework Continued**

Main Street Benchmarks	Research Method	Case Study Questions	Sources
<b>Training</b>			
Staff	Focused Interview	<ul style="list-style-type: none"> <li>Was training provided for the San Marcos Main Street staff?</li> <li>How frequently is training provided for San Marcos Main Street staff?</li> </ul>	<ul style="list-style-type: none"> <li>Did the Main Street Manager provide training for staff?</li> <li>How frequent was the training for staff?</li> </ul>
	Document Analysis	<ul style="list-style-type: none"> <li>What types of training did the San Marcos Main Street staff receive?</li> </ul>	<ul style="list-style-type: none"> <li>San Marcos Main Street training documentation</li> </ul>
Volunteers	Focused Interview	<ul style="list-style-type: none"> <li>Was training provided for the San Marcos Main Street volunteers?</li> <li>How frequently is training provided for San Marcos Main Street volunteers?</li> </ul>	<ul style="list-style-type: none"> <li>Did the Main Street Manager provide training for volunteers?</li> <li>How frequent was the training for volunteers?</li> </ul>
	Document Analysis	<ul style="list-style-type: none"> <li>What types of training did the San Marcos Main Street volunteers receive?</li> </ul>	<ul style="list-style-type: none"> <li>San Marcos Main Street training documentation</li> </ul>
<b>Reporting key statistics</b>			
Business recruitment/expansion	Document Analysis	<ul style="list-style-type: none"> <li>How many businesses have been recruited or have expanded in the San Marcos Main Street district since 1986?</li> </ul>	<ul style="list-style-type: none"> <li>San Marcos Main Street key statistics reports</li> </ul>
New businesses opened	Document Analysis	<ul style="list-style-type: none"> <li>What is the percent change in the number of businesses downtown from 1986 – 2007?</li> </ul>	<ul style="list-style-type: none"> <li>San Marcos Main Street key statistics reports</li> </ul>



***Table 4.2: Operationalization of the Conceptual Framework Continued***

<b>Main Street Benchmarks</b>	<b>Research Method</b>	<b>Case Study Questions</b>	<b>Sources</b>
Increase tax base	Document Analysis	<ul style="list-style-type: none"><li>• Has the tax base increased from 1986 – 2007?</li></ul>	<ul style="list-style-type: none"><li>• San Marcos Main Street key statistics reports</li></ul>
Job creation	Document Analysis	<ul style="list-style-type: none"><li>• How many jobs have been created in downtown San Marcos from 1986 – 2007?</li></ul>	<ul style="list-style-type: none"><li>• San Marcos Main Street key statistics reports</li></ul>
Tracking statistics	Document Analysis	<ul style="list-style-type: none"><li>• Does the San Marcos Main Street report their key statistics at regular intervals?</li></ul>	<ul style="list-style-type: none"><li>• Texas Main Street key statistics reporting document</li></ul>

Table 4.2 breaks down the Main Street benchmarks detailed in Chapter 3 and provides a research method for each benchmark. Case study questions and potential sources of information provide additional focus to the research project. As a result, Table 4.2 provides a basis for the detailed analysis performed in this case study and will be used to tabulate results in Chapter 5.

## **Chapter 5: Results**

### ***Chapter purpose***

The purpose of Chapter Five is to present the results from the case study research. The research is based on the benchmarks detailed in the literature review and demonstrated in the operationalization table. In the literature review, the nine benchmarks for the Main Street Program, including broad-based support; active board of directors and committees; Main Street Strategic Plan; mission statement; historic preservation ethic; adequate operating budget; paid professional Main Street Manager; training; and reporting key statistics, provided a set of standards against which a Main Street Program may be measured.

The operationalization table created a measurement tool for the benchmarks by breaking down the benchmarks into subcategories and developing questions that address each subcategory topic. “Broad-based support” was broken down into the two subcategories of community partnerships and downtown private interest partnerships. “Active board of directors and committees” was broken down into defined roles, active involvement, and set specific goals. “Main Street Strategic Plan” was broken down into gather information, develop strategies, and action plan. “Mission statement” was broken down into the subcategories of clear sense of community needs and clarity of focus. “Historic preservation ethic” was broken down into the subcategories of creating a sense of place, rehabilitation/restoration of historic buildings, adaptive reuse, design guidelines and assistance, and tax credits. “Adequate operating budget” was broken down into the subcategories of public sector investment and diversified revenue sources.

“Paid professional Main Street Manager” was broken down into the subcategories of paid, professional, and full time. “Training” was broken down into the subcategories of staff and volunteers. “Reporting key statistics” was broken down into the subcategories of business recruitment/expansion, new businesses opened, increased tax base, job creation, and tracking statistics. Breaking the benchmarks down into subcategories allowed for the development of specific questions that became the basis of measurement for evaluating the success of the San Marcos Main Street Program in reaching the benchmarks.

### ***Broad-based support***

To determine whether the San Marcos Main Street Program has broad-based support, the benchmark was broken down into two subcategories. The subcategory “community partnerships” attempts to answer the following questions: “Who volunteers to work on the San Marcos Main Street committees and board of directors?” and “Who attends San Marcos Main Street committee and board of directors meetings?” The subcategory “downtown private interest partnerships” aims at revealing who invests money in restoring or rehabilitating their buildings in the San Marcos Main Street district and what businesses actively participate in San Marcos Main Street special events. This information was evaluated to determine with the San Marcos Main Street Program has broad-based support.

### **Community partnerships**

Members of the San Marcos Main Street Board of Directors work with the San Marcos Main Street Program on a volunteer basis. To determine who supports the San Marcos Main Street Program from downtown, documentation from “San Marcos Main Street Program’s 2008 Ten Criteria Submission” and a listing of current participants on the San Marcos Main Street Board of Directors and committees were analyzed.

San Marcos boasts a broad spectrum of support from the community as well as downtown property owners and business owners. Board members come from a diverse pool of participants such as City Council, downtown business owners, community at-large, LBJ Museum Board, downtown residents, downtown property owners, developers, architects, Texas State University students and faculty, law enforcement, the Hispanic Chamber of Commerce, community business owners, heritage associations, the Chamber of Commerce, local lending institutions, and Hays County Government. Table 5.1 summarizes the current representation of the Main Street Board of Directors and committee members.

***Table 5.1: San Marcos Main Street Board Member Representation***

<b>Representation</b>	<b>Number Participants</b>	<b>Percent of total</b>
Downtown Property Owners	3	15%
Community Members	9	45%
City/County Representatives	3	15%
University Representatives	1	5%
Downtown Residents	1	5%
Downtown Business Owners	3	15%

As indicated by Table 5.1, there are twenty members currently participating on the San Marcos Main Street Board of Directors or committees. Members of the community at large represent the greatest participation rate, forty-five percent, on the San Marcos Main Street board of directors and committees. Property owners, city and/or county representatives, and business owners also participate at a notable rate, fifteen percent each or forty-five percent total. Downtown residents and representatives from the Texas State University make up the final ten percent representation of the San Marcos Main Street Board of Directors and committees, each representing five percent of the total. With a wide range of community members active in the San Marcos Main Street Program, the conclusion is drawn that the San Marcos Main Street Program has established community partnerships.

### **Downtown private interest partnerships**

Special event participation by business owners was not documented by the San Marcos Main Street Program office and was, therefore, unavailable for this research project. In lieu of this documentation, to determine who the downtown building owners are that invest money in restoring their buildings, a survey of buildings with restored facades was conducted and property tax records were researched to identify the owners of these buildings. Table 5.2 below compiles this information.

***Table 5.2: Building Owners' Investing in Downtown San Marcos***

<b>2007 Name(s):</b>	<b>Address:</b>	<b>Owner:</b>
Hays Co. Courthouse Annex	102 N. LBJ Drive	County of Hays
Tattoo / Media, Wood Bros. Clothing / Dillingers	109-119 E Hopkins Street	Hermes Family Trust (Austin, Texas)
San Marcos Title Co. / Kyle Walker & Gossett	120 N. LBJ Drive	Elizabeth P. Winn and James R. Kyle H. C. III
Waldrip Insurance Agency / Lamar's Barber Shop	114-116 N. LBJ Drive	Charles M. Waldrip Jr. and Martha Jane
Hill Country Grill	100 W Hopkins Street	Global Rock Investments Ltd. (New Braunfels, Texas)
All Image Studios (vacant)	101 E Hopkins Street	C. H. Aiken
Ace Hardware	101 S Edward Gary Street	Cypress Creek Church Inc. (Wimberly, Texas)
Academic Programs International	107 E Hopkins Street	JABN, Holdings Ltd (Temple, Texas)
Hohn & Janssen Law Offices	110 E San Antonio Street	John Hohn
Valentino's Pizza	110 N LBJ Drive	Andrew C. Moore
Hays Co Courthouse	111 E San Antonio Street	Hays County
Duvall, Gruning & Dietz Attorneys at Law	112 N LBJ Drive	Jim Duvall
Independence Title Co.	113 N Guadalupe Street	The Hays County Abstract Co.
Accent Lighting Design	114 E San Antonio Street	Phillips Shirley No 2 Family Ltd. Partnership
Expinoza Graphics & Printing	115 N Guadalupe Street	The Hays County Abstract Co.
David Chandler	118 E San Antonio Street	David L. Chandler
Twice Blessed	124 W Hopkins Street	First United Methodist Church
Hays Finance Corp., San Marcos Bail Bonds	125 N Guadalupe Street	Guadalupe R. Carbajal and Diana L.
Coffee Pot, Taproom	129 E Hopkins Street	Hermes Family Trust (Austin, Texas)

***Table 5.2: Building Owners' Investing in Downtown San Marcos Continued***

<b>2007 Name(s):</b>	<b>Address:</b>	<b>Owner:</b>
First United Methodist Church	129 W Hutchison Street	First United Methodist Church
Covington Credit Corp.	130 E San Antonio Street	Glenn C. Joy and Donna M. (Austin, Texas)
San Marcos Telephone Co.	133 W San Antonio Street	San Marcos Telephone Co. Inc. (Monroe, Louisiana)
Law Offices	136 E San Antonio Street	Larry Rasco, Attorney
Draft Choice Bar	139 E Hopkins Street	Benjamin Mark Brown
Scanio Building	144 E San Antonio Street	Michael E. Scanio, Trustee, Scanio Building Management TR
Lucy's, Campus Crusade for Christ, Root Cellar	145 E Hopkins Street	Bryan L. Scofield (Kyle, TX)
Figol-Harrelson Building	202 E San Antonio Street	
Wine Cellar, Out of the Blue	202-208 N LBJ Drive	Global Rock Investments Ltd (of New Braunfels, Texas) % Dennis Figol
Main Street Program Office	206 E Hopkins Street	
Fire Station	220 N Guadalupe Street	
San Marcos Hair Co.	225 N LBJ Drive	Jana A. and Tom Chrystal (New Braunfels, Texas)
Benchmark Insurance	225 W Hopkins Street	Benchmark Insurance Group

Table 5.2 lists twenty-seven building owners willing to invest in historic buildings in the San Marcos Main Street district. Five of these twenty-seven building owners invested in more than one building in the San Marcos Main Street district. These results indicate that of the sixty-three building owners in the San Marcos Main Street district, forty-three percent were willing to invest money in historic buildings in the San Marcos Main Street district. From this information, the conclusion is drawn that the San Marcos Main Street Program also has developed downtown private interest partnerships.

### ***Active board of directors and committees***

To determine how active the board of directors<sup>2</sup> is in the San Marcos Main Street Program, the benchmark “active board of directors” was broken down into three subcategories. The subcategory “defined roles” attempted to determine whether members of the San Marcos Board of Directors maintain separate responsibilities from the San Marcos Main Street Manager. The subcategory “active involvement” aimed at revealing the activity level of the San Marcos Main Street Board of Directors through the frequency of meetings and the average attendance at each meeting. The subcategory “set specific goals” endeavored to determine the goals the members of the San Marcos Main Street Board of Directors created and the actions the members of the San Marcos Main Street Board of Directors took to achieve these goals.

#### **Defined roles**

To determine the defined roles and responsibilities of the San Marcos Main Street Board of Directors, meeting minutes from January 2007 – August 2007 were examined. These meeting minutes are available through the San Marcos Main Street offices. Roles of the members of the San Marcos Main Street Board of Directors were then compared to the San Marcos Main Street Manager’s roles to determine whether there was a clear distinction between San Marcos Main Street board members’ and the San Marcos Main Street Manager’s responsibilities. Table 5.3 details the responsibilities of the San Marcos Board of Directors and the San Marcos Main Street Manager.

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<sup>2</sup> The San Marcos Main Street Program has an Advisory Board that functions as the Board of Directors.

**Table 5.3: San Marcos Main Street Responsibilities**

<b>San Marcos Main Street Board of Directors Responsibilities</b>	<b>San Marcos Main Street Manager Responsibilities</b>
<ul style="list-style-type: none"> <li>• Lobbying of public officials on behalf of San Marcos Main Street Program (January 2007, March 2007, April 2007, June 2007 meeting minutes)</li> <li>• Lobbying for San Marcos Main Street Program's interests in the development of the San Marcos Downtown Master Plan (January 2007, March 2007, April 2007 meeting minutes)</li> <li>• Creating ideas for Board Development (June 2007 meeting minutes)</li> <li>• Appointing members to the budget committee (April 2007 meeting minutes)</li> <li>• Making budget recommendations and providing directions for special events (April 2007)</li> <li>• Discussing the need for more trash receptacles and ash trays (February 2007 meeting minutes)</li> <li>• Providing guidelines for the Incentive Grant<sup>3</sup> (May 2007, July 2007 meeting minutes)</li> <li>• Budget recommendation for the San Marcos Main Street Program to the City of San Marcos City Council (June 2007, August 2007 meeting minutes) Obtaining sponsors for special events (February 2007 – April 2007 meeting minutes)</li> <li>• Electing members to the San Marcos Main Street Board of Directors (June 2007 – July 2007 meeting minutes)</li> <li>• Addressing downtown alcohol consumption (January 2007 – July 2007 meeting minutes)</li> <li>• Working with downtown building owners on design ideas for downtown buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Providing a monthly expenditure report to the San Marcos Main Street Board of Directors (April 2007, July 2007, August 2007 meeting minutes)</li> <li>• Providing reports for board meetings when the appropriate board member is absent (January 2007, April 2007, May 2007, July 2007 meeting minutes)</li> <li>• Presenting the staff report to the San Marcos Board of Directors (January 2007 – February 2007 meeting minutes)</li> <li>• Coordinating efforts for San Marcos Main Street special events (February 2007, July 2007, August 2007 meeting minutes)</li> <li>• Coordinating student projects from Texas State University (January 2007 – March 2007 meeting minutes)</li> <li>• Providing the San Marcos Main Street Board of Directors with available training opportunities (January 2007, August 2007 meeting minutes)</li> <li>• Providing reports on the results of San Marcos Main Street events to the San Marcos Main Street Board (June 2007 meeting minutes)</li> <li>• Requesting funds for replacing an awning at the San Marcos Main Street offices (June 2007 meeting minutes)</li> <li>• Providing San Marcos Main Street budget updates to the San Marcos Main Street Board so that the San Marcos Main Street board may make San Marcos Main Street budget recommendations to the City of San Marcos City Council (July 2007 meeting minutes).</li> <li>• Distributing updates on the San Marcos Main Street board committee list and the</li> </ul>

<sup>3</sup> The San Marcos Main Street Program offers a one-to-one matching incentive grant to business or building owners in the San Marcos Main Street district for façade improvements only.

<sup>4</sup> According to the Convention and Visitor's Bureau website at <http://www.visitsanmarcos.com/information.html>, the San Marcos Downtown Association is "a volunteer organization comprised of people interested in promoting the appearance, safety, vitality and economic development of the downtown area and enhancing its potential by creating a sense of community and offering an inviting atmosphere for future growth and development."



<b>San Marcos Main Street Board of Directors Responsibilities</b>	<b>San Marcos Main Street Manager Responsibilities</b>
<p>(March 2007 meeting minutes)</p> <ul style="list-style-type: none"> <li>• Approving expenditures for an awning at the San Marcos Main Street office (June 2007 meeting minutes)</li> <li>• Hosting a downtown walk-around for San Marcos City Council members (July 2007 meeting minutes)</li> <li>• Recommending landscape improvement projects to the City of San Marcos Director of Parks and Recreation (August 2007).</li> <li>• Partnering with the San Marcos Downtown Association<sup>4</sup> for special events in downtown San Marcos.</li> </ul>	<p>proposed 2007-08 San Marcos Main Street work plan (July 2007 meeting minutes)</p> <ul style="list-style-type: none"> <li>• Seeking input from the San Marcos Main Street Board on filling out the National Main Street City designation<sup>5</sup> application (July 2007 meeting minutes)</li> </ul>

Table 5.3 demonstrates that the San Marcos Main Street Board is primarily responsible for working with private businesses, building owners, elected officials and city departments on behalf of the San Marcos Main Street Program. The San Marcos Main Street Board performs duties such as obtaining sponsors for special events, working with downtown building owners, hosting downtown “Walk-arounds” for San Marcos City Council members. In addition, the San Marcos Main Street Board provides financial oversight such as approving expenditures. The San Marcos Main Street Manager is primarily responsible for coordinating efforts and providing information to the San Marcos Main Street Board through tasks such as presenting monthly expenditure reports at board meetings, reporting Main Street activities for absent board members, compiling results of San Marcos Main Street special events, and delivering budget updates to the San Marcos Main Street Board. From this information, the conclusion is drawn that the San Marcos Main Street Board of Directors has separate roles and responsibilities from the San Marcos Main Street Manager.

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<sup>5</sup> See <http://www.thc.state.tx.us/mainstreet/msdefault.html> for more information.

### **Active involvement**

To determine the level of activity of San Marcos Main Street Program Board of Directors, meeting minutes were examined for frequency of meetings and participation rates. These meeting minutes are available through the San Marcos Main Street office. The San Marcos Main Street Manager takes meeting minutes at most San Marcos Main Street Board meetings. Table 5.4 details the dates and attendance records of the San Marcos Main Street Program Board of Directors meetings.

***Table 5.4: San Marcos Main Street Board Meeting Attendance***

<b>Date</b>	<b>Number Present</b>	<b>Number Absent</b>	<b>% Attendance</b>
January 24, 2007	12	2	85.7%
February 21, 2007	9	6	60.0%
March 21, 2007	11	3	78.6%
April 18, 2007	8	6	57.1%
May 16, 2007	10	4	71.4%
June 20, 2007	10	5	66.7%
July 18, 2007	10	5	66.7%
August 15, 2007	14	1	93.3%

As demonstrated in Table 5.4, the San Marcos Main Street Program has a high percentage rate of participation considering the volunteer status of the members. The San Marcos Main Street Program has an average 72.4 percent board member participation rate. Of those board members attending, twelve individual members of the board attended more than 75 percent of the monthly meetings. Table 5.1, San Marcos Main Street Board Member Representation table, and Table 5.4, San Marcos Main Street Board Member Meeting Attendance, together indicate that there is a broad interest in the San Marcos Main Street Program by the spectrum of interest groups represented among the volunteers who participate on the San Marcos Main Street Board of Directors and by the frequency the members attend the

meetings. The conclusion is drawn that the San Marcos Main Street Board of Directors is actively involved with the San Marcos Main Street Program.

### **Set specific goals**

To determine what goals San Marcos Main Street board members create for the program and the actions taken to achieve these goals, San Marcos Main Street Board meeting minutes were analyzed for goals and actions taken by the San Marcos Main Street Board of Directors. Table 5.5 below details goals set by the San Marcos Main Street Board and actions taken to address these goals.

***Table 5.5: San Marcos Main Street Board of Directors Goals and Actions***

<b>San Marcos Main Street Board Goals</b>	<b>San Marcos Main Street Board Actions</b>
Obtain sponsors for special events (February 2007 – April 2007 meeting minutes)	<ul style="list-style-type: none"> <li>• Calling and meeting with potential sponsors (March 2007 meeting minutes)</li> <li>• Providing sponsor packets to potential sponsors (March 2007 meeting minutes)</li> </ul>
Address downtown alcohol consumption (January 2007 – July 2007 meeting minutes)	<ul style="list-style-type: none"> <li>• Meeting with downtown businesses that serve alcohol (February 2007 meeting minutes)</li> <li>• Discussing ways for downtown businesses that serve alcohol to identify false IDs (March 2007 meeting minutes).</li> <li>• Discussing alcohol permits with the City of San Marcos City Council members (March 2007 meeting minutes)</li> <li>• Coordinating an ID seminar for downtown businesses (June 2007 meeting minutes)</li> </ul>
Host a downtown walk-around for San Marcos City Council members (April 2007, July 2007 meeting minutes)	<ul style="list-style-type: none"> <li>• Choosing a route and date for the City Council Walk-around (April 2007 meeting minutes)</li> <li>• Choosing City Council members to invite to the City Council Walk-around (April 2007 meeting minutes)</li> <li>• Creating invitations to send to the City Council members (May 2007 meeting minutes)</li> <li>• Providing food for the City Council Walk-around (July 2007 meeting minutes)</li> </ul>

***Table 5.5: San Marcos Main Street Board of Directors Goals and Actions  
Continued***

<b>San Marcos Main Street Board Goals</b>	<b>San Marcos Main Street Board Actions</b>
Address parking issues in downtown San Marcos	<ul style="list-style-type: none"> <li>• Coordinating the collection of signature sheets with San Marcos downtown businesses to lobby for a San Marcos downtown parking garage (March 2007 meeting minutes).</li> <li>• Lobbying for a parking study to be included in the downtown Master Plan (March 2007 meeting minutes).</li> <li>• Working with City of San Marcos City Council members on addressing parking issues through the downtown Master Plan in downtown San Marcos (March 2007 – April 2007 meeting minutes)</li> </ul>
Work with downtown businesses and building owners on design issues	<ul style="list-style-type: none"> <li>• Providing drawings to business owners (March 2007 meeting minutes)</li> <li>• Sending letters to the City of San Marcos Planning and Zoning Commission (March 2007 meeting minutes)</li> </ul>
Oversee the incentive grant program offered to downtown businesses	<ul style="list-style-type: none"> <li>• Seeking sources of funding for the downtown incentive grant (April 2007 meeting minutes)</li> <li>• Developing guidelines for the Incentive Grant (April 2007 meeting minutes)</li> </ul>
Promote and participating in San Marcos Main Street special events	<ul style="list-style-type: none"> <li>• Obtaining radio coverage from KUT in Austin for the Texas Natural &amp; Western Swing Festival<sup>6</sup> (January 2007 meeting minutes)</li> <li>• Suggesting ideas for additional activities at the Texas Natural &amp; Western Swing Festival (February 2007 meeting minutes)</li> <li>• Working at the drink booth at the Texas Natural &amp; Western Swing Festival (May 2007 meeting minutes)</li> </ul>

As the above table illustrates, San Marcos Main Street board members embarked upon specific action items throughout the year to achieve the goals that had been established by the

<sup>6</sup> See <http://www.ci.san-marcos.tx.us/departments/mainstreet/TexasNaturalFestival.htm> for more information.

San Marcos Main Street Board of Directors. To obtain sponsors for special events, board members called and met with potential supporters as well as provided sponsorship packets to potential sponsors. To promote the San Marcos Main Street Program to the City of San Marcos Council members, San Marcos Main Street Board members coordinated a downtown “Walk-around” including choosing a route, setting a date, preparing invitations, choosing council members to invite, and providing food for the event. These action items demonstrate that the San Marcos Main Street board members set specific goals for the program and take actions to achieve these goals.

### ***Main Street Strategic Plan***

Strategic plans allow an organization to define its course of action for a specific time span so that efforts of the organization’s members may be focused and directed towards common goals. The benchmark “Main Street Strategic Plan” is broken down into three subcategories. Gathering information, as the first step in developing a strategic plan, is the first subcategory and determined what sources of information are used to develop the San Marcos Main Street Strategic Plan. Developing strategies is the second step in producing a strategic plan and this subcategory located details of the goals within the San Marcos Main Street Program, as developed in the San Marcos Main Street Strategic Plan. The final step in developing a strategic plan is to create an “action plan” based on the strategies developed in the previous step. The third subcategory, action plan, determined whether an action plan to accomplish goals is detailed in the San Marcos Main Street Program Strategic Plan. Together, the subcategories examined here encompass and evaluate the breadth of the planning process.

The San Marcos Main Street Program is currently working with the City of San Marcos to develop the first comprehensive downtown strategic master plan. Completion of the strategic

master plan is scheduled for 2008<sup>7</sup>. The San Marcos Main Street Program uses a Main Street Board's Work Plan to guide the direction and priorities in the San Marcos Main Street Program. The document examined for this research project was the Main Street Board's Work Plan 2006-07 (see Appendix A). The Main Street Board's Work Plan 2006-07 was obtained through the San Marcos Main Street office.

### **Gather information**

To determine whether the San Marcos Main Street Board's Work Plan gathered adequate information to guide the work of the San Marcos Main Street Program, the San Marcos Main Street Board's Work Plan was examined for verifiable sources of information. A review of the Main Street Board's Work Plan 2006-07 revealed no verifiable sources of data.

### **Develop strategies**

To determine whether the San Marcos Main Street Board's Work Plan 2006-07 developed strategies for the San Marcos Main Street Program, the San Marcos Main Street Board's Work Plan 2006-07 was examined for goals set for the San Marcos Main Street Program. Table 5.6 lists the goals and corresponding objectives located in the Main Street Board's Work Plan 2006-07.

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<sup>7</sup> See <http://www.ci.san-marcos.tx.us/departments/planning/DowntownMasterPlan.htm> for more information on the San Marcos downtown strategic master plan.

***Table 5.6: San Marcos Main Street Goals and Objectives***

<b>Goal</b>	<b>Objectives</b>
To build partnerships among various stakeholders to create a workable economic and revitalization strategy.	<ul style="list-style-type: none"><li>• Promote Safety for Property, Shoppers, and Employees in the Downtown Area.</li><li>• Address Parking Issues to Manage Current Spaces, Increase Available Spaces, Promote Safety and Improve Economics of Downtown</li><li>• Provide Annual Board Development</li><li>• Develop Annual Budget for Main Street</li><li>• Recognize Volunteers &amp; Former Board Members</li><li>• Plan Fund-Raising Activities for Board Projects</li><li>• Improve Downtown Cleanliness to Improve Area for Visitors and Community</li><li>• Provide Information Resources for Downtown Businesses and Community</li></ul>
To market the downtown to customers, potential investors, and tourists.	<ul style="list-style-type: none"><li>• Plan and Implement Special Events to Market/Promote Downtown to the Community and Visitors</li><li>• Develop Downtown Marketing to Community and Visitors</li></ul>
To Enhance the Visual Quality and Image of the Downtown Through Appropriate Design and Compatible Construction.	<ul style="list-style-type: none"><li>• Downtown Master Plan</li><li>• Maintain Current Planters &amp; Flowerbeds</li><li>• Develop Program Offering Businesses Architectural Assistance</li><li>• Increase Funding for Incentive Grants</li><li>• Update Current Ordinance to Allow Sales from Sidewalks</li><li>• Develop Appropriate Wayfinding System</li><li>• Develop Tree Maintenance and Replacement Program</li></ul>
To Strengthen the Downtown's Existing Assets and Create a Viable Area for Business Development	<ul style="list-style-type: none"><li>• Expand Streetscape Program</li><li>• Promote Business Development Downtown</li><li>• Assess Downtown's Economic Impact</li></ul>

As may be seen in Table 5.6, the Main Street Board's Work Plan 2006-07 contains four broad goals for each of the committees of Organization, Promotion, Design, and Economic Restructuring to accomplish. Each goal was supported by objectives as well as activities to meet the goals and objectives. These efforts cumulatively support the purpose of the San Marcos

Main Street Program. From this information, the conclusion is drawn that the San Marcos Main Street Program developed strategies to address the program's goals.

### **Action plan**

The Main Street Board's Work Plan 2006-07 was examined to determine whether the plan contained an action plan to meet the goals and corresponding objectives. Table 5.7 details the San Marcos Main Street Program goals along with each goal's corresponding objectives and action plans.

***Table 5.7: San Marcos Main Street Goals, Objectives, and Action Plan***

<b>Goal</b>	<b>Objectives</b>	<b>Action Plan</b>
To build partnerships among various stakeholders to create a workable economic and revitalization strategy.	<ul style="list-style-type: none"> <li>Promote Safety for Property, Shoppers, and Employees in the Downtown Area.</li> </ul>	<ul style="list-style-type: none"> <li>Develop ordinance prohibiting delivery trucks with over 2 axles to deliver on streets in CBA; improve alleys and turn radius' for trucks into alleys.</li> <li>Identify areas in need of additional lighting around businesses, alleys, and streets for security lighting.</li> <li>Partner with Downtown Association in City Council Walk-arounds</li> </ul>
	<ul style="list-style-type: none"> <li>Address Parking Issues to Manage Current Spaces, Increase Available Spaces, Promote Safety and Improve Economics of Downtown</li> </ul>	<ul style="list-style-type: none"> <li>Investigate changing Guadalupe &amp; LBJ back to 2-way streets to improve access to businesses and facilitate traffic flow;</li> <li>Utilize speed trailer for slowing traffic on Hopkins;</li> <li>Work with City, Design Committee, Downtown Association, and other organizations on need for a downtown parking garage.</li> <li>Monitor use policy for on-street public parking and in downtown lots. Update as necessary.</li> <li>Update Downtown</li> </ul>



<b>Goal</b>	<b>Objectives</b>	<b>Action Plan</b>
		Hospitality Parking Tag Program as Needed
	<ul style="list-style-type: none"> <li>• Provide Annual Board Development</li> </ul>	<ul style="list-style-type: none"> <li>• Set date &amp; location, plan topics, acquire speakers, plan dinner;</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop Annual Budget for Main Street</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend annual budget to Board ; Board to recommend any funding changes to City Council</li> </ul>
	<ul style="list-style-type: none"> <li>• Recognize Volunteers &amp; Former Board Members</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and implement recognition dinner; provide plaques for honorees</li> </ul>
	<ul style="list-style-type: none"> <li>• Plan Fund-Raising Activities for Board Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Promotions Committee to: implement drink/Italian Ice booth at Texas Natural &amp; Western Swing Festival; Implement Dutch oven biscuit booth at Sights &amp; Sounds of Christmas;</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve Downtown Cleanliness to Improve Area for Visitors and Community</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase additional trash receptacles/ash trays for critical areas</li> <li>• Identify and remove graffiti.</li> <li>• Improve use of downtown by reassessing County agreement; consider moving responsibility to Parks &amp; Recreation Dept.</li> <li>• Recommend budget increase for downtown maintenance and beautification</li> <li>• Explore power washing of downtown sidewalks</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide Information Resources for Downtown Businesses and Community</li> </ul>	<ul style="list-style-type: none"> <li>• Continue monthly newsletters</li> <li>• Continue providing technical, historic, resource, and downtown information</li> <li>• Continue press releases on</li> </ul>

Goal	Objectives	Action Plan
		Main Street projects/events
To market the downtown to customers, potential investors, and tourists.	<ul style="list-style-type: none"> <li>Plan and Implement Special Events to Market/Promote Downtown to the Community and Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Business Expo</li> <li>Hays County Women's Entrepreneurs</li> <li>Hosting San Antonio Trailriders</li> <li>Sights &amp; Sounds of Christmas</li> <li>Texas Natural &amp; Western Swing Festival</li> <li>Appoint sponsorship committee to focus on sponsorships and public relations for 2008</li> </ul>
	<ul style="list-style-type: none"> <li>Develop Downtown Marketing to Community and Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Update National Register district brochure</li> <li>Develop podcast downtown walking tour and multi-media downtown tour for community, visitors, and website</li> <li>Annually update downtown directory</li> <li>Participate in Texas Downtown Associations co-op advertising</li> <li>Develop strategies for "Uniquely San Marcos" marketing concept.</li> <li>Respond to tourists and community requests for downtown information</li> <li>Update Gold &amp; Platinum Card Program in partnership with school district</li> </ul>
To Enhance the Visual Quality and Image of the Downtown Through Appropriate Design and Compatible Construction.	<ul style="list-style-type: none"> <li>Downtown Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Assist in Developing Design Guidelines Explore Options to Improve "Pedestrian Friendly" Atmosphere</li> <li>Advocate for Slower Vehicle Speeds Downtown</li> </ul>

<b>Goal</b>	<b>Objectives</b>	<b>Action Plan</b>
	<ul style="list-style-type: none"> <li>• Maintain Current Planters &amp; Flowerbeds</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with Texas State University's Landscape Class to replant planters. Encourage businesses participation; Explore additional funding options for regular clean-up/maintenance of planters &amp; in-ground planting beds;</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop Program Offering Businesses Architectural Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policy for free architectural assistance to downtown businesses.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase Funding for Incentive Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to offer Incentive Grants for façade improvements with architects input.</li> </ul>
	<ul style="list-style-type: none"> <li>• Update Current Ordinance to Allow Sales from Sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>• Update 1910 ordinance to allow for sidewalk cafes to improve downtown's sense of place.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop Appropriate Wayfinding System<sup>8</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Continue to explore design for wayfinding system</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop Tree Maintenance and Replacement Program</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate a program on a regular or as needed basis to improve beautification, vehicle sight-lines and increase visibility of business signs; explore funding;</li> </ul>
To Strengthen the Downtown's Existing Assets and Create a Viable Area for Business Development	<ul style="list-style-type: none"> <li>• Expand Streetscape Program</li> </ul>	<ul style="list-style-type: none"> <li>• Explore, jointly with Design Committee, possible funding for North and South LBJ streetscape project to meet ADA guidelines and, improve pedestrian experience and access to businesses;</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote Business Development Downtown</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend retail consultant and wayfinding be included in Downtown Master Plan</li> </ul>

<sup>8</sup> A wayfinding system is an arrangement of visual indicators for the purpose of providing orientation and navigation. The visual indicators may be simple signage, landscaping, or other easily-distinguished features arranged to help people to intuitively find their position and move through the area.

Goal	Objectives	Action Plan
		<ul style="list-style-type: none"> <li>• Develop contacts and offer assistance to property owners with lease space and property for sale.</li> <li>• Work with SBDC to provide economic assistance to downtown businesses</li> <li>• Explore Options for Vacant Hays County Buildings, if Relocation Occurs</li> </ul>
	<ul style="list-style-type: none"> <li>• Assess Downtown's Economic Impact</li> </ul>	<ul style="list-style-type: none"> <li>• Explore downtown's contribution of sales tax, property tax and alcohol tax</li> </ul>

As previously noted, the Main Street Board's Work Plan 2006-07 contains activities specified to meet the organization's goals and objectives. These action items constitute an action plan and serve to direct the activities of the San Marcos Main Street Board members and other volunteers in support of the Main Street Program's purpose.

### ***Mission Statement***

To determine the validity of the mission statement, two subcategories were introduced. The subcategory of "clear sense of community needs" determined whether the San Marcos Main Street mission statement identifies with key goals found in the San Marco Main Street Board's Work Plan 2006-07. The subcategory "clarity of focus" revealed whether the San Marcos Main Street Board's Work Plan 2006-07 is reflected in the San Marcos Main Street mission statement.

#### **Clear sense of community needs**

To determine whether the mission statement reflects the community needs of San Marcos Main Street, the San Marcos Main Street mission statement was examined for the number of goals of the Main Street work plan that are mentioned. The mission statement for the San

Marcos Main Street Program is available through the San Marcos Main Street office and identifies the goals as follows

“To enhance the cultural identity, historical significance, and economic stability of our community, through a comprehensive downtown revitalization program of design, economic restructuring, organization, and promotion” (2008 Ten Criteria Survey).

The San Marcos Work Plan is an interim document, providing aspects of a full strategic plan but does not identify specific, verifiable community needs. Therefore, while the goals called for in the San Marcos Mission Statement may reflect actual community needs, that assessment cannot be determined definitively from the San Marcos Work Plan. The City of San Marcos is now in the process of developing a full master plan and is actively soliciting community involvement in its planning process, but until the master plan is complete the San Marcos Mission Statement cannot be said to address definitively established community needs. It is also important to note that the San Marcos Main Street Program’s mission statement is not posted on its website.

### **Clarity and focus**

To determine whether the San Marcos Main Street mission statement demonstrated clarity and focus, the San Marcos Main Street mission statement and the San Marcos Main Street Board’s Work Plan 2006-07 were examined to identify the specific words found in the mission statement that reflected key words located in the goals of the Main Street work plan. Table 5.8 underlines the key words located in the San Marcos Main Street Board’s Work Plan 2006-07 that are found also in the San Marcos Main Street mission statement.

**Table 5.8: San Marcos Main Street Mission Statement and Work Plan Key Words**

<b>Mission Statement</b>	<b>Goal</b>	<b>Number of key words found in both the mission statement and work plan goals?</b>
To enhance the cultural identity, historical significance, and economic stability of our community, through a comprehensive downtown revitalization program of design, economic restructuring, organization, and promotion	To build partnerships among various stakeholders to create a workable economic and revitalization strategy.	0
To enhance the cultural identity, historical significance, and economic stability of our community, through a comprehensive downtown revitalization program of design, economic restructuring, organization, and promotion	To market the downtown to customers, potential investors, and tourists.	0
To enhance the cultural identity, historical significance, and economic stability of our community, through a comprehensive downtown revitalization program of <u>design</u> , economic restructuring, organization, and promotion	To Enhance the Visual Quality and Image of the Downtown Through Appropriate <u>Design</u> and Compatible Construction.	1
To enhance the cultural identity, historical significance, and economic stability of our community, through a comprehensive downtown revitalization program of design, economic restructuring, organization, and promotion	To Strengthen the Downtown's Existing Assets and Create a Viable Area for Business Development	0

Table 5.8 indicates that the San Marcos Main Street mission statement needs to use more of the key words found in the San Marcos Main Street Program goals. Only one key word in the San Marcos Main Street mission statement, “design,” was identified in the San Marcos Main

Street Program goals. Therefore, the San Marcos Main Street Program's mission statement does not clearly reflect the goals set for the San Marcos Main Street Program.

### ***Historic preservation ethic***

The benchmark "historic preservation ethic" was one of the most broadly covered in the literature review. As such, "historic preservation ethic" was broken down into five subcategories.

The subcategory "creating a sense of place" documented the parameters of the San Marcos Main Street district, determined what buildings inside the San Marcos Main Street district are historic, and what these historic buildings looked like originally through document analysis. With information on what historic buildings within the San Marcos Main Street district looked like originally, the subcategory "creating a sense of place" attempts to determine whether the San Marcos Main Street district is returning to its historic roots through rehabilitating the facades of historic buildings to recreate the original physical appearance.

The subcategory "rehabilitation/restoration of historic buildings" aims to determine the number of historic buildings that have been restored or rehabilitated since the beginning of the San Marcos Main Street Program in 1986. Structures that have been rehabilitated, as well as those that have been more fully restored, were tabulated, along with historic structures that appear to have simply been well maintained in their historic appearance, to ascertain the effectiveness of the Main Street Program in promoting downtown historic preservation.

The subcategory "adaptive reuse" involves determining what buildings in the San Marcos Main Street district are historic and what the original uses of these historic buildings were. A determination was made on the current uses of these historic buildings to calculate the

percentage of historic buildings in the San Marcos Main Street district that have been adapted for a use other than the original use.

The subcategory “design guidelines and assistance” determined what design guidelines and assistance is offered to building and business owners in the San Marcos Main Street district. Design guidelines and assistance attempts to direct the focus of work on, or near, historic structures toward preserving or restoring the historic character-defining features.

Finally, the subcategory “tax credits” determined the financial incentives offered to building owners to rehabilitate or restore the historic buildings in the San Marcos Main Street district. Tax credits are a common tool for encouraging investments while encouraging owners to preserve or restore the character-defining features of the historic buildings.

### **Creating a sense of place**

To determine whether the San Marcos Main Street Program is creating a sense of place, several documents including a current map of the San Marcos Main Street district (see Appendix B), 1944 Sanborn Fire Insurance maps (see Appendix C), current aerial photos of downtown San Marcos, historic photos of downtown San Marcos (see Appendix D), and current photos of downtown San Marcos (see Appendix D) were examined and compared to determine whether the building restorations and rehabilitations in downtown recreated and/or maintained a building’s historic appearance.

A current map of the San Marcos Main Street district was obtained through the San Marcos Main Street office. The 1944 Sanborn Fire Insurance maps was found through the TexShare database at Texas State University library. The current aerial photos of downtown San Marcos are available through Google Earth<sup>9</sup>. Historic photos of downtown San Marcos were located in the San Marcos Local History Files at the San Marcos Public Library and in the 1910

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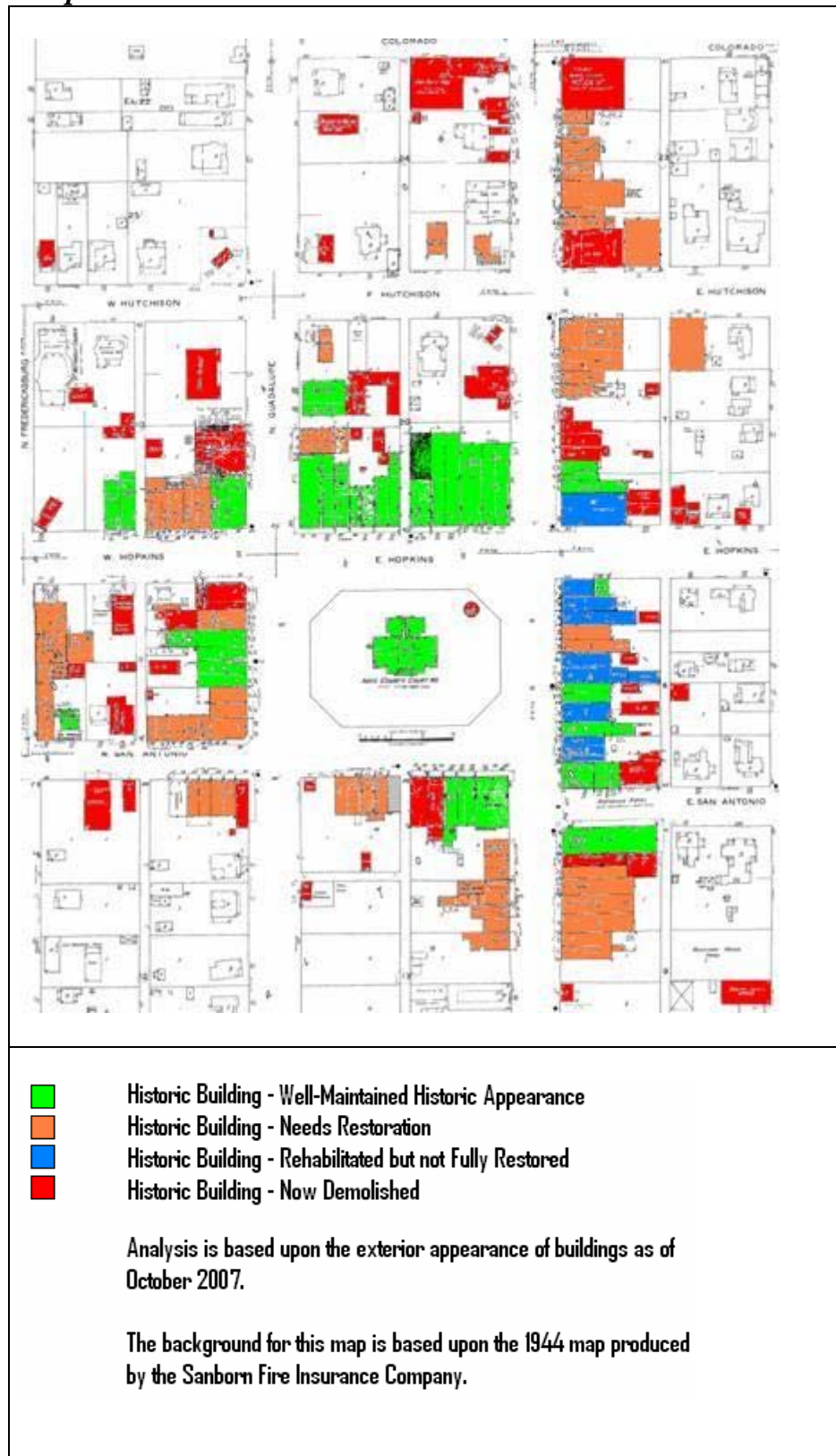
<sup>9</sup> See <http://earth.google.com/>



– 1940 Texas State University yearbooks, the *Pedagog*. Current photos of historic buildings in downtown San Marcos were taken during a survey performed by the author of this research paper in October, 2007.

The 1944 Sanborn Fire Insurance maps were compared to the existing structures through a current aerial photo database at Google Earth to determine which structures existing in 1944 still exist in 2007. This information was confirmed by the author of this research paper through direct observation of the structures during a survey of downtown San Marcos. As the surviving historic structures were confirmed, a photographic survey of these historic structures in downtown San Marcos was simultaneously conducted in October, 2007. The October, 2007 photos taken of the historic structures were then compared to historic photos of downtown San Marcos. The information was compiled into a map to graphically describe the conditions noted in downtown San Marcos. Map 5.1 below provides a graphic demonstration of the current conditions of historic buildings in downtown San Marcos.

**Map 5.1: San Marcos Historic Downtown Restoration**






As Map 5.1 reveals, the areas in green, primarily around the historic courthouse square, have seen the greatest restoration efforts. The buildings marked in blue show that some work has been done, but a full restoration is not completed yet. The buildings marked in orange show where restoration work still needs to be done. The buildings marked in red are structures that existed in 1944 but no longer exist in 2007.

San Marcos Main Street consists of 85 historic non-residential structures downtown. Of these 85 historic buildings, 31 (36.5 percent) façades have exterior restorations or still resemble the historic structure. Nine (10.5 percent) of the historic buildings have been rehabilitated but not restored. Forty-five (52.9 percent) need exterior restorations. From this information, the conclusion may be drawn that the San Marcos Main Street Program has made significant progress towards creating a sense of place in downtown.

### **Rehabilitation/restoration of historic buildings**

To determine the number of buildings rehabilitated in downtown San Marcos, a photographic survey of historic structures in downtown San Marcos was conducted in October 2007. The October 2007 photos taken of the historic structures were then compared to historic photos of downtown San Marcos. A determination of rehabilitation was made based on substantial work done that did not return the building back to the building's historic appearance. Substantial work is defined as modifications made to the building's façade that visibly modify the building's appearance when viewed from the street. Photos below give examples of rehabilitated buildings.

***Photo 5.1 A. B. Rogers Building***

		
A.B. Rogers Building ca. 1940	A.B. Rogers Building ca. 1986	A.B. Rogers Building 2007

Note how the A.B. Rogers Building resembles its historic past, but significant historic features remain missing. The metal slipcover, existing in 1986 and the corner “Penney’s” sign have been removed revealing the original building windows and façade. However, the historic first floor store fronts are missing, and the transom windows are still concealed.




***Photo 5.2: All Images Studios***

		
All Image Studios ca. 1930	All Image Studios ca. 1986	All Image Studios 2007

Notice how All Image Studios Building now resembles its historic past, but significant historic features remain missing. The metal slipcover has been removed revealing character-defining features such as upper story windows and original brickwork. However, the All Image Studios Building has an un-restored storefront, and the transom windows are painted.

To determine the number of buildings restored in downtown San Marcos, the October, 2007, photos taken of the historic structures were then compared to historic photos of downtown San Marcos. A determination of “restoration” was made based on substantial work done that resulted in a return to the building’s historic appearance. Photos below give examples of restored buildings.

***Photo 5.3: State Bank Building***

		
State Bank Building ca. 1920	State Bank Building ca. 1986	State Bank Building 2007

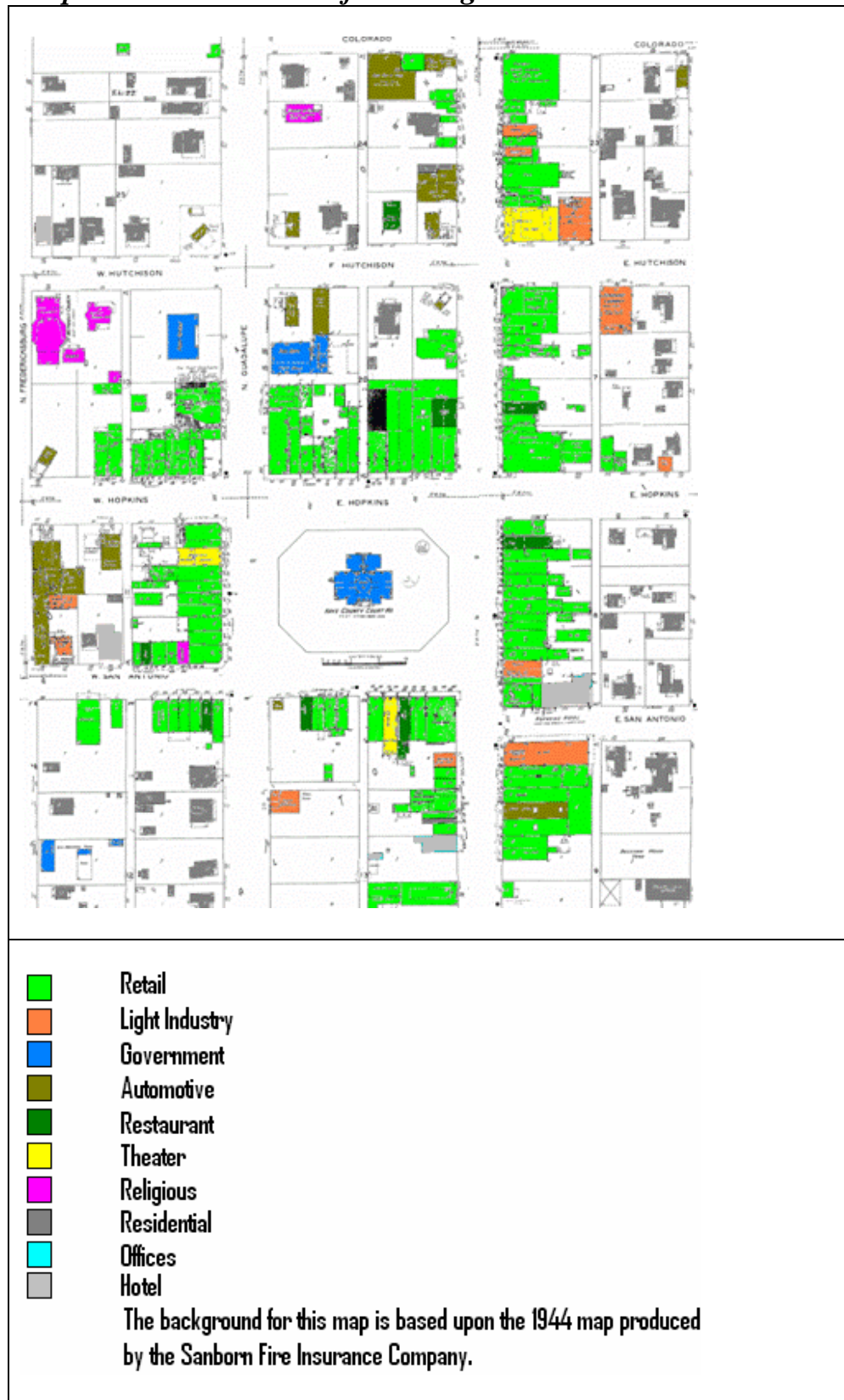
Note that the State Bank Building has the non-historic exterior paint removed from the brickwork; the doors and windows have been restored; the awnings are in the correct historical locations; and it more closely resembles its historic appearance. This restoration is an excellent example of returning a building to its historic appearance, which enhances the overall visual character of downtown. Of the 85 historic buildings within the San Marcos Main Street district, forty (47 percent) have been rehabilitated or restored since 1986. From this information, the conclusion is drawn that downtown San Marcos has seen significant numbers of buildings rehabilitated or restored since 1986.

### **Adaptive reuse**

To determine the number of buildings adaptively reused, building uses noted on the 1944 Sanborn Fire Insurance maps were compared to a survey of modern uses of buildings in

downtown San Marcos. The survey was conducted by the author of this research paper in October 2007. Map 5.4 below shows the historic uses of buildings in downtown San Marcos while Map 5.5 shows current uses of buildings in downtown San Marcos.

*Map 5.4: Historic Uses of Buildings in Downtown San Marcos*





*Map 5.5: Modern Uses of Buildings in Downtown San Marcos*





Upon comparison of historic uses and current uses of downtown buildings, it was discovered that many have been adapted for new uses. Table 5.9 demonstrates the adaptive reuses of buildings in the San Marcos Main Street district.

***Table 5.9: Buildings Adapted for Reuse***

<b>Buildings Adapted for</b>	<b>Number of Buildings</b>
Retail	4
Light Industry	1
Government	3
Restaurant	13
Religious use	2
Offices	10

The majority of adaptive reuse spaces in downtown have been modified for restaurant use followed closely by buildings adapted for office use. San Marcos City and Hays County governments have adapted three buildings to house growing operations. Courthouse-related title companies and legal offices account for most of the additional spaces adapted into offices. There is a strong showing for restaurants in downtown San Marcos, as well. In an example of more extensive adaptive use, some of the historic single-family residences within the San Marcos Main Street district have been converted into businesses. The former Episcopal rectory now houses the offices of Benchmark Insurance (see Appendix D). Another former residence has become a tea house (see Appendix D). From this information, the conclusion is drawn that the buildings in downtown San Marcos have seen significant adaptive reuse.

### **Design guidelines and assistance**

To determine whether design guidelines and assistance were offered the San Marcos Main Street Program, the San Marcos Main Street Program's 2008 Ten Criteria Submission was reviewed for content indicating that such guidelines and assistance were offered. According to the San Marcos Main Street Program's 2008 Ten Criteria Submission, the San Marcos Historic

Preservation Commission “reviews and approves design guidelines in designated historic areas of [San Marcos].” In addition, the San Marcos City Council adopted a Historic Preservation Ordinance “which includes comprehensive design guidelines on signage, recommended rehab techniques, [and] maintenance.”

Based on the information provided in the San Marcos Main Street Program’s 2008 Ten Criteria Submission, a copy of the City of San Marcos’ Historic Preservation Ordinance was obtained from the City of San Marcos Planning Department. According to the Historic Preservation Ordinance the San Marcos Historic Preservation Commission is the initial decision-maker on whether construction/reconstructions, alterations, additions, restorations, rehabilitations, signage, parking lots, or establishing or altering awnings and umbrellas within public right-of-ways within a historic district or at a historic landmarks agrees with the “historical, architectural or cultural aspects of the district or landmark” (Section 1.5.6.1). The Historic Preservation Ordinance meets the requirements of design guidelines in that it addresses appropriate exterior restoration as detailed in Chapter 3.

### **Tax credits**

To determine the availability of tax credits for building owners in the San Marcos Main Street district, a request was made from the San Marcos Main Street office for information detailing local tax credits available for building owners in the San Marcos Main Street district who wish to restore historic buildings. According to the San Marcos Main Street office, no local tax credits are available. However, the owner of a historic commercial building may apply for federal tax credits through the Federal Historic Preservation Tax Incentives Program<sup>10</sup>. Several Federal Tax Credit Projects have been completed since San Marcos’ initiation into the Texas Main Street Program. Table 5.10 summarizes completed federal tax credit projects since 1986.

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<sup>10</sup> See Chapter 3 Historic Preservation Ethic: Tax Credits for more information.

***Table 5.10: Federal Tax Credit Projects***

<b>Building Historic Name</b>	<b>Building Current Name</b>	<b>Address</b>	<b>Completed</b>
San Marcos Fire Station #1	Texas State University Film Studios	224 N. Guadalupe	12/18/1986
Episcopal Rectory	Benchmark Insurance Group	225 W. Hopkins	5/11/1989
Hardy-Williams Building	Dillinger's	127 E. Hopkins	12/12/1989
Unknown	Hohn & Janssen Attorneys	110 E. San Antonio	6/28/1993
State Bank Building	Hill Country Grill	100 W. Hopkins	04/28/2004

While it is unfortunate that there are no local tax incentives to encourage historically-sensitive development in San Marcos, these successfully completed Federal Tax Credit Program projects demonstrate the viability of tax incentive programs within the San Marcos Main Street district. In addition, the City of San Marcos does offer a “San Marcos Main Street Program Incentive Grant” for façade projects. From this information, the conclusion may be drawn that the tax credits are available at the federal level and the San Marcos Main Street Program Incentive Grant is available at the local level to building owners who wish to rehabilitate or restore historic buildings in downtown San Marcos.

### ***Adequate operating budget***

To determine whether the San Marcos Main Street Program maintains an adequate operating budget, the benchmark “adequate operating budget” was broken down into two subcategories. Subcategory “public sector investment” determined whether the City of San Marcos provides an operating budget for the San Marcos Main Street Program and what line items or activities are funded through this budget. Subcategory “diversified revenue sources” determined whether there are additional sources of revenue outside of the revenue provided by the City of San Marcos for the San Marcos Main Street Program.

### **Public sector investment**

To determine whether the San Marcos Main Street Program is supported by the public sector, budgets from the City of San Marcos from 2001 – 2007 were obtained and examined.

Table 5.11 below details the Main Street budget from 2001-2007.

***Table 5.11: Main Street Budget Summary 2002-2007***

	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Personnel Services	\$65,388	\$75,166	\$75,193	\$84,972	\$89,354	\$89,390
Contracted Services	\$21,211	\$37,630	\$33,675	\$31,675	\$31,250	\$37,455
Materials/Supplies	\$32,011	\$40,092	\$33,092	\$31,947	\$32,945	\$38,940
Other Charges	\$13,921	\$25,117	\$22,199	\$22,199	\$22,736	\$25,251
Total	\$132,531	\$178,005	\$164,159	\$170,793	\$176,285	\$191,036
Percent Change	-	+25.5%	-7.8%	+3.9%	+3.1%	+7.7%

The San Marcos Main Street Program has been supported by the City of San Marcos since 2001. These line items support such expenses as:

- Personnel services (salaries, workers compensation insurance, overtime, Medicare, FICA, Texas Municipal Retirement System, insurance, and stability pay)
- Contracted services (printing/publications, telephone, professional services, building use fee, office maintenance, and IT (Information Technology) data contract)
- Materials and supplies (office supplies, postage, advertising, and other supplies)
- Other charges (dues/subscriptions, Main Street Incentive Program, Texas Natural campaign, Professional Development, and Special Events)

Additionally, the City of San Marcos has steadily increased the San Marcos Main Street Program budget since 2004-2005. The results of this analysis demonstrate that the San Marcos Main Street Program receives investments from the public sector.

### **Diversified revenue sources**

To determine whether the San Marcos Main Street Program has diversified revenue sources, a request was placed with the San Marcos Main Street office for information pertaining to outside support for the program. The Hotel Occupancy Tax is the primary source of funding for the San Marcos Main Street Program. According to the Fiscal Year 2007 – 2008 City of San Marcos Budget, a seven percent Hotel Occupancy Tax is charged on rooms rented at hotels, motels, and inns and collected quarterly. The San Marcos Main Street Program was allocated \$198,198 in the Fiscal Year 2007 - 2008.

***Table 5.12: Hotel Occupancy Tax Contributions to the San Marcos Main Street***

	<b>2001- 2002</b>	<b>2002- 2003</b>	<b>2003- 2004</b>	<b>2004- 2005</b>	<b>2005- 2006</b>	<b>2006- 2007</b>
<b>Dollar Contributions To Main Street</b>	\$0	\$0	\$164,159	\$170,793	\$171,876	\$191,036
<b>Percent of the Total HOT Collected</b>	0%	0%	19.1%	17.8%	18.2%	15.4%

In the years 2001 – 2003, while the San Marcos Main Street Program received funds from the City of San Marcos (see Table 5.11); these funds do not appear to be allocated from the Hotel Occupancy Tax (HOT). In the year 2003 – 2007, public entity support for the San Marcos Main Street Program come exclusively by the Hotel Occupancy Tax (HOT). Additional sources of funding came from Main Street Board fund raising, the Texas Natural campaign revenue (\$3,000), and in-kind donations<sup>11</sup> (\$9,800). The analysis of these data reveals that while the San Marcos Main Street Program enjoys a relatively stable revenue source, the program could use some diversification in monetary resources. Some suggestions included in Chapter 3 include private grants and Community Development Block Grants.

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<sup>11</sup> In-kind donations are goods or services given instead of money.

### ***Paid professional Main Street Manager***

To determine whether the San Marcos Main Street Program maintains a paid, professional Main Street Manager, the benchmark “paid professional Main Street Manager” was broken down into three subcategories. The subcategory “paid” determines whether the San Marcos Main Street Manager position is a paid position. The subcategory “professional” determines whether the qualifications for the San Marcos Main Street Manager’s position have professional requirements. The subcategory “full time” determines whether the San Marcos Main Street Manager’s position is a full time position.

#### **Paid**

To determine whether the San Marcos Main Street Program maintains a paid Main Street Manager, City of San Marcos budgets from 2002 through 2008 were examined for salary and benefits for the San Marcos Main Street Manager. A detailed breakdown of salaries and benefits was not consistently included in the City of San Marcos annual budgets. However, detailed breakdowns are available for the years 2003 – 2004 and 2006 – 2007. A comparison of these two budgets allows a measure of the increase in San Marcos Main Street staff salary and benefits. Table 5.13 describes the data collected and the percent change over the four years.

***Table 5.13: Main Street Salaries and Benefits***

	<b>2003-2004</b>	<b>2006-2007</b>	<b>Percent Change</b>	<b>Avg. Annual Percent Change</b>
<b>Salary</b>	\$58,930	\$69,477	+15.2%	+3.8%
<b>Workers Compensation</b>	\$109	\$118	+7.6%	+1.9%
<b>FICA</b>	\$3,696	\$4,359	+15.2%	+3.8%
<b>Medicare</b>	\$864	\$1,019	+15.2%	+3.8%
<b>Insurance</b>	\$4,149	\$5,380	+22.9%	+5.7%
<b>TMRS</b>	\$6,761	\$8,209	+17.6%	+4.4%
<b>Stability Pay</b>	\$684	\$828	+17.4%	+4.4%

Table 5.13 demonstrates that the salaries and benefits for the San Marcos Main Street Program staff have steadily increased over the past three fiscal years. According to Texas Main Street Program rules, cities may not enter the Main Street Program without providing salaries for a full time Main Street Manager. Additionally, the San Marcos Main Street Application lists Terry Colley as the San Marcos Main Street Main Street Manager in 1984 and 1986. The above information affirms that the San Marcos Main Street Program maintains a paid Main Street Manager.

### **Professional**

To determine the job requirements of the San Marcos Main Street Manager, the San Marcos Main Street Manager's job description was examined for professional qualifications. According to the San Marcos Main Street Program Manager's job description, the San Marcos Main Street Program Manager is required to meet ten professional criteria. Educational requirements included:

- A bachelor's degree in design, architecture, business administration, historic preservation, public relations, planning, real estate, communications, public administration or related field
- In addition to a bachelor's degree, three to five years of experience, with at least one year in Main Street administration is required. However, if a person has a master's degree in one of the aforementioned fields, only one year of professional experience is required.

In addition to minimum education and experience requirements, eight Knowledge, Skills, and Abilities (KSAs) must be met. The San Marcos Main Street Program Manager's position requires:

- Comprehensive knowledge of research techniques;
- Working knowledge of city government operations;
- Excellent oral, written and visual communication skills with the ability to deliver presentations;
- Outstanding organizational skills and the ability to function in a business environment;
- The ability to deal with the public and business communities;
- The ability to formulate and implement effective policy guidelines and work procedures;
- Motivational skills;
- Ability to work independently; and working knowledge of computers, calculators, and typewriter

From the above information, the conclusion is drawn that the San Marcos Main Street Program requires a professional Main Street Manager. However, the job description could be updated to more accurately reflect the skills needed to perform the job.

### **Full time**

To determine whether the San Marcos Main Street Program maintains a full time Main Street Manager, the City of San Marcos budgets from 2001 – 2007 were examined. Table 5.14 summarizes the information found.

***Table 5.14: Main Street Staff***

	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
<b>Main Street Manager</b>	1	1	1	1	1	1
<b>Main Street Intern</b>	.48	.48	0	0	0	0
<b>Main Street Coordinator</b>	0	0	.48	.48	.48	.48



According to the City of San Marcos budget, the San Marcos Main Street Program has one full time Main Street Manager<sup>12</sup> and one paid part-time Main Street Coordinator (in fiscal years 2001 – 2002 and 2002 -2003 the part time position was filled by an intern). From this information the conclusion is drawn that the San Marcos Main Street Program maintains a full time Main Street Manager.

### ***Training***

To determine whether training was offered to the San Marcos Main Street Program staff and volunteers, the benchmark “training” was broken down into two subcategories. The subcategory “staff” aims at determining training available to staff, while the subcategory “volunteers” aims at determining training available to volunteers.

### **Staff**

To determine the training available to San Marcos Main Street staff, a focused interview with the San Marcos Main Street Manager took place. In addition, documentation of the training was provided by the San Marcos Main Street Manager. In San Marcos’s Fiscal Year ending July 31, 2007, the San Marcos Main Street Program Manager attended two training sessions and four seminars for her professional development. While location and dates for these training sessions were not all revealed, titles of the training sessions are as follows:

- Texas Main Street training for graduate cities (training)
- Texas Downtown Association (TDA Annual conference in San Angelo (training)
- HOT (Hotel Occupancy Tax) Tax Law (seminar)
- Perryman Economic Report (seminar)

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<sup>12</sup> According to the San Marcos Main Street Manager, she has been with the San Marcos Main Street Program since 1988. The San Marcos Main Street application indicates that the initial San Marcos Main Street Manager was Terry Colley.

- International Trade Seminar
- Legislative Update by Senator Jeff Wentworth and Representative Patrick Rose

These training sessions provide ample opportunities throughout the year for Main Street personnel to develop specialized skills and experience that facilitate greater program effectiveness in San Marcos. From this information, the conclusion is drawn that training was offered to San Marcos Main Street staff.

### **Volunteers**

To determine the training available to San Marcos Main Street volunteers, a focused interview with the San Marcos Main Street Manager was conducted. In addition, documentation of the training for volunteers was provided by the San Marcos Main Street Manager. The San Marcos Main Street Board members, who participate on a voluntary basis, were given the opportunity to attend four conferences or seminars. Additionally, the Main Street Board members received training on the different phases of the Main Street Program during Board meetings, as well as materials relating to downtown revitalization and the Main Street Program throughout the year. Event volunteers are given one-on-one training prior to events or on-the-job training by San Marcos Main Street staff during events. From this information, the conclusion is drawn that training was also offered to San Marcos Main Street volunteers.

### ***Reporting key statistics***

To determine the reporting of key statistics, the benchmark “reporting key statistics” was broken down into five subcategories. The subcategory “business recruitment/expansion” determines the number of businesses that have been recruited or expanded in the San Marcos Main Street district. The subcategory “new businesses opened determines the percentage change

in the number of businesses in the San Marcos Main Street district since San Marcos became an official Main Street city in 1986.

Subcategory “increase tax base” attempts to determine whether the San Marcos Main Street district is contributing more taxes to the City of San Marcos and Hays County since San Marcos became an official Main Street city in 1986. Subcategory “job creation” attempts to determine the number of jobs created in the San Marcos Main Street district since San Marcos became an official Main Street city in 1986. Finally, subcategory “tracking statistics” attempts to determine whether the San Marcos Main Street Program reports key statistics to the Texas Main Street Program at regular intervals.

#### **Business recruitment/expansion**

To determine how many businesses have been recruited or have expanded in the San Marcos Main Street district since San Marcos became an official Main Street city in 1986, San Marcos Main Street Program’s Third Quarter Reinvestment Summary was examined. This document may be obtained from the San Marcos Main Street office or the Texas Main Street Program office. San Marcos Main Street Program’s reinvestment summary from the third quarter 2007 (see Appendix E) was examined to determine progress within the San Marcos Main Street Program. According to the third quarter reinvestment summary that is used state-wide to track Main Street city key statistics, San Marcos has seen 562 business expansions or relocations since 1986. Five of these business expansions or relocations occurred in 2007. From this information, the conclusion is drawn that the San Marcos Main Street Program has seen business expansions and relocations in downtown.

### **Change in the number of businesses**

To determine the change in the number of businesses in the San Marcos Main Street district since San Marcos became an official Main Street city in 1986, San Marcos Main Street Program's Third Quarter Reinvestment Summary was examined. According to the reinvestment summary, San Marcos has seen a net gain of 188 businesses through expansions or relocations since 1984<sup>13</sup> and a net gain of two businesses through expansions or relocations in 2007. From this information, the conclusion is drawn that the San Marcos Main Street Program has seen an increase in the number of businesses in downtown since 1984.

### **Increase Tax Base**

Tax appraisals for historic properties in San Marcos are only available for 2003 through 2007. To establish how the tax base for downtown San Marcos has increased over that period, property appraisals prepared by the Hays County Tax Appraiser were examined and compared in Table 5.15.

***Table 5.15: Annual Change in Appraised Values of Historic Properties***

<b>Total Appraised Value of Historic Structures</b>	\$17,954,350	\$16,998,050	\$16,089,300	\$14,731,060	\$14,201,150
<b>Annual Growth in Total Appraised Value</b>	\$956,300	\$908,750	\$1,358,240	\$529,910	N/A
<b>Percent Annual Growth in Total Appraised Value</b>	5.63%	5.65%	9.22%	3.73%	N/A

<sup>13</sup> San Marcos Main Street became a self-initiated Main Street city in 1984 and an official Main Street city in 1986. A self-initiated city uses the Main Street approach to revitalize their downtown. However, these cities do not receive assistance from the Texas Main Street Program until they become official Main Street cities.

As the above table demonstrates, appraised values of historic properties in downtown San Marcos have increased over the last five years by an average annual rate of 6.06 percent. Table 5.15 indicates a healthy growth in property values with an average annual growth in total appraised value of historic downtown properties of \$938,300.

### **Job Creation**

To determine job creation within the San Marcos Main Street district since San Marcos became an official Main Street city in 1986, San Marcos Main Street Program's Third Quarter Reinvestment Summary was examined (see Appendix E). According to the third quarter reinvestment summary that is used state-wide to track Main Street city key statistics, San Marcos' Main Street district has seen a net gain of 820 jobs in the San Marcos Main Street District since 1984, and six new jobs were added in 2007. From this information, the conclusion is drawn that the San Marcos Main Street Program has seen an increase in the number of jobs in downtown since 1984.

### **Tracking Statistics**

To determine the reporting of key statistics, documentation from the Texas Main Street Program showing the frequency and consistency of San Marcos Main Street Program's reporting key statistics from the past five years were examined. These records were kept electronically beginning in 2002<sup>14</sup>. According to tracking documents in the Texas Main Street office, San Marcos Main Street has consistently submitted quarterly reinvestment figures, the document that is used state-wide to track Main Street city key statistics, for the past five years. Information could not be found on the dates that San Marcos Main Street submitted their March 2003 and

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<sup>14</sup> Prior records are kept in an offsite warehouse facility necessitating an open records request and significant investment in time and expense to obtain. The time period examined is indicative of trends in the San Marcos Main Street Program.

June 2003 reinvestment figures. From this information, the conclusion is drawn that the San Marcos Main Street Program consistently reports quarterly reinvestment figures (key statistics) to the Texas Main Street Program.

The findings in chapter 5 allow conclusions to be developed regarding the relative success of the San Marcos Main Street Program in achieving the benchmarks of the practical ideal model. Chapter 6 will summarize the findings and present the conclusions.

## **Chapter 6: Conclusion**

### ***Chapter purpose***

The purpose of this chapter is to provide conclusions based on the findings of the applied research project, gauging the success of the San Marcos Main Street Program relative to the benchmarks of the practical ideal model. Recommendations to help improve the San Marcos Main Street Program to reach the practical ideal type are included, as well as recommendations for future researchers in subsequent studies of the Main Street Program.

### ***Summary of research***

The purpose of this research was to develop a practical ideal model for gauging Main Street Programs based on benchmarks established by the National Main Street Program and to use the practical ideal model to gauge the San Marcos Main Street Program. To accomplish this goal, each of the benchmarks of the National Main Street Program were researched; the benchmarks and subcategories were developed further in Chapter 3. The methodology used to turn the benchmarks and corresponding subcategories into measurable elements of data was described in Chapter 4. Chapter 5 provided a detail analysis of the results of this case study research. The following is a summary of the results of each benchmark.

### **Broad-based support**

The benchmark “broad-based support” was broken down into two subcategories: community partnerships and downtown private interest partnerships. Table 6.1 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.1: Broad-based Support***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Community Partnerships	Yes
Subcategory: Downtown Private Interest Partnerships	Yes
Benchmark: Broad-based Support	Yes

The San Marcos Main Street Program has a broad-base of support demonstrated through the consistency of the attendance at the San Marcos Main Street Board meetings and the diversity of representation on the San Marcos Main Street Board and corresponding committees.

**Active board of directors**

The benchmark “active board of directors” was broken down into three subcategories: defined roles, active involvement, and set specific goals. Table 6.2 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.2: Active Board of Directors***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Defined Roles	Yes
Subcategory: Active Involvement	Yes
Subcategory: Set Specific Goals	Yes
Benchmark: Active Board of Directors	Yes

The San Marcos Main Street Board remains actively involved with the San Marcos Main Street Program through meeting attendance, the lobbying of public officials on behalf of San Marcos Main Street Program goals and objectives, attendance at training seminars, and through the staging of San Marcos Main Street events. Additionally, San Marcos Main Street Board members actively worked with downtown purveyors of alcoholic beverages to address alcohol consumption downtown, and lobbied for a parking garage.



### **Main Street Strategic Plan**

The benchmark “Main Street Strategic Plan” was broken down into three subcategories: gather information, develop strategies, and action plan. Table 6.3 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.3: Main Street Strategic Plan***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Gather Information	No
Subcategory: Develop Strategies	Yes
Subcategory: Action Plan	Yes
Benchmark: Main Street Strategic Plan	Yes

The San Marcos Main Street Program 2006-07 Work Plan details objectives, activities, persons responsible, and status of the work to be accomplished by the San Marcos Main Street Program. In addition, a more comprehensive downtown strategic master plan is in progress for San Marcos. Together these two documents provide direction for the San Marcos Main Street Program well into the future.

### **Mission statement**

The benchmark “mission statement” was broken down into two subcategories: clear sense of community needs and clarity of focus. Table 6.4 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.4: San Marcos Main Street Mission Statement***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Clear Sense of Community Needs	No
Subcategory: Clarity of Focus	No
Benchmark: Mission Statement	No

The San Marcos Main Street Program mission statement could correlate more closely with the San Marcos Main Street Program objectives. In addition, posting the mission statement

on the San Marcos Main Street Program’s website would more effectively communicate the San Marcos Main Street Program’s mission to the community.

### **Historic preservation ethic**

The benchmark “historic preservation ethic” was broken down into five subcategories: creating a sense of place; rehabilitation/restoration of historic buildings; adaptive reuse; design guidelines and assistance; and tax credits. Table 6.5 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.5: Historic Preservation Ethic***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Creating a Sense of Place	Yes
Subcategory: Rehabilitation/Restoration of Historic Buildings	Yes
Subcategory: Adaptive Reuse	Yes
Subcategory: Design Guidelines and Assistance	Yes
Subcategory: Tax Credits	Yes
Benchmark: Historic Preservation Ethic	Yes

The San Marcos Main Street Program demonstrates an excellent historic preservation ethic. A sense of place has been created via the restoration or rehabilitation of forty-seven percent of the historic buildings in downtown. The majority of the buildings are adaptively reused. In addition, the San Marcos Historic Preservation Commission provides design guidelines for historic districts in San Marcos, and the San Marcos city council adopted a Historic Preservation Ordinance.<sup>15</sup>

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<sup>15</sup> See [http://www.ci.san-marcos.tx.us/departments/planning/land\\_development\\_code.htm?menu=DP6](http://www.ci.san-marcos.tx.us/departments/planning/land_development_code.htm?menu=DP6) for more information.

### **Adequate operating budget**

The benchmark “adequate operating budget” was broken down into two subcategories: public sector investment and diversified revenue sources. Table 6.6 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.6: Adequate Operating Budget***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Public Sector Investment	Yes
Subcategory: Diversified Revenue Sources	No
Benchmark: Adequate Operating Budget	Yes

Despite the fact that the San Marcos Main Street Program has a single source of revenue, the source of revenue is a stable investment from the City of San Marcos. It is conceivable that the amount of revenue from the Hotel Occupancy Tax (HOT) could fluctuate over time. However, it is unlikely that this source of revenue would be discontinued without approval from the San Marcos City Council.

### **Paid professional Main Street Manager**

The benchmark “paid professional Main Street Manager” was broken down into three subcategories: paid; professional; and full time. Table 6.7 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.7: Paid Professional Main Street Manager***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Paid	Yes
Subcategory: Professional	Yes
Subcategory: Full Time	Yes
Benchmark: Adequate Operating Budget	Yes

The San Marcos Main Street Program maintains a paid, professional Main Street Manager full time. The salary and benefits have been adequate to keep the position filled for at least the past five years. In addition, the requirements for the San Marcos Main Street Manager

qualify the position as a professional position. However, the job description for the San Marcos Main Street Manager needs to be updated.

### **Training**

The benchmark “training” was broken down into two subcategories: staff and volunteers. Table 6.8 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.8: Training***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Staff	Yes
Subcategory: Volunteers	Yes
Benchmark: Training	Yes

The San Marcos Main Street Program staff and volunteers have adequate opportunities to attend relevant training sessions and seminars. With the San Marcos Main Street Program Manager attending two training sessions and four seminars within the past year and the San Marcos Main Street Board attending four conferences or seminars within the past year, staff and volunteers have many opportunities to learn about what makes a Main Street Program successful.

### **Reporting key statistics**

The benchmark “reporting key statistics” was broken down into five subcategories: business recruitment/expansion; new businesses opened; increase tax base; job creation; and tracking statistics. Table 6.9 demonstrates whether the requirements of the subcategories and the larger benchmark were met.

***Table 6.9: Reporting Key Statistics***

<b>Benchmark/Subcategory</b>	<b>Requirements met (yes/no)?</b>
Subcategory: Business Recruitment/Expansion	Yes
Subcategory: New Businesses Opened	Yes
Subcategory: Increase Tax Base	Yes
Subcategory: Job Creation	Yes
Subcategory: Tracking Statistics	Yes
Benchmark: Reporting Key Statistics	Yes

The San Marcos Main Street Program did an excellent job of reporting key quarterly statistics. The information within the Main Street Program reports provided an excellent tool for tracking business expansions, change in the number of businesses, and job creation. It would be helpful if a tool were developed for tracking changes in the downtown tax base.

### **Conclusion**

The San Marcos Main Street Program demonstrated eight of the nine benchmarks proposed in this research. Table 6.10 reveals the overall results of this case study of the San Marcos Main Street Program.

***Table 6.10: Main Street Benchmark Summary***

<b>Benchmark</b>	<b>Requirements met (yes/no)?</b>
Broad-based Support	Yes
Active Board of Directors	Yes
Main Street Strategic Plan	Yes
Mission Statement	No
Historic Preservation Ethic	Yes
Adequate Operating Budget	Yes
Paid Professional Main Street Manager	Yes
Training	Yes
Reporting Key Statistics	Yes

The San Marcos Main Street Program is an excellent example of a successful Main Street Program. The program enjoys broad-based support from a wide spectrum of the downtown community. It is recommended that records be kept on businesses who participate in Main Street

special events. The San Marcos Main Street has an excellent board of directors whose members are actively involved with the program. The San Marcos Main Street Strategic Plan is underway and promises to provide an in-depth analysis of current downtown conditions as well as recommendations for future improvements. In the meantime, the San Marcos Main Street Work Plan has effectively guided the program for over twenty years.

The San Marcos Main Street mission statement is rather generic, in that it does not address issues specific to San Marcos. A more personal mission statement that reflects the unique needs of San Marcos could be developed using the downtown strategic master plan currently under development. The mission statement should be posted on the front page of the San Marcos Main Street Program's website.

The historic preservation ethic in San Marcos receives strong backing for city leadership in the form of the Historic Preservation Ordinance. The San Marcos Main Street Program has done an excellent job of recreating the historic past in the courthouse square and should work to expand the rehabilitation/restoration efforts beyond the courthouse square in the future. A collection of historic photos showing the buildings downtown would be useful to aid owners and developers in recapturing the original appearance of the historic buildings. In addition, future rehabilitation projects should be photographically documented so that "before" and "after" photos can demonstrate the progress of the preservation efforts downtown.

The operating budget and staff salaries both seem to be adequate for the San Marcos Main Street Program. Information on the training available to staff and volunteers could be more detailed and include times, dates, subject matter, and attendees as well as describing how the training attendance strengthened the San Marcos Main Street Program. However, training frequently has been available to volunteers and staff. The San Marcos Main Street Main Street

Manager has been with the Program since 1988, demonstrating stability in the Program's leadership and adequate levels of funding.

The San Marcos Main Street Program has done an excellent job of reporting key statistics in the reinvestment summary form to the Texas Main Street offices. The Texas Main Street Program could include a tool for measuring increases in tax revenue from downtown to the form. Overall, San Marcos's Main Street is highly recommended as a model Main Street for future cities looking to join the Main Street Program.

### ***Steps for Future Research***

The Main Street Program is one of the most useful tools for downtown development in small and medium sized cities. However, each city has different assets that impact the success of any economic development program. Future research might include a survey analysis on the impact that having a courthouse or a university contained within the city has on a local Main Street Program. Further research also could examine best practices information published by the National Trust of Historic Preservation and the National Main Street Program.

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## Appendix A: Main Street Board Work Plan 2006-07

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	STATUS & COMPLETION
<b>Promote Safety for Property, Shoppers, and Employees in the Downtown Area.</b>			
	Develop ordinance prohibiting delivery trucks with over 2 axles to deliver on streets in CBA; improve alleys and turn radius' for trucks into alleys.	Travis Kelsey, Parking Board and Main Street Staff	Dependent on approval of 3-lane to 2-lane street change and master plan recommendations
	Identify areas in need of additional lighting around businesses, alleys, and streets for security lighting.	Downtown Patrols; Main Street staff, downtown businesses, Electric Utility	Implemented in public and private locations; On-going
	Partner with Downtown Association in City Council Walkarounds	Board members, Downtown Association, downtown businesses and City Council members	Implemented July 26, 2007 to increase City Council's awareness of downtown successes and needs; on-going;
<b>Address Parking Issues to Manage Current Spaces, Increase Available Spaces, Promote Safety and Improve Economics of Downtown</b>			
	Investigate changing Guadalupe & LBJ back to 2-way streets to improve access to businesses and facilitate traffic flow;	Downtown Association, Main Street Board & staff, Parking Board	On-hold until completion of master plan;
	Utilize speed trailer for slowing traffic on Hopkins;	Main Street Board, staff and Downtown Patrol Unit	Planning underway; implementation dependent on availability of equipment;
	Work with City, Design Committee, Downtown Association, and other organizations on need for a downtown parking garage.	Rick Henderson, Scott Gregson, Williams Hayslip, Mathew Golding, Main Street staff, Parking Board, City	Concept work completed; dependent on relocation of downtown Fire Station and master plan findings;
	Monitor use policy for on-street public parking and in downtown lots. Update as necessary.	Travis Kelsey, Main Street staff, City, Downtown Patrols; with participation/assistance from Parking Board and club and café owners;	On-Going; leased parking instituted in City operated lot; request for additional 15 minute parking spaces submitted to Engineering;
	Update Downtown Hospitality Parking Tag Program as Needed	Main Street staff	Update and reprint as needed to increase visitor stays in downtown;
<b>Provide Annual Board Development</b>			
	Set date & location, plan topics, acquire speakers, plan dinner;	Bob Sappington with Board and Committee input;	Completed Oct. 06 with visit to Huntsville;
<b>Develop Annual Budget for Main Street</b>			

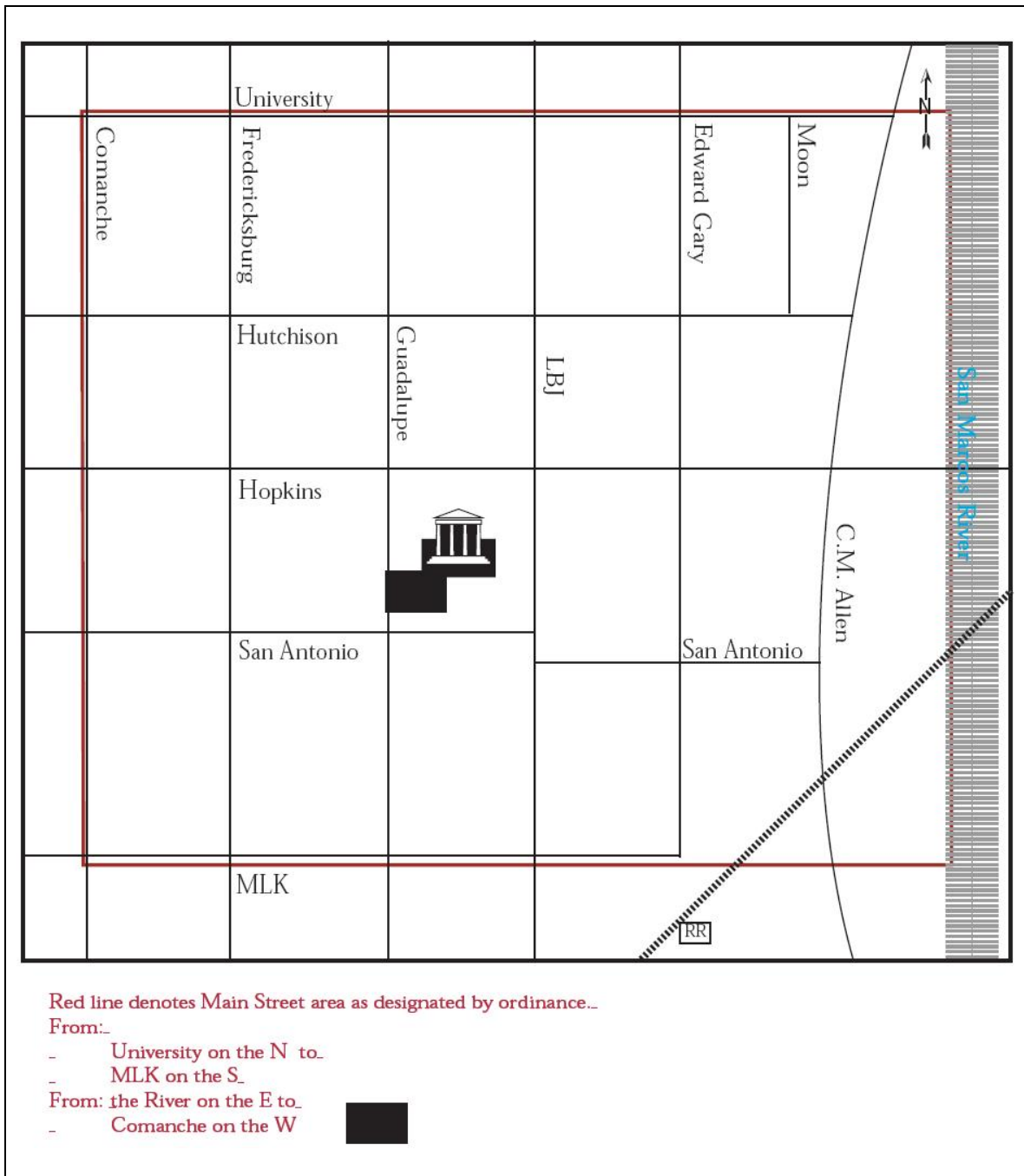
OBJECTIVES	ACTIVITIES	RESPONSIBILITY	STATUS & COMPLETION
	Recommend annual budget to Board ; Board to recommend any funding changes to City Council	Scott Gregson, Rick Henderson, Bill Blocker, Bob Sappington, Ralph & Cindy Meyer, Steve Searle	Completed Aug. 06; in process for 07
<b>Recognize Volunteers &amp; Former Board Members</b>			
	Plan and implement recognition dinner; provide plaques for honorees	Bob Sappington; Cindy Meyer, M.S. staff	Date to be determined
<b>Plan Fund-Raising Activities for Board Projects</b>			
	Work with Promotions Committee to: implement drink/Italian Ice booth at Texas Natural & Western Swing Festival; Implement Dutch oven biscuit booth at Sights & Sounds of Christmas;	Participation by all Board Members; M.S. staff, J's Bistro and Tap Room Employees; other volunteers;	Completed; Annually in May and December to raise funds for Board activities.
<b>Improve Downtown Cleanliness to Improve Area for Visitors and Community</b>			
	Purchase additional trash receptacles/ash trays for critical areas	Organization Committee	Dependent on funding and # allowed by City contract for waste services;
	Identify and remove graffiti.	Downtown Patrols; M.S. staff, Bobcat Build volunteers;	Bobcat Build completed April 07; On-going
	Improve use of downtown vac by reassessing County agreement; consider moving responsibility to Parks & Recreation Dept.	Cindy Meyer; Kelly Franks; Rodney Cobb;	City dissolved County agreement; now under Parks & Recreation Dept.
	Recommend budget increase for downtown maintenance and beautification	Main Street Board	City Council approved \$20,000 of Board's request from general funds in October 06
	Explore power washing of downtown sidewalks	Kelly Franks, Rick Henderson, Kyle Maysel, Downtown Association;	Exploring options to remove gum from sidewalks
<b>Provide Information Resources for Downtown Businesses and Community</b>			
	Continue monthly newsletters	M.S. staff, Downtown Association	500 Produced monthly
	Continue providing technical, historic, resource, and downtown information	Main Street Staff, Board, Texas Historical Commission	On-going
	Continue press releases on Main Street projects/events	Main Street staff, Melissa Millican, Committee	On-going
<b>Plan and Implement Special Events to Market/Promote Downtown to the Community and Visitors</b>			
	Business Expo	Downtown businesses, M.S. staff, Ruth Welborn, Bob Sappington, Cindy Meyer;	Completed Aug. 06; markets downtown to approximately 1000 persons;

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	STATUS & COMPLETION
	Hays County Women's Entrepreneurs	M.S. staff; Johnnie Armstead, Linda-Kelsey Jones, Kim Porterfield.	Completed February 07;
	Hosting San Antonio Trailriders	Jon Agee, Val Creveling, Committee, M.S. staff; Bob Sappington; Mike Dawoud;	Completion January 07; included 70 riders from Central Texas; lunch provided at downtown cafes;
	Sights & Sounds of Christmas	Participation by all Board Members; M.S. staff, J's Bistro and Tap Room employees, volunteers;	Completion December 06; provides funds for Board projects.
	Texas Natural & Western Swing Festival	Participation by all Board Members; M.S. staff, Lupe Carbajal, Tap Room volunteers, Hays Co. Sheriff's Office, Texas Natural Task Force, Downtown Assoc.City staff, Hays Co;	Completion May 07; 2000 attending including visitors from 7 states and Canada;
	Appoint sponsorship committee to focus on sponsorships and public relations for 2008	Rick Henderson, Scott Gregson, and committee	Completion annually in May to increase funding for Board projects
<b>Develop Downtown Marketing to Community and Visitors</b>			
	Update National Register district brochure	M.S. staff;	Updated June 07; brochure to promote historical information on downtown to visitors, out of town inquiries; placed at Chamber and Visitors Center
	Develop podcast downtown walking tour and multi-media downtown tour for community, visitors, and website	Committee and M.S. staff	Planning underway;
	Annually update downtown directory	M.S. staff	Updated September 06; distributed to community and visitors and business prospects
	Participate in Texas Downtown Associations co-op advertising	Committee and M.S. staff	Annually; to target larger markets
	Develop strategies for "Uniquely San Marcos" marketing concept.	Downtown Association, Committee, and Main Street staff	Planning underway; To include new conference center, outlet malls, hotels, etc. Implementation by summer '08
	Respond to tourists and community requests for downtown information	Committee and M.S. staff	Continue updating and publishing "Spend a Day in the Heart of Our City" to highlight history and shopping;
	Update Gold & Platinum Card Program in partnership with school district	Barb Payne, downtown businesses	Completed Jan 07 & May 07; Update annually in January and May; Markets downtown businesses to 3000 households each semester;
<b>Downtown Master Plan</b>			

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	STATUS & COMPLETION
	Assist in Developing Design Guidelines for the Downtown	Committee, Main Street staff, Planning & Development Department, Master Plan Task Force	Temporary height overlay district established; Design guidelines to be expanded to include additional downtown areas on completion of master plan in order to maintain the integrity of downtown
	Explore Options to Improve "Pedestrian Friendly" Atmosphere	Committee, Main Street staff, Planning & Development Department, Engineering, Master Plan Task Force	New traffic signals installed during past 8 months; waiting on recommendations of master plan to improve the pedestrian experience
	Advocate for Slower Vehicle Speeds Downtown	M.S. staff, participation from Board, Engineering, and master plan task force;	Recommendations expected at completion of master plan to improve safety and accessibility to businesses; implement speed trailer use and improve enforcement of speeds on Hopkins; assessment underway;
<b>Maintain Current Planters &amp; Flowerbeds</b>			
	Coordinate with Texas State University's Landscape Class to replant planters. Encourage businesses participation; Explore additional funding options for regular clean-up/maintenance of planters & in-ground planting beds;	Landscape students, Texas State University; Volunteers; downtown business owners; Bobcat Build, Parks & Recreation;	On-Going as beautification funds are available
<b>Develop Program Offering Businesses Architectural Assistance</b>			
	Develop policy for free architectural assistance to downtown businesses.	William Hayslip, Kyle Reese, M.S. staff, downtown businesses	Implemented Oct. 06 to assist business and building owners on possible improvements to their buildings
<b>Increase Funding for Incentive Grants</b>			
	Continue to offer Incentive Grants for façade improvements with architects input.	Committee and M.S. staff	On-Going
<b>Update Current Ordinance to Allow Sales from Sidewalks</b>			
	Update 1910 ordinance to allow for sidewalk cafes to improve downtown's sense of place.	William Hayslip, Kelly Franks, Mike Dawoud, Downtown Assoc., Legal Dept.	On hold until input received from master plan;
<b>Develop Appropriate Wayfinding System</b>			
	Continue explore design for wayfinding system	Committee and Main Street Staff	Recommended signage and placement to be addressed in master plan;
<b>Develop Tree Maintenance and Replacement Program</b>			

OBJECTIVES	ACTIVITIES	RESPONSIBILITY	STATUS & COMPLETION
	Coordinate a program on a regular or as needed basis to improve beautification, vehicle sight-lines and increase visibility of business signs; explore funding;	M.S. Staff, Downtown Association	Funding for first phase approved June 07; First phase of trimming, removal of dead trees, and replacement underway
<b>Expand Streetscape Program</b>			
	Explore, jointly with Design Committee, possible funding for North and South LBJ streetscape project to meet ADA guidelines and, improve pedestrian experience and access to businesses;	Committee, Design Committee, M.S. staff, City staff	Process dependent on funding and City Council approval
<b>Promote Business Development Downtown</b>			
	Recommend retail consultant and wayfinding be included in Downtown Master Plan	Committee, Kelly Franks, Planning & Development Department, Downtown Assoc.	Retail analysis and wayfinding have been included in downtown master plan process;
	Develop contacts and offer assistance to property owners with lease space and property for sale.	Committee and M.S. staff	On-going;
	Work with SBDC to provide economic assistance to downtown businesses	Committee, and M.S. staff, Small Business Council	On-going;
	Explore Options for Vacant Hays County Buildings, if Relocation Occurs	Committee, Downtown Association	Address best use of buildings if Hays Co. relocates to minimize the economic impact on downtown.
<b>Assess Downtown's Economic Impact</b>			
	Explore downtown's contribution of sales tax, property tax and alcohol tax	Committee & staff	First phase completed 6/07; additional phases to follow;

## Appendix B: Current San Marcos Main Street Map





## Appendix C: 1944 Sanborn Map



## Appendix D: Photos of downtown San Marcos buildings



Courthouse Annex 1986



Courthouse Annex 2007



Mid 100 Block of N. Guadalupe St. 1986



Mid 100 Block of N. Guadalupe St. 2007



101 N. Guadalupe St. 1986



101 N. Guadalupe St. 2007



212 N Guadalupe St. 1986



212 N Guadalupe St. 2007



Fire Station and City Hall ca. 1915



Restored Fire Station 2007



129 E Hopkins St. ca. 1910



129 E Hopkins St. 2007



112 E San Antonio St. 1986



112 E San Antonio St. 2007



209 E. Hutchinson St. 2007



Sunshine Laundry 2007



Tearoom 2007



Episcopal Rectory 2007



## Appendix E: San Marcos Third Quarter 2007 Reinvestment Summary

**2007 Texas Main Street Reinvestment Summary**

This report reflects which quarter: July Sep

Jan-Mar (due 4/10) / Apr-Jun (due 7/10) / Jul-Sep (due 10/10) / Oct-Dec (due 1/10)

**San Marcos**

CITY

	QUARTERLY		CUMULATIVE	
Private Sector Rehabilitation Projects				
number of buildings	20	A	263	B
total expenditures	\$98,697	C	\$15,484,193	D
Private Sector New Construction				
number of buildings	0	E	15	F
total expenditures	\$0	G	\$5,634,932	H
Private Sector Buildings AND/OR Property Sold				
number of buildings/property	6	I	71	J
total expenditures	\$1,050,500	K	\$18,712,550	L
<b>TOTAL PRIVATE SECTOR REINVESTMENT tracked since (year): 1984</b>				
	\$1,149,197	M	\$39,831,675	N
	C + G + K = M		D + H + L = N	
<b>Public/Private Joint Ventures tracked since (year): 1986</b>				
number of projects	0	O	13	P
total expenditures	\$0	Q	\$714,689	R
<b>Public Projects tracked since (year): 1986</b>				
City number of projects	0	S	35	T
total expenditures	\$0	U	\$2,775,763	V
County number of projects	0	W	8	X
total expenditures	\$0	Y	\$985,399	Z
State number of projects	0	AA	5	BB
total expenditures	\$0	CC	\$3,217,250	DD
Federal number of projects	0	EE	0	FF
total expenditures	\$0	GG	\$0	HH
Other number of projects	0	II	0	JJ
total expenditures	\$0	KK	\$0	LL
<b>TOTAL NUMBER PUBLIC PROJECTS tracked since (year): 1986</b>				
	0	MM	48	NN
	S + W + AA + EE + II = MM		T + X + BB + FF + JJ = NN	
<b>TOTAL PUBLIC EXPENDITURES tracked since (year): 1986</b>				
	\$0	OO	\$6,978,412	PP
	U + Y + CC + GG + KK = OO		V + Z + DD + HH + LL = PP	
<b>REINVESTMENT GRAND TOTAL</b>				
	\$1,149,197	QQ	\$47,524,776	RR
	M + Q + OO = QQ		N + R + PP = RR	

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**Email to:**  
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Reinvestment Summary (continued)

San Marcos

CITY

	QUARTERLY		CUMULATIVE	
Total business starts, expansions and relocations tracked since (year):	1986			
	5	SS	562	TT
Net gain in business starts expansions and relocations since (year):	1984			
	2	UU	188	VV
Net gain in jobs tracked since (year):	0			
	6	WW	820	XX
Volunteer hours logged since (year):	2001			
	543	YY	8,896	ZZ
Number of downtown housing units tracked since (year):	0			
	0	a	74	b
Number of downtown residents since (year):	1984			
	0	c	102	d

Please include an explanation of any large increases in reinvestment totals: