

# City of Wimberley

221 Stillwater, P.O. Box 2027, Wimberley, Texas, 78676

**JOINT CITY COUNCIL/ECONOMIC DEVELOPMENT COMMISSION MEETING**  
**CITY OF WIMBERLEY CITY HALL-CITY COUNCIL CHAMBERS**  
**221 STILLWATER, WIMBERLEY, TEXAS**  
**OCTOBER 7, 2010- 5:00 P.M.**

## AGENDA

**CALL TO ORDER:**                   OCTOBER 7, 2010 @ 5:00 P.M.

**CALL OF ROLL:**                   CITY SECRETARY

### **WORKSHOP SESSION:**

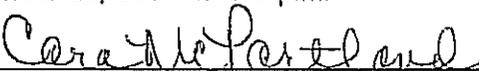
WORKSHOP TO REVIEW AND DISCUSS THE ACTIVITIES AND PRIORITIES OF THE WIMBERLEY ECONOMIC DEVELOPMENT COMMISSION.

### **ADJOURNMENT**

THE CITY COUNCIL MAY RETIRE TO EXECUTIVE SESSION ANY TIME BETWEEN THE MEETING'S OPENING AND ADJOURNMENT FOR THE PURPOSE OF DISCUSSION ABOUT HOMELAND SECURITY PURSUANT TO CHAPTER 418.183 OF THE TEXAS LOCAL GOVERNMENT CODE; CONSULTATION WITH LEGAL COUNSEL PURSUANT TO CHAPTER 551.071 OF THE TEXAS GOVERNMENT CODE; DISCUSSION ABOUT REAL ESTATE ACQUISITION PURSUANT TO CHAPTER 551.072 OF THE TEXAS GOVERNMENT CODE; DISCUSSION OF PERSONNEL MATTERS PURSUANT TO CHAPTER 551.074 OF THE TEXAS GOVERNMENT CODE; DELIBERATIONS ABOUT GIFTS AND DONATIONS PURSUANT TO CHAPTER 551.076 OF THE TEXAS LOCAL GOVERNMENT CODE; DISCUSSION OF ECONOMIC DEVELOPMENT PURSUANT TO CHAPTER 551.087;. ACTION, IF ANY, WILL BE TAKEN IN OPEN SESSION.

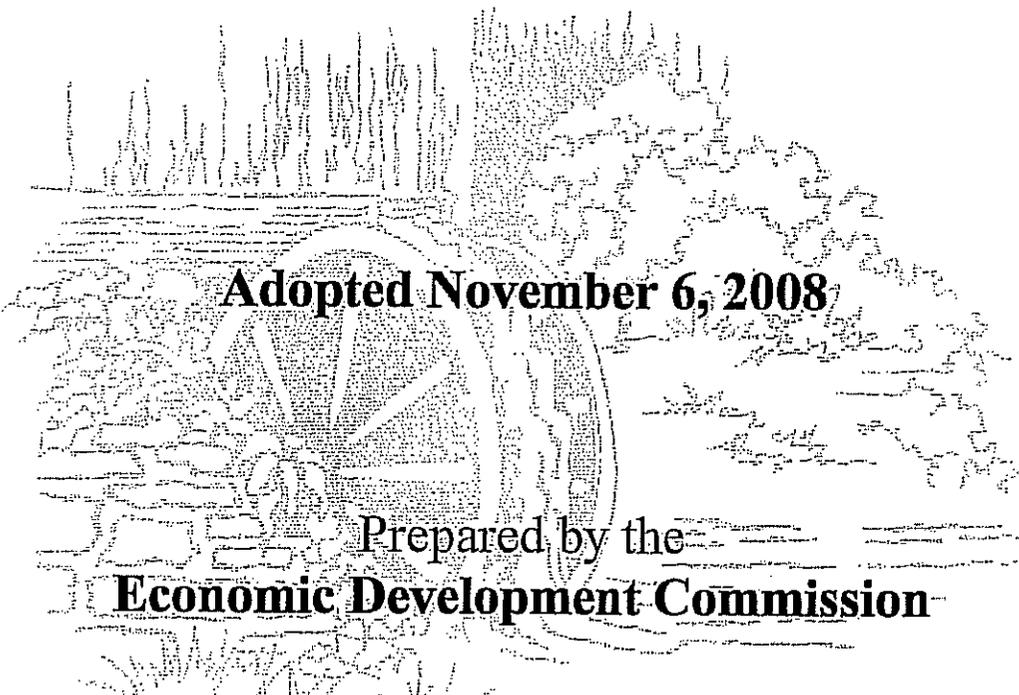
## **CERTIFICATION**

I hereby certify the above Notice of Meeting was posted on the Bulletin Board at the City of Wimberley City Hall on September 29, 2010 at 5:30 p.m.

  
\_\_\_\_\_  
CARA MC PARTLAND, CITY SECRETARY

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# **An Economic Development Strategy for Wimberley, Texas**



**Adopted November 6, 2008**

Prepared by the  
**Economic Development Commission**

Gary Weeks  
Jenelle Flocke  
Vivian McDonald  
Phil Van Ostrand  
Bob Currie

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## Introduction

Some millions of years ago the Balcones Fault lifted and separated Central Texas from the rest of the state. The subsequent fracturing and erosion created the Texas Hill Country—an area known and cherished for its landscape and character. The Wimberley Valley received a full measure of these distinctions. The prominent hills and limestone ledges create long views of rugged, yet visually soft, terrain and short views of green, peaceful, private coves and hollows. The arid uplands are bejeweled by the springs, creeks, and river.

This landscape was not an asset to an agricultural economy. The soil is poor, thin, and easily eroded. The grass is fragile and easily overgrazed, allowing cedar to invade already marginal grazing land. The particular pattern of hills and ridges and regional settlement isolated the valley from major routes; it was a long way to market and hard to get there. These impediments kept the economy simple and the population low. The modest ranch houses of local stone scattered here and there along the roads and the few old buildings in town testify to the limited carrying capacity and productivity of the land.

But "limited in productivity" does not mean undesirable. The Dobie House was built as a vacation home in 1892. By the 1920's several families from Houston and San Marcos had established vacation homes and ranches. This influx and changing land use accelerated and continued as increasing numbers came for vacations and second homes. Camps were built. Fond memories fueled a growing reputation—a reputation underpinned by the beauty of the hills, the clarity of the water, and the pace of life—a reputation sustained by the difference of this place from the rest of the state and the allure of its limited access. Artists came, as they must to beautiful places. These people, who brought their means of support, stimulated the development of businesses and trades to serve them.

A demographic comparison of the Wimberley Valley with Texas and the nation is revealing. By these, and other, measures of economic health: median income, individuals in poverty, value and percentage of home ownership, and level of education, this is a thriving economy, far outpacing that of the state and nation.

	78676	Texas	US
Median Household Income	\$52,809	\$39,927	\$41,994
Median Family Income	\$59,142	\$19,617	\$21,587
Individuals Below Poverty Line	3.9%	15.4%	12.4%
Median Value of Single Family Home	\$140,700	\$82,500	\$119,600
Owner Occupied Housing	81.6%	63.8%	66.2%
High School Graduate or Higher	93%	75.7%	80.4%
Bachelor's Degree or Higher	41.4%	23.2%	24.2%

Data from 2000 Census in 1999 dollars [See Charts 1 and 2, Appendix E]

Wimberley is a desirable place to live, work, and visit, and the people make a good living, but these positive attributes are not assured into the future.

## Developing an Economic Development Strategy

This Economic Development Commission has been charged by Council with analyzing the state of the community's economy, assessing its strengths, weaknesses, opportunities, and threats, articulating its vision and goals, designing programs and projects to achieve the goals, identifying measurable objectives, suggesting a budget, and assisting with implementation of the strategy.

We have divided our project into four units:

- I. Where We Are.
- II. Where We Want To Be.
- III. How We Are Going To Get There.
- IV. How We Are Doing.

Although any direct action of the City of Wimberley is limited to its jurisdiction our scope is appropriately specified as the "Wimberley Valley Community." We use "Wimberley" and "Valley" interchangeably to mean this entire community. We use the zipcode, 78676, to gather data for the Valley.

A substantial portion of our work has been the analysis of Where We Are. Undertaking it, we divided the subject into topics that were studied by individual commissioners who submitted reports. These reports are attached as appendices and cited in the text.

Reports attached as appendices:

- A. Regional Influences (Phil Van Ostrand)
- B. Civic Influences (Vivian McDonald)
- C. Government Influences (Jenelle Flocke)
- D. Infrastructure (Phil Van Ostrand)
- E. Population and Workforce Demographics (Gary Weeks)
- F. Inventory of Businesses (Gary Weeks)
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## I. Where We Are.

Wimberley has a reputation for being an excellent retirement community. This is true and well deserved. The percentage of Wimberley households receiving retirement income is 26, compared to the state's 13.9 and the nation's 17.1. However 2000 census statistics show that the percentage of individuals age sixteen and older who are employed is 61.3, close to the national average of 63.9 [Chart 2, Appendix E], and show that total household income overwhelmingly comes from employment [Chart 4, Appendix E]. Combine this data with the amount of volunteer civic activity [Appendix B] and this community is shown to be working and productive in every sense.

Wimberley has a reputation for being an excellent tourist destination. However the census statistics again show that as a percentage of total household income, income from tourism is relatively low. The total percentage of workers in the categories of Accommodation and Food Service (5.5), Arts, Entertainment, and Recreation (2.1), and Retail Trade (11.2) is 18.8 [Chart 5, Appendix E]. We assume that much of the time these workers serve local people as well as, or rather than, tourists; we note that these categories have relatively low salaries [Chart, Appendix F]; and we deduce that, while important, tourism does not provide the balance of employment or the relatively high median household income of the population.

The top ten industry categories employing the residents of the valley are:

1. Education Service	14.4%
2. Construction	11.4%
3. Retail Trade	11.2%
4. Manufacturing	8.6%
5. Prof., Scien., and Tech. Services	8.1%
6. Health Care and Social Assistance	7.3%
7. Public Administration	6.9%
8. Other Services	5.8%
9. Accommodation and Food Service	5.5%
10. Finance and Insurance	4.0%
Total of top ten categories	83.2%

We know that the residents of Wimberley receive their incomes from diverse sources, but we do not know precisely how many are employed by enterprises located in the Valley, Austin, San Marcos, or given telecommunications, anywhere. From the 2000 Census, we know that 4323 Valley residents physically worked in Texas, 2819 worked in Hays County, 1504 worked outside Hays County, and 18 worked outside the state [Chart 7 Appendix E]. These figures are reflected in travel times to work [Chart 9, Appendix E]. 2885 people traveled less than 40 minutes to work. The mean travel time to work for Valley residents is 31.6 minutes, greater than that of the state, 24.6 minutes, and the nation, 25.1. These figures indicate that the Valley has many commuters, and verifies what we observe, that people are willing to drive more than average times and distances in order to live here. Calculations of mean travel

time do not include those who work at home, that is 8.6% of the Valley population. In comparison, 3.3% of the total U.S. population works at home.

People retire here, visit here, commute from here, and work here. Our analyses indicate that we have a more diverse economy than conventional wisdom suggests.

We have data to verify that the people of the Wimberley Valley have levels of income, home ownership, and education that are indicative of economic health. We have data verifying that their income comes from diverse sources. We have less complete and less accurate ways to evaluate the health of businesses in the Valley. Sales tax receipts for the City have increased every year since they have been recorded [Chart in Appendix H]: a positive sign. We see a high failure of retail and tourist related businesses: a negative sign. The sales tax rolls are our most accessible data as to numbers and types of businesses in the area, but they are far from complete for they do not include businesses that do not collect sales tax.

The top ten industry categories by numbers of outlets on the tax rolls are:

1. Retail Trade	295
2. Prof., Scien., and Tech. Services	64
3. Construction	43
4. Manufacturing	43
5. Accommodation and Food Service	41
6. Other Services	33
7. Administration Support	30
8. Wholesale Trade	27
9. Arts, Entertainment, and Recreation	26
10. Information	13

Retail trade businesses are by far the most numerous on the tax rolls. These businesses are the main source of sales tax revenue and will be fully counted. However, this does not indicate that retail trade is the source of our relatively high levels of income and economic well-being. The average annual salary for persons working in retail trade, nationally, is \$20,626, fifteenth in a ranking of sixteen industry classes [chart in Appendix F]. Salaries for workers in Accommodation and Food Service rank sixteenth, last.

An analysis of retail demand and supply [Appendix G] explores the difference between the demand of Valley residents for categories of goods and services and sales of those goods and services made by Valley businesses. Most of the "leakage", that is demand being satisfied by purchases elsewhere, is in categories that are very price and assortment driven and that require large investments and large facilities—not in categories in which the small businesses characteristic of Wimberley can compete. Our numerous, small shops cannot compete on price or by having deep inventories of like items (varying in size and color, for example). The successful, small shops must make relatively high sales per square foot by offering unique, high value products in a pleasing, original setting.

Appendix D addresses infrastructure. In the area and region, we have access to world class continuing and higher education, air travel, and cultural opportunities. But road travel is increasingly congested in the region and, at some times, in town. Residents of the Valley have rejected by vote the construction of 4-5 lane roadways into town, seeming to prefer preserving the countryside and addressing problem areas on a smaller scale. Some large enterprises and events are precluded by traffic flow. Potable water supplies are limited. Wastewater treatment is difficult in this land of thin soils over fractured limestone. Downtown, particularly, suffers from wastewater problems as well as outdated traffic patterns and awkward parking. These conditions depress vitality.

While traffic and water issues produce hurdles for some enterprises, telecommunications pose no barriers to entry or success for most valley locations. Highspeed Internet can provide speeds and bandwidth adequate for businesses dependent upon or enhanced by the web. The web can deliver a worldwide market without increased traffic, water use, or need for parking.

Results of the 2006 Community Survey show that very large majorities of the respondents agree with the stated goals of the City. They also show that a majority of respondents who had contact with the City for permitting, zoning, or problems rated their level of satisfaction as fair or poor. [Appendix C]

The Village of Wimberley City Limits and its Extra Territorial Jurisdiction are small in relation to the area of the Valley. The Valley includes the City of Woodcreek and large (the largest portion) areas that are unincorporated. To fulfill any comprehensive Economic Development Strategy, the Village will have to work with Woodcreek and Hays County and lead by example and inspiration. [Appendix C]

Sales tax revenues and franchise fees provide for the current level of city service, but are not adequate for major improvements to city streets, for establishing an emergency reserve fund, or for raising the level of city service. Thus there are minimal, if any, funds for economic development in current budgets or projected income. Planning, information gathering and dissemination, promotion, recruitment, retention, and other related work of economic development must come from volunteers and available staff time. [Appendix H]

The population of the Valley is expected to continue to increase, and by some projections, to increase rapidly. An Economic Development Strategy must address this trend and its inherent questions: How will these people live and work? How can they be accommodated without overwhelming our identity, quality of life, infrastructure, environment and economic and social health? There is no gate to shut. [Appendices A and J]

Community opinions concerning such questions have been well documented. There is consensus that any economic development should be harmonious with the scale, look, and feel of the existing community, preserve the natural beauty, and protect the environment. How this is to be done is not clear from accumulated opinions, but it is clear what is not wanted: Anything large scale, anything that pollutes, anything that consumes large amounts of water resources, anything that would destroy the unique character of the city and valley. [Appendix I.]

There are small businesses that fit these criteria and pay relatively high salaries. Many such businesses are here and are contributing to our relatively high median income and general well-being, while adding a light burden to infrastructure. Particularly appropriate are those businesses whose target market includes the greater region and world—businesses that can locate anywhere. Our competitive advantages in attracting these types of businesses are very substantial.

We believe our economic health and our potential for compatible development are dependent upon our natural assets, our small town ambience, and the reputation of Wimberley in the region, state, nation, and the world. Our natural assets include the river, the creeks, the views, the open space (or the sense of it given by the terrain and vegetation), the hills, and the valleys. Our small town ambience is created by the lack of chain stores, the square, the friendly people, the scale of development, the signage, the size of the roads, the family atmosphere, and the lack of visual clutter. Wimberley has a reputation as a quiet, clean, safe, out-of-the-way, and naturally beautiful place where artists and other successful people live and work. These characteristics are increasingly rare and are the currency of successful promotion. Furthermore, any person who or enterprise that locates in Wimberley due to these competitive advantages is likely to wish to help maintain them. If it is given that people will come, why not attract those who can bring a living for themselves and some others?

From our analysis of current trends and conditions, we identified the Valley's economic strengths, weaknesses, opportunities, and threats.

#### A. A LIST OF STRENGTHS

**Climate:** The Wimberley Valley has good weather a majority of the year. [Introduction]

**Location:** Wimberley is located in close proximity and commuting time, to larger cities with hospitals, airports, universities and entertainment. [Appendix A]

**Entry and Setting:** The approaches to Wimberley are beautiful by nature of terrace and vegetation. They are relatively and significantly free of the visual clutter (signs and "cookie cutter" development) that generally occurs when outlying towns become suburban. [Appendix D]

**Natural resources and beauty:** Wimberley's hill country setting with its beautiful views, clean air, rolling hills, trees, dark night skies and clear river and creeks provide a natural setting for relaxation and outdoor activities. Additionally, the City owns Blue Hole and its surrounding 100+ Acres to protect and preserve it for future generations. [Introduction]

**Economic Scale:** Wimberley has a relatively high percentage of small, locally owned, and locally operated businesses. [Appendix F]

**Satisfaction of Basic Needs:** Basic needs can be met within the Valley. [Appendices F, G, J]

**Atmosphere:** Wimberley has a quiet, small town atmosphere and warm, friendly residents. [Introduction]

**Reputation:** Wimberley is regionally, even internationally, known as a home for artists as well as a beautiful, quiet, distinctive place. [Media Reports]

**Population:** Wimberley has a population whose median income and level of education is above the national average. [Appendix E]

**Crime:** Wimberley enjoys a low crime rate and little social disorder, resulting in a safe, peaceful environment. [Appendices E, J]

**Civic involvement and action:** Wimberley benefits from active volunteerism. [Appendix B]

**Education:** Wimberley is located in close proximity to large universities, and enjoys good public and private schools. Wimberley ISD schools receive many academic and athletic awards each year. Wimberley residents also benefit from an excellent local library. [Appendix D]

**Telecommunications:** The Valley has an adequate telecommunication infrastructure in place, enabling people to locate small businesses (professional, creative, information service and other well paid endeavors) here and/or to telecommute from home. [Appendix D]

**Tourism:** Wimberley is a tourist destination. The Valley is known for its quiet secluded lodging, art, music and theater, quaint downtown with diverse shops, river and creeks, camps and retreats, and its frequent festivities. [TX Dept of Commerce]

**Accommodations:** Wimberley has an estimated 85 lodging establishments within the City and ETJ combined, ranging from rustic cabins to deluxe accommodations. [Appendix J]

## B. A LIST OF WEAKNESSES

**Physical size:** The borders of the City are small in relation to the Valley. Attempts to preserve and enhance the character and quality of the City and Valley may be compromised by larger and outlying forces and events. [Appendix C]

**Water:** The Wimberley Valley has limited water availability. [Appendix A]

**Insufficient, outdated and/or failing infrastructure on the square.**

- Awkward and dangerous automobile traffic flow
- Awkward parking

- Awkward and dangerous pedestrian access
  - Antiquated septic system and insufficient public restroom facilities
  - No access to waste water treatment
- [Appendix D]

**Family activities:** Wimberley lacks indoor recreational facilities for families. [Appendix I]

**Retail sector:** There is a high rate of retail and food service business failure.  
[Appendices F, G]

**Lodging:** Innkeepers have trouble filling their establishments during the week and before/after summer vacation months.  
[Chamber of Commerce]

**Tools:** There is a lack of tools for promoting Economic Development.

- Business licenses
- Development ordinances and incentives
- Funding

[Appendix C, H]

**Government:**

- There is insufficient staffing in the City administration to effectively support and promote both existing ordinances and desired projects.
- There is a public perception that it is difficult to work with the city government.

[Appendix C]

**Tourism:** There is a perception that a successful visit to Wimberley depends on the status of the river and creek rather than on the overall natural beauty, quiet and often secluded lodging, local arts and shopping that the area offers.  
[Chamber of Commerce]

**Housing:** There is a lack of affordable housing and rental property for service industry workers.  
[Appendix J]

### C. A LIST OF OPPORTUNITIES

Wimberley's qualities are becoming rare, giving us a niche and a competitive advantage. The following opportunities must be realized to protect these qualities:

Cooperative regional planning with Woodcreek and Hays County to preserve the assets and enhance the quality of life in the Valley.  
[Appendix C]

Development of design standards and ordinances that will protect the small town atmosphere and increase property values.  
[Appendix C]

Maintenance of wildlife and agricultural exemptions; improvement of land and water use and conservation; and preservation of the rural landscape.  
[Appendix A]

Development of large land areas (e.g., the bypass) in ways that will enhance the ambience and reputation of the City and Valley. [Appendix I]

Fulfillment of the need for family recreational facilities that would be in keeping with the small town character of the city. [Appendix I]

#### D. A LIST OF THREATS

Insufficient potable water; loss of quantity and quality of surface water; limited or non-existent wastewater treatment; and failure of septic systems. [Appendix D]

Encroaching suburbanization threatens the Valley with overcrowded roadways and schools, and increased air, water, light and noise pollution. [Appendices A, J]

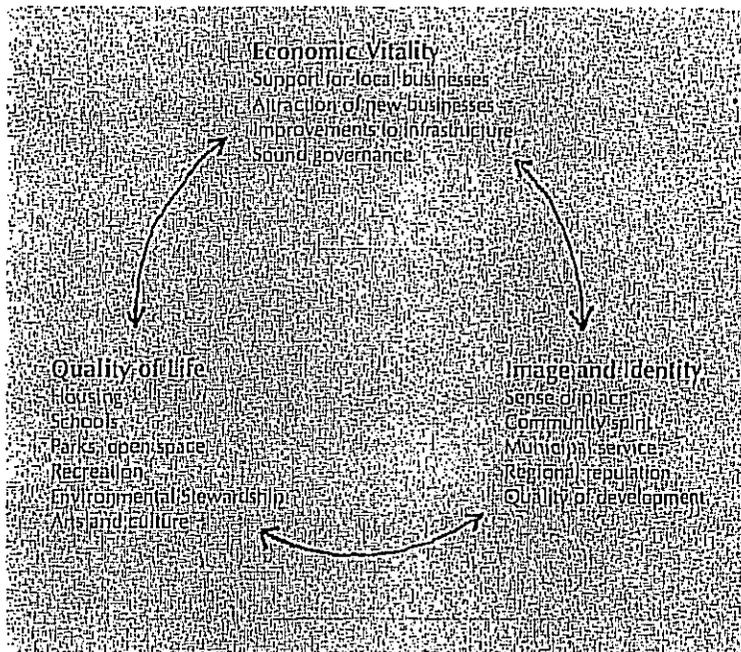
Failure of the city government to define and solicit acceptable economic development, secure adequate city funding, and plan for and provide basic services. [Appendices C, H]

Polarization of local factions may derail community consensus. [Appendix C]

## II. Where We Want to Be.

In order to build and maintain economic vitality in the Valley, consistent with well-expressed community consensus, we must preserve and promote our quality of life and our image and identity for they give us competitive advantages for attracting compatible, new businesses, for improving the market for existing businesses, and for increasing personal incomes.

The diagram below illustrates the relationship and connection of **Image and Identity**, **Quality of Life**, and **Economic Vitality** and provides a framework for developing goals and tasks for the economic development of the valley.



### Image and Identity

1. Sense of place: The valley has special meaning, identity, and character to people animating its community spirit and its regional reputation. Some of this feeling and perception comes from nature and some from culture. Enterprises and businesses that have no special relationship to this landscape and culture serve to dilute this sense of place and reduce our competitive advantage, community spirit, and regional reputation.

#### Goals:

- \*Preservation of our small town atmosphere.
- \*Maintenance of the differentiation between Wimberley and surrounding communities as they grow.

- \*New businesses that are compatible with community values and objectives.
- \*Open space and landscape buffering on the entry corridors and in new developments.

*Tasks:*

- \**Establish and maintain standards for development to address and include setbacks, landscaping, signage, lighting, impervious cover, open space, and architecture particularly on the entry corridors and on existing and new collector roads.*
- \**Promote competitive advantages to desired businesses.*
- \**Develop voluntary landscaping, land use, and water use recommendations, and promote them.*
- \**Renew the square and modernize its infrastructure.*

2. Community Spirit: Thanks to a talented and eclectic mix of individuals who have chosen to live in the valley, the community has been able to support a wide range of civic, governmental, and cultural activities. We have legendary voluntarism and activism.

*Goals:*

- \*Informed citizens.
- \*Consensus within and participation from the citizens.

*Tasks:*

- \**Gather information and make it public and accessible, for example:*
  - board and committee reports*
  - councilmember concerns*
  - stakeholder concerns*
- \**Establish a regular newsletter or newspaper column.*
- \**Encourage town hall meetings.*
- \**Keep the city website current and complete.*

3. Regional Reputation: We are known for art, beauty, recreation, peace, and tranquility along with productive and creative enterprises.

*Goals:*

- \*A consistent marketing message for the city and valley.
- \*Broad awareness of the unique nature of the city and valley.

*Tasks:*

- \**Coordinate the efforts of stakeholders to produce a consistent marketing message recognizing the unique nature of the city and valley.*
- \**Promote the consistent marketing message.*
- \**Pursue a wide range of media exposure.*

4. Municipal Service: The City of Wimberley has a young government with a responsibility for building an infrastructure appropriate to the scale and future objectives of the community.

**Goals:**

- \*Clear ordinances reflecting community values.
- \*Citizen friendly and timely administration.
- \*An adequate budget for efficient and effective spending.

**Task:**

- \**Evaluate public administration and recommend changes.*
- \**Identify sources of funding.*

5. Quality of Development: Development in the Valley has largely been small scale and eclectic, leading to a mix of styles and a distinct ambience. Relatively low density has softened the effects of any less than careful planning and land use. As more land is developed (particularly in larger tracts) and as population increases, there is increased risk to ambience and the environment.

**Goals:**

- \*A master plan.
- \*Guidelines for appropriate development.
- \*The preservation of open space and landscape buffering in all classes of development.

**Tasks:**

- \**Establish and maintain standards for development to address and include setbacks, landscaping, signage, lighting, open space, impervious cover, and architecture.*
- \**Determine and promote desired outcomes of development.*

## Quality of Life

1. Housing: Housing is overwhelmingly for single families, built on site, one-of-a-kind, and well maintained. There are no tract home developments or large apartment complexes.

**Goal:**

- \*Creative forms of residential development to accommodate evolving needs.

**Task:**

- \**Undertake a study to develop guidelines for cluster and conservation development to enable densities that are economically viable while meeting other community objectives.*

2. Schools: The community has historically supported quality education in the district.

Goals:

- \*Improved practical skills and training.
- \*After-school programs in arts, music, crafts, etc.
- \*Employment and mentoring for students.

Tasks:

- \**Develop a program to mentor and employ students.*
- \**Coordinate efforts with school work/study.*

3. Parks: The Blue Hole Park is a centerpiece of a growing network.

Goals:

- \*Parks that meet community needs and enhance our regional reputation.
- \*An interconnecting network of trails, open spaces, and recreation areas.

Tasks:

- \**Develop, maintain, and operate the parks to the highest standards.*
- \**Design and develop an interconnecting network of trails, open spaces, and recreation areas.*

4. Recreation: The Valley has long been a favorite place for outdoor recreation.

Goal:

- \*Ample opportunities for recreation.

Task:

- \**Encourage indoor recreation venues for all ages, especially youth.*

5. Environmental Stewardship: Individual property owners have been in the vanguard of environmental stewardship.

Goals:

- \*High standards for water quality and careful use.
- \*The use of native plants for landscaping.
- \*Educational materials and resources for new residents, visitors, and developers.

*Tasks:*

- \*Gather information from informed and scientific sources and develop guidelines for land and water use*
- \*Publicize and promote the guidelines.*

6. Arts and Culture: Wimberley has much to offer which is why renowned artists and musicians choose to live here.

*Goals:*

- \*More cultural events.*
- \*More artists and artisans as residents and/or as visitors to perform, exhibit, and teach.*

*Tasks:*

- \*Establish a consistent marketing message that emphasizes arts and culture.*
- \*Promote our art and cultural events.*
- \*Encourage the establishment of an Arts and Cultural Council.*

## **Economic Vitality**

1. Support for Local Businesses: The various categories of local business have different specific needs. They all benefit from the Valley's unique nature.

*Goals:*

- \*Competitive advantages for our local businesses in the broader market.*
- \*Excellent municipal service.*
- \*Opportunities for business development, assistance, and mentoring.*
- \*An enhanced regional, or broader, reputation.*
- \*Increased weekday and off-season tourism and lodging.*
- \*Increased internet sales for our local businesses.*

*Tasks:*

- \*Coordinate business development with the chamber and merchants and state resources.*
- \*Develop a program to assist businesses with webmarketing to expand their clientele.*
- \*Market and promote a consistent message.*
- \*Create an online press kit and seek publicity.*
- \*Maintain competitive advantage (the total of all efforts).*

2. Attraction of new businesses: Substantial percentages of our workforce are employed elsewhere in the relatively higher paid industry classifications. This educated workforce is a significant asset and competitive advantage.

**Goals:**

- \*More low impact, entrepreneurial, creative businesses that choose a location for its sense of place and quality of life and that serve a broad regional, or larger, market.
- \*More high quality local jobs that reduce commuting and the associated impacts on infrastructure and the environment.

**Tasks:**

- \*Promote our competitive advantages to targeted businesses.*
- \*Emphasize custom manufacturing; professional, scientific, and technical services; health care; finance and insurance; education services, information, and administrative support.*
- \*Keep the city website and other promotion and publicity current and complete.*
- \*Attract publicity.*
- \*Recognize home and micro businesses in ordinances and zoning.*

3. Improvements to Infrastructure: Wimberley lacks sufficient infrastructure.

**Goals:**

- \*"State of the art," wastewater treatment for the square and adjoining areas.
- \*Competing, full-service rainwater collection utilities.
- \*Walking and biking trails to integrate parks, recreation, shopping, and work.
- \*Improved downtown traffic, walking, and parking.
- \*Fulfillment of transportation needs while maintaining the small town feel and sense of place.

**Tasks:**

- \*Provide waste water treatment to the square and adjoining areas.*
- \*Gather information and provide guidelines for land and water use from informed and scientific sources.*
- \*Renew the square.*
- \*Design and promote trails for walking and biking.*
- \*Define and support a "parkway" model for improvements to Ranch Roads 12 and 3237.*

4. Sound governance: Our relatively new government, born with substantial community input, can be a source of pride and advantage.

**Goals:**

- \*A user-friendly, well-staffed city government.
- \*Open government.
- \*Cooperation and civility in politics.
- \*Broad citizen involvement and activism.
- \*Informed citizens.
- \*Economic development in keeping with expressed community values.

**Tasks:**

- \**Gather information and make it public and accessible.*
- \**Evaluate public administration and recommend changes.*
- \**Provide economic development rationale and information to Council, commissions, and boards.*
- \**Evaluate the economic development strategy and its results.*

The surrounding communities will continue to grow toward Wimberley and the land between to be developed. Development in Dripping Springs, Buda, Kyle, San Marcos, and Canyon Lake will be typical and will provide big box stores, chain restaurants, and multi-tenant shopping centers. These shopping venues and services will be convenient to residents of Wimberley and will preclude or reduce the likelihood of their location here.

By planning and action, the Valley can maintain its differentiation and distinction from the homogenizing surrounding development and therefore have and maintain a competitive advantage for attracting and enhancing highly productive businesses and quality residential development.

## A Vision

Driving to Wimberley in 2030, you leave the typical roadside development that has overtaken this portion of the hill country to enter one of the entry corridors to the square. The native vegetation and minimal signage is striking and refreshing after the clutter and glare of other regional arteries. Behind the landscaping, identified by the low signs, are businesses that provide goods and services to a broad market—profitable, “state of the art” for their industry. There are many of these businesses scattered about the valley, ranging in size from one person working at home to multiple employees—non polluting and easy on infrastructure and nature.

Between the clear, flowing Blanco and the clean, cold Cypress is the square—a renowned destination, where people walk or bike between parking, parks, specialty shops, galleries, restaurants, and performance venues.

The primary local service and retail businesses are located north and west of the center. Low and minimal signage, landscaping, understated architecture, and unique and local businesses provide a relief and a contrast to commercial areas in the surrounding communities.

### III. How We Are Going To Get There.

In Section II, we developed goals for building and maintaining economic vitality in the Valley, consistent with our analysis in Section I. These goals suggest tasks, and we listed them. By performing these economic development tasks, we achieve our goals and our vision for the Valley.

The Boards and Commissions of the City are charged with specific missions and areas of responsibility. We have organized and allocated the economic development tasks accordingly.

#### 1. Planning and Zoning

- \*Maintain our competitive advantages.*
- \*Determine and promote desired outcomes of development*
- \*Establish and maintain standards for development to address and include setbacks, landscaping, signage, lighting, and architecture, particularly on the entry corridors and on existing and new collector roads.*
- \*Undertake a study to develop guidelines for cluster and conservation development to enable densities that are economically viable while maintaining other community objectives.*
- \*Recognize home and micro businesses in ordinances and zoning*
- \*Renew the square.*

#### 2. Parks and Recreation Advisory Board

- \*Develop, maintain, and operate the parks to the highest standards.*
- \*Encourage indoor and outdoor recreation venues for all ages, especially youth.*
- \*Design and develop an interconnecting network of trails, open spaces, and recreation areas.*

#### 3. Transportation Advisory Board

- \*Define and support a "parkway" model for improvements to Ranch Roads 12, 2325, and 3237.*
- \*Design and promote trails for walking and biking.*
- \*Renew the square*

#### 4. Water and Wastewater

- \*Provide waste water treatment to the square and adjoining areas.*
- \*Provide guidelines for water use.*

## 5. Economic Development Commission

- \*Evaluate the economic development strategy and its results.*
- \*Provide economic development rationale and information to Council, commissions, and boards.*

The remaining tasks, which the Economic Development Commission is responsible for, fall into logical categories.

### A. Marketing and Promotion

- \*Coordinate the efforts of stakeholders to produce a consistent marketing message.*
- \*Promote the consistent marketing message.*
- \*Emphasize the arts and culture and encourage the establishment of an Arts and Cultural Council.*
- \*Pursue a wide range of media exposure.*
- \*Create an online press kit and attract publicity.*
- \*Promote our art and cultural events.*

### B. Communications

- \*Keep the city website current and complete.*
- \*Gather information and make it public and accessible, for example:*
  - board and commission reports*
  - councilmember concerns*
  - stakeholder concerns*
- \*Establish a regular newsletter or newspaper column.*
- \*Encourage town hall meetings.*

### C. Business and Workforce Development

- \*Coordinate business development with the chamber and merchants and state resources.*
- \*Develop a program to assist businesses with webmarketing to expand their clientele.*
- \*Promote our competitive advantages to desired businesses.*
- \*Emphasize custom manufacturing; professional, scientific, and technical services; health care; finance and insurance; education services, and administrative support.*
- \*Develop a program to mentor and employ students.*
- \*Coordinate efforts with school work/study.*

### D. Public Administration

- \*Evaluate public administration and recommend changes.*

### E. Natural Resources

- \*Gather information and develop guidelines for land and water use from informed and scientific sources.*
- \*Publicize and promote the guidelines.*

### F. Funding

- \*Identify sources of funding.*

In order to perform its assigned tasks, the Economic Development Commission will be re-organized around the above categories. The chairman shall appoint each member of the commission as coordinator of a specific category of tasks, or area of development. These positions shall be:

- A. Marketing Coordinator
- B. Communications Coordinator
- C. Business and Workforce Development Coordinator
- D. Public Administration Coordinator
- E. Natural Resources Coordinator
- F. Funding Coordinator

The coordinators shall act as subcommittee chairmen, soliciting assistance from other EDC members, from community groups, individual citizens, city staff, and others. The specific duties of the coordinators and the chairman are listed.

The Chairman of the Economic Development Commission shall:

1. provide economic development rationale and information to Council, commissions, and boards.
1. evaluate the economic development strategy and its results and prepare revisions.
1. assist the Economic Development Coordinators in their work.
1. collect and organize economic and demographic data on the city and valley.
1. organize and schedule quarterly reports to Council in January and July.

The Marketing Coordinator shall:

1. prepare a consistent marketing message and marketing program for the city, emphasizing the competitive advantages of the city and valley. This message and program, and a budget for it, shall be developed with input from all interested community groups with the goal of consistency of message and unity of effort of all groups and stakeholders across all platforms and formats.
1. produce a press kit of photos and facts, post the kit online, and explore means of distribution. Various topics, or angles, should be individually addressed.
1. explore developing an Arts and Cultural Council representing relevant groups and individuals.
1. support the efforts to "revive" the square.
1. monitor the marketing efforts, describing and enumerating the dissemination of the message, the involvement of groups in the effort, any publicity, any spending requests, and all ideas for improvement in a quarterly report to Council.

The Communications Coordinator shall:

1. design a written and detailed system with dates of posting, places of posting, and sources of data so that those in government and the citizens in general are well informed. This system shall:
  - a. insure that all board, commission, and Council minutes and reports are posted on the website and distributed to all chairmen in a timely manner.
  - a. encourage councilmen and women and chairmen and women to state their concerns and create a venue for making those concerns public.

- a. keep the city website current and complete.
- 1. ensure that the system functions as written and rewrite as necessary.
- 1. write a monthly summary of city activities for publication in the newspaper or newsletter.
- 1. maintain an organized library of economic development literature in City Hall.
- 1. produce a quarterly report, with any spending requests, for Council.

The Business and Workforce Development Coordinator shall:

- 1. in all efforts, coordinate business and workforce development with the chamber and merchants and other community businesses and groups.
- 1. design a program to assist local businesses and businesses considering locating here with the goals of reducing failures, increasing access to state and community resources, articulating community values and demographics, etc.
- 1. design a program to assist businesses with webmarketing to expand their clientele.
- 1. promote our competitive advantages to desired businesses, emphasizing the industry groups of custom manufacturing; information; professional, scientific, and technical services; health care; finance and insurance; education services, and administrative support.
- 1. design a program to mentor and employ students, coordinating efforts with school work/study.
- 1. produce a quarterly report, with any spending requests, for Council.

The Public Administration Coordinator shall:

- 1. design a written system for collecting data from staff to measure and monitor essential city services, for examples: dates and numbers of applications for zoning, permitting, etc. and the dates and nature of final disposition.
- 1. consult with the city manager, mayor, and staff to develop, implement, and improve this system.
- 1. provide this data to the Communications Coordinator for publication on the website and in other appropriate venues.
- 1. ensure that the system functions as written and rewrite as necessary.
- 1. prepare a quarterly report, with any spending requests, for Council.

The Natural Resources Coordinator shall:

- 1. produce a handout or brochure of guidelines for landscaping and water use emphasizing water conservation and a list of resources.
- 1. gather the data and rationale for these guidelines from the Water and Wastewater Advisory Board, the Hays County Groundwater District, the Hays County Master Naturalists, Jacob's Well Association, local businesses, and informed individuals.
- 1. post the brochure online.
- 1. distribute the brochure from city hall, the visitor's center, and other appropriate venues.
- 1. solicit comments and prepare improvements for reprints.
- 1. monitor the distribution and results and prepare a quarterly report for Council.

The Funding Coordinator shall:

1. collect information on any economic development grants or funding that might be appropriate for and available to Wimberley.
2. maintain this collection in the library of economic development materials in City Hall.
3. with agreement from the commission and Council, apply for appropriate grants.
4. consult with the other Coordinators and the Chairman and develop an annual budget request for Council from the Commission.
5. prepare a quarterly report for the commission on city finances.

### Notes on Business Recruitment

It is not possible to attract retail and service businesses for which there is no local market, or deny those for which there is. Retail and local service businesses are generated by demographics—if demand exists, suppliers arise. But government and voluntary associations can assist start-ups and expansions and insure that these enterprises are established and operated in ways compatible with community values. New and expanding businesses can be assisted by clear ordinances, effective administration, the execution of an overall marketing plan, sharing expertise, and the maintenance and promotion of our competitive advantages. Compatibility with community values can be ensured by planning, zoning, design standards (including set-backs, density, impervious cover, landscaping, signage, and drainage), and minimizing impacts to the environment and infrastructure.

It is possible to attract businesses not dependent on the local market (whose market is regional, national, or international) if the community has something to offer them. Wimberley cannot offer a low wage workforce, inexpensive real estate, tax abatements, major highway or rail access, or other similar benefits. We can offer our quality of life, our natural and built environment, our economic and social vitality, and our educated workforce. The cornerstone of this Economic Development Strategy is the cultivation and effective promotion of these comparative and competitive advantages. The ideal business for Wimberley is one that produces a product without unsustainable consumption of resources or discharge of pollutants, that cares for its site, and that employs local people who would otherwise have to commute. Our assets would appeal to such an enterprise. Furthermore these assets anchor our tourism industry and the appeal of this place as home.

#### IV. How We Are Doing.

Economic development is an ongoing process. Regular reports to Council will require that the various economic development players regularly measure and monitor progress on their assigned tasks.

All the systems and programs to be designed and implemented as tactics in the pursuit of this strategy shall include specific numerical measures that can be evaluated and recorded over time.

1. The Economic Development Coordinators will report semi-annually to the Chairman on their areas of responsibility.
2. The Chairmen of all the Boards and Commissions will report semi-annually to the Chairman of the Economic Development Commission on their areas of responsibility.
3. The Chairman of the Commission will report to the Council semi-annually on the overall progress of economic development and recommend any changes to the strategy.

## **Appendices**

- A. Regional Influences (Phil Van Ostrand)**
- B. Civic Influences (Vivian McDonald)**
- C. Government Influences (Jenelle Flocke)**
- D. Infrastructure (Phil Van Ostrand)**
- E. Population and Workforce Demographics (Gary Weeks)**
- F. Inventory of Businesses (Gary Weeks)**
- G. An Analysis of Retail Demand and Supply (Vivian McDonald)**
- H. Sources of Funding (Jenelle Flocke, Temple Wynne)**
- I. Community Opinions (Robert Currie)**
- J. Sociological Influences (Craig Reitz)**

## Appendix A: Regional Influences

Phil Van Ostrand

The Wimberley Valley area is located at the intersection of a number of growth vectors driven by development outside of the immediate area. Although a detailed discussion of these issues is beyond the scope of this project, it is important to take a macro scale look at regional development trends.

Hays County's population grew 229% from 1960 to 2000, according to a survey of U. S. Bureau of the Census data conducted by Loomis Austin, Inc. as part of a September 13, 2007 draft Hays County Habitat Conservation Plan. Although much of this development has been along the I-35 corridor, that situation will change moving forward.

County population growth in the years ahead will be potentially explosive, according to the Texas State Data Center and the Office of the State Demographer, according to the Loomis Austin report. Utilizing the quoted "high growth scenario" by 2010 the county's population will swell to 170,491 ramping up to over 573,000 by 2040 (Loomis Austin, 2007).

Development of the San Marcos loop will facilitate the city's growth to the west along Ranch Road 12. As this development unfolds, it will impact the traffic situation on Ranch Road 12 and thus impact ingress and egress from the Village and access to services provided in San Marcos.

Extension of the US-290 freeway project to just west of the Oak Hill Y, planned to start within two years, will potentially speed Austin's growth to the west along this major arterial highway. Growth, particularly commercial growth, to the west will have the effect of extending the city's suburban growth further west into Hays County.

The spill-over effect of Austin's growth to the west on development in Dripping Springs will require attention to the impact of added development pressure south along Ranch Road 12 from US-290. There has been substantial growth in the Ranch Road 12 corridor. Population growth in this area will continue to impact transportation plans.

Expansion of New Braunfels and the northward growth of San Antonio will continue to exert subtle pressures on the path of development in northern Comal County and western Hays County.

Tax abatements, annexation, and a variety of land use trust arrangements are currently available to manage suburban growth. Five land conservancy trusts and foundations are active in Hays County providing the legal and economic tools to keep some of the large family-held parcels together and dictate the path of development on those parcels. They are:

Guadalupe-Blanco River Trust, PO Box 709, Seguin, TX 78156. [www.gbrtrust.com](http://www.gbrtrust.com)  
Hill Country Conservancy, PO Box 163125, Austin, TX 78716-3125.  
[www.hillcountryconservancy.org](http://www.hillcountryconservancy.org).

Hill Country Land Trust, PO Box 1724, Fredericksburg, TX 78624.

Travis Audubon Society, PO Box 40787, Austin, TX 78704. [www.travisaudubon.org](http://www.travisaudubon.org).

Westcave Preserve, 24814 Hamilton Pool Rd., Round Mountain, TX 78663.

[www.westcave.org](http://www.westcave.org).

Wimberley Valley Watershed Association, PO Box 2534, Wimberley, TX 78676.

[www.jacobswellspring.org](http://www.jacobswellspring.org).

References:

Loomis Austin, Inc. (2007) *Hays County Habitat Conservation Plan*  
[Presentation]. Austin, TX: Staff

## **Appendix B: Civic Influences**

Vivian McDonald

The Wimberley Valley has a strong legacy of volunteerism, a rich resource for serving the civic, social, cultural, physical, and religious needs and interests of the community. The following is a listing of many of these groups.

### **Arts and Cultural**

Arts From The Heart  
Community Chorus  
Concert Association  
Daughters Of The American Revolution  
Emily Ann Theater  
Wimberley Institute Of Cultures  
Wimberley Players  
Wimberley Valley Art League  
Wimberley Valley Library

### **Community Service and Support**

Alcoholics Anonymous  
Boy Scouts  
ARF (Animal Referral Service)  
CERT (Community Emergency Response Team)  
Civic Club of Wimberley  
Crisis Breadbasket  
4H  
Girl Scouts  
Habitat For Humanity  
Lion's Club  
Literacy Volunteers  
Masons  
Meals On Wheels  
Rotary Club  
Senior Citizens Association & Thrift Store  
Shriners  
VFW Post 6441  
Village Store

### **Interest Groups**

Birding Society  
Garden Club  
Genealogical Society  
New Neighbors

**Economic**

Chamber of Commerce  
Merchant's Association

**Churches**

Chapel in the Hills  
Church of Christ  
Cowboys for Jesus  
Cypress Creek Church  
First Baptist Church  
Jehovah's Witness  
Lutheran Church of the Resurrection  
St. Mary's Catholic Church  
St. Stephen's Episcopal Church  
Touched by Grace  
Trinity Chapel  
Unity Church of Wimberley  
Wimberley Christian Church  
Wimberley Presbyterian Church  
Wimberley United Methodist Church

In addition, the government of Wimberley is supported by many volunteers with vast knowledge and experiences serving on the Council, Commissions, and Committees

## Appendix C: Government Influences

Jenelle Flocke

The City of Wimberley was incorporated May 6, 2000 and is a General Law city. City Officials include a mayor and five Council Members. The City Attorney is on contract. Current city employees include a City Administrator, City Secretary, Receptionist, Public Works Assistant and a City Marshall to enforce city ordinances. Local government operations are funded solely via city sales tax and franchise fees.

Volunteer support is provided to City Officials in the form of committees, commissions, and boards. These include: Budget, Investment & Finance Advisory Board; Building Code Board of Review; Comprehensive Plan Review Board; Economic Development Commission; Ethics Commission; Parks & Recreation Board; Planning and Zoning Commission; Transportation Advisory Board; Transportation Advisory Board Master Plan Sub-committee; Water/Wastewater Advisory Board; Wimberley Senior Citizens Advisory Board; and Zoning Board of Adjustment. Term lengths for these volunteers are two and three year terms, depending upon the particular board, commission or committee.

The Village has a Precinct 3 Justice of the Peace. Law enforcement in the City is provided by the Hays County Sheriff's Office (HCSO), the Precinct Three Constable and Deputy Constables. Animal Control is provided by the Hays County Sheriff's Office. The City has a Judge to preside over local enforcement cases and City Marshall to enforce City ordinances.

The City of Wimberley and nearby Woodcreek have a close working relationship with issues that affect their respective areas of the Valley, while the area outside the extra territorial jurisdiction (ETJ) is governed by Hays County rules and state law.

Currently, the only means of expanding the city's boundaries is if residents in the ETJ request to be annexed by the City. However, if and when the City population reaches 5,000, residents have the option to vote to become a Home Rule city and adopt a home rule charter.

Rather than looking to state law to determine what they may do, as general law cities must, home rule cities look to the state constitution and state statutes to determine what they may not do. Although the powers of a home rule city are extensive, they remain subject to all of the limitations imposed by state and federal law.

Subject to compliance with the federal Voting Rights Act, the citizens of a home rule city are free to decide their form of municipal government; choose between a large or small city council; provide for the election of the city council at-large, by single-member district, or by place; fix the terms of office for council members at two, three, or four years; or establish overlapping terms of office. Moreover, they can decide whether the mayor is to be elected directly by the voters, selected from among members of the council, or chosen by some other method. They also have total discretion over the city's administrative structure.

Home rule cities have many inherent powers:

- **Annexation.** The inherent power to unilaterally annex adjoining areas is one of the most important home rule prerogatives. To annex "unilaterally" means that the city can bring an adjacent, unincorporated area into the city without the permission of the persons residing in that area. The power of unilateral annexation is important for several reasons. First, it enables a city to guide the development of land surrounding the city. Also, it permits a city to maintain a strong economic base by extending its boundaries to bring in taxable properties and other resources required to finance municipal services.
- **Initiative, Referendum, and Recall.** Initiative, referendum, and recall are inherent home rule powers that are reserved for exclusive use by local voters in order to provide direct remedies in unusual situations. There is no constitutional or statutory authority for initiative, referendum, or recall.
  - Initiative is a procedure under which local voters directly propose (initiate) legislation. Citizen lawmaking through the initiative process allows local voters to circumvent the city council by direct ballot box action on new ordinances that have wide support in the community, but which the council refuses to enact.
  - Referendum is a procedure under which local voters can repeal unpopular, existing ordinances the council refuses to rescind by its own action.
  - Recall is a process by which local voters can oust members of the city council before the expiration of their terms.
- **Charter Amendments.** Direct lawmaking by local voters can be accomplished through amendments to the charter document itself.

Every home rule city in the state operates under one of two forms of government: mayor-council or council-manager. Among Texas' 312 home rule cities, 44 have the mayor-council form and 249 have the council-manager form. (Information regarding the remaining 19 cities is not available.)

Of the more than 300 home rule cities in the state, nearly 87 percent operate under the council-manager form of government. In a council-manager city, as in any other, the council serves as the legislative body. Under the council-manager plan, the mayor and council members have no administrative duties. These are vested in the city manager, who is responsible for directing the workforce and programs of the city in accordance with ordinances, rules, and regulations adopted by the council.

## Appendix D: Infrastructure

Phil Van Ostrand

### Transportation

Wimberley is located less than 65 miles from major international airports with a variety of air carriers offering non-stop, through plane, and connecting service to all 50 states, Latin America, Europe, and the Western Pacific. Austin-Bergstrom International and San Antonio International Airports continue to grow with service continuing to evolve.

Wimberley is located less than 20 miles from access to AMTRAK inter-city passenger rail service in San Marcos.

Wimberley is located less than 20 miles from access to the primary NAFTA north-south arterial highway I-35, although this access is via two-lane ranch road that is becoming progressively more congested. The Village is also located less than 15 miles from access to US-290, a primary east-west arterial highway with access to I-10 going west and alternate access to I-35. Access to US-290 is also via progressively more congested two-lane ranch road.

RR12 from the north side of the square to north of Joe Wimberley Blvd. has been recently improved and the old Cypress Creek Bridge has been replaced with a modern structure. Traffic through the square is very congested. As traffic volume continues to pick up as a function of growth this area is going to require significant review.

Hays County, TxDot and the Village are coordinating an effort to improve the RR-12/RR-32 intersection.

2325 has been updated with the addition of a left turn lane that will help speed traffic past the high school and Katherine Ann Porter School (KAPS). Traffic control at 2325 and Carney Lane is problematic during school hours.

3237 is well maintained and does not appear to be approaching its capacity even in peak hours. Two problem areas exist, however, the intersection with RR12 may need a light due to congestion during peak hours. The intersection with Old Kyle Road is evidently going to be updated under current policy, and this will minimize a traffic problem.

Completion of the bypass appears to be a viable traffic management tool that can be incorporated to manage the growing traffic volume through the square. Oversize vehicles and hazardous cargos can now avoid the difficult traffic situation in the square.

Residential street repair and maintenance does need attention.

## **Parking**

Downtown parking has been frequently discussed. There appears to be a significant volume of parking available, lack of signage and access hampers this situation. A significant number of parking spaces are also available at the Community Center, but lack of a viable transportation system hampers wider use of these spaces. Inadequate lighting in the public lot behind Cypress Creek Café and along Oak Drive does create some safety concerns for evening users.

## **Mobility**

The Ranch Road 12 project added improved sidewalks from the north side of the square to north of Joe Wimberley Blvd., but the square's lack of pedestrian accommodation is a problem for visitors and locals alike. Limited hike and bike trails, along with the lack of pedestrian accommodations around the square represent a real development opportunity that will improve the quality of life and address the desires of a significant portion of the community. Work on improving sidewalk access from the public parking on Oak Street will improve this situation.

## **Culture**

The Emily Ann Theater, Corral Theater, and Wimberley Players provide cultural outlets in The Village. Each of these operations is somewhat seasonal. Texas State University offers a wide array of music, theater, dance, art and other cultural opportunities.

## **Recreation**

A variety of community-based recreation outlets are available including Blue Hole, the Cypress Creek Hike and Bike trail, and youth recreation opportunities also extend to summer baseball, soccer in season, and facilities are available at the high school. The Wimberley Zip Line attraction is now open. In addition an 18-hole daily fee golf course is open in Woodcreek.

## **Utilities and Telecommunications**

Potable water in the village is supplied by two organizations, Wimberley Water Supply and Aqua Texas. Although water supply restrictions were in place during last year's extended drought, it appears that sufficient supply was available to all classes of users.

Waste water collection and treatment service is available in selected areas north of Cypress Creek and out along 2325, and this service is provided by Aqua Texas. Additionally Aqua Texas is expanding its waste water collection infrastructure into the areas around RR-12 and Joe Wimberley Blvd. The firm also has excess capacity available to support growth.

The waste water situation around the square is a disaster waiting to happen, and requires immediate attention and definitive action. At the present time a number of operations on the square are handling their waste water through a haul and dump process. This is a very expensive method, and there are some questions about the legality. As a collateral issue lack of visitor toilet facilities in the downtown area are a significant problem, but most means of addressing this issue are tied to providing waste water service in the square.

Electric service is provided by Pedernales Electric Co-operative (PEC) and is available throughout the village. PEC has recently launched an infrastructure upgrade that would create an alternative feed path into the village that could improve service reliability and support continued demand growth.

Telephone service is provided by Verizon Southwest, and cable television service is provided by Time Warner. Time Warner also supplies telephone service through its cable operations.

Time Warner's Road Runner high speed internet service is provided as an adjunct to its digital cable service, and cable service is required for access to high speed internet service. Last-mile service is carried on copper wire, and Time Warner is available through most of the village. Company has not detailed infrastructure plans for area, but on a national scale Time Warner has been rolling fiber out as part of its capital investment process.

Verizon's high speed internet is provided by digital subscriber line (DSL) service carried by copper wire pair. Minimal DSL service is available throughout the village, according to Verizon.

Anvil Communications provides service through over-the-air RF in the 3.1 GB and 5.8 GB spectrum. Anvil's synchronized service speed up stream and down stream is equal. The high upstream speed is very helpful for streaming video and other services that require large amounts of upstream bandwidth. Most of the village is covered by Anvil's series of repeaters, although some areas in Wimberley Hills may have limited coverage.

Carrier	Speed Down	Speed Up	Latency*
Time Warner	7237 kbps	479 kbps	77 ms
Verizon**	2896 kbps	731 kbps	92 ms
Anvil Communications	Up to 5MBps	Up to 5MBps	30 – 60 ms

\*Measured by pinging [www.espn.go.com](http://www.espn.go.com)

\*\*Premium services available with speeds up to 7.1 Mbps down and 768 KB/Sec up

## **Education**

The Wimberley Independent School District is a vital, growing community element with performance that has been recognized by the state education authorities. A recent successful bond election is providing additional financial resources to upgrade and expand its physical plant and provide money for additional services.

Texas State University is a broad-based university offering a number of under graduate and graduate degree programs for resident and commuter students. The campus is located less than 20 miles from The Village.

## **Housing and Commercial Development**

Residential development in the Village has been limited by zoning issues, lack of wastewater service, concerns about potable water availability, and activist resistance. These factors have led to added development in Woodcreek and in surrounding areas of Hays County. Commercial development has likewise been relatively slow since opening of the Brookshire Brothers area and the strip along the South River access.

## **Banking and Financial Services**

A number of financial institutions have branch operations in the Village. Ozona National Bank, Broadway Bank, Wells Fargo, and Blanco Bank all provide an array of services. Several insurance companies also have operations in The Village. Brokerage services are available to residents through professional brokerage services, the existing banking institutions, or piggy backed through insurance agencies.

## **Medical Service**

Physician service is available through a number of clinicians with offices open normal business hours. Long term and rehabilitation services are also available through the facilities at Deer Creek. No off-hours medical service is available in The Village. Walk-in minor emergency care, in fact is not conveniently available in San Marcos either. Conventional hospital care is available within a 20 mile radius through Central Texas Medical Center (CTMC). A number of specialists can also be accessed in the CTMC area. Dental care is provided by three practitioners, and specialist care is available in San Marcos and Austin.

Emergency medical transport is provided by Wimberley EMS, and medical evacuation helicopter service is available with aircraft located in San Marcos and Austin.

## **Fire Protection and Public Safety**

Law enforcement in The Village is provided by the City Marshall, Hays County Sheriff's Office (HCSO) and the Precinct Three Constable and Deputy Constables. The HCSO has a substation located at Lions Field. Fire protection is provided by the Wimberley Volunteer Fire Department.

## Appendix E: Population and Workforce Demographics

Gary Weeks

This report is based on data from the 1990 and 2000 Census. Relevant data has been extracted and correlated into the attached charts.

- Chart 1: A comparison of zipcode 78676 with Texas as a whole
- Chart 2: 1990 and 2000 Demographic Profile Highlights
- Chart 3: Household Income in 1999
- Chart 4: Households by Income Type
- Chart 5: Workers (16+) by Industry of Employment
- Chart 6: Workers (16+) by Occupation
- Chart 7: Workers by Geographic Areas of Work
- Chart 8: Workers (16+) by Means of Transportation to Work
- Chart 9: Workers (16+) by Travel Time to Work

In addition I have attached an interview with the State Demographer, Steve Murdock, highlighting trends and challenges for Texas.

The populations of both the state and the valley are growing rapidly, but the profile and trends for the valley are significantly different than those of the state. The people of the valley are older, less diverse, better educated, and more affluent than those of the state and nation.

### Chart 1: A comparison of zipcode 78676 with Texas as a whole

Characteristic	78676		Texas	
	# or %	Trend	# or %	Trend
Older				
Median age	44.4	older	32.3	younger
Under five	4.5%	decreasing	7.8%	increasing
Less diverse				
White	94.3%	stable	71.0%	declining
Black	0.3%	stable	11.5%	stable
Hispanic	0.7%	stable	32.0%	increasing
Better educated				
High school grad or higher	93.0%	increasing	75.7%	decreasing
College degree	41.0%	increasing	23.2%	decreasing
More affluent				
Median household	\$52,809	increasing	\$39,927	decreasing
Median family	\$59,142	increasing	\$19,617	decreasing
Owner occupied housing	81.6%	increasing	63.8%	decreasing
Individuals below poverty line	3.9%	decreasing	15.4%	increasing

Data from 2000 Census

**Chart 2 Demographic Profile Highlights for 1990 and 2000**

General Characteristics	1990		2000				U.S. # of %
	78676		78676		Texas		
	Number	Percent	Number	Percent	Number	Percent	
Total Population	7,101		9,164		20,851,820		
Male	3,541		4,462	48.7	10,352,910	49.6	49.1
Female	3,560	50.1	4,702	51.3	10,498,910	50.4	50.9
Median age (years)	39		44.4		32		35.3
Under 5 years	475	6.7	408	4.5	1,625	7.8	6.8
18 years and over	5,523	77.7	7,127	77.8	14,965,061	71.8	74.3
65 years and over	1,278	18	1,794	19.6	2,072,532	9.9	12.4
One race							
White	6,887	97	9,001	98.2	20,337,187	97.5	97.6
Black or African American	27	0.4	8,643	94.3	14,799,505	71	75.1
American Indian and Alaska Native	22	0.3	25	0.3	2,404,566	11.5	12.3
Asian	0	0	57	0.6	118,362	0.6	0.9
Native Hawaiian and Other Pacific Islander			19	0.2	562,319	2.7	3.6
Some other race	165	2.3	4	0	14,434	0.1	0.1
Two or more Races			253	2.8	2,438,001	11.7	5.5
			163	1.8	514,633	2.5	2.4
Hispanic or Latino (of any race)	439	6.2	639	7	6,669,666	32	12.5
Household Population	7,057	99.4	9,049	98.7	20,290,711	97.3	97.2
Group Quarters population	44	0.6	115	1.3	561,109	2.7	2.8
Average household size	2.38		2.42		3		2.6
Average family size			2.83		3		3.1
Total housing units	3,795		4,414		8,157,575		
Occupied housing units	2,919	76.9	3,745	84.8	7,393,354	90.6	91
Owner-occupied units	2,175	74.5	3,057	81.6	4,716,959	63.8	66.2
Renter-occupied units	744	25.5	688	18.4	2,676,395	36.2	33.8
Vacant housing units	876	23.1	669	15.2	764,221	9.4	9

Chart 2 (Continued)

Social Characteristics	1990		78676		78676		2000		Texas		U.S.	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	# or %
	Population 25 years and over	5,213		6,703		12,790,893				12,790,893		
High school graduate or higher	4,508	86.4	6,336	93	9,676,332	75.7			9,676,332	75.7		80.4
Bachelor's degree or higher	1,652	31.7	2,752	41.4	2,972,293	23.2			2,972,293	23.2		24.4
Civilian veterans (18 years and over)			1,424	20	1,754,809	11.8			1,754,809	11.8		12.7
Disability status (population 5 years and over)			1,425	16.6	3,605,542	19.2			3,605,542	19.2		19.3
Foreign born	198	3.8	388	4.3	2,899,642	13.9			2,899,642	13.9		11.1
Male, now married, except separated (15 years +)	1,964	69.6	2,502	69.7	4,595,978	58.8			4,595,978	58.8		56.7
Female, now married except separated (15 years +)	1,963	66.7	2,509	63.7	4,410,349	54.3			4,410,349	54.3		52.1
Speak a language other than English at home	558	7.8	677	7.8	6,010,753	31.2			6,010,753	31.2		17.9
<b>Economic Characteristics</b>												
In labor force (population 16 years and over)	3,276	58	4,498	61.3	9,937,150	63.6			9,937,150	63.6		63.9
Mean travel time to work in minutes (workers 16 years +)	29.9		31.6		25.4				25.4			25.5
Median household income in 1999 (dollars)	41,119		52,809		39,927				39,927			41994
Median family income in 1999 (dollars)	48,108		59,142		19,617				19,617			21587
Families below poverty level	131	5.9	79	2.9	632,676	12			632,676	12		9.2
Individuals below poverty level	723	10.3	348	3.9	3,117,609	15.4			3,117,609	15.4		12.4
<b>Housing Characteristics</b>												
Single-family owner-occupied homes			2,338		3,849,585				3,849,585			
Median value (dollars)	120,868		140,700		82,500				82,500			119,600
Median of selected monthly owner costs												
With a mortgage (dollars)			1,142		986				986			1,088
Not mortgaged (dollars)			379		296				296			295

**Chart 3 Household Income in 1999**

Total Income	Households	Families	Non-Families	% of Households
Less than \$10,000	138	61	88	3.7%
\$10,000-14,999	160	52	115	4.2%
\$15,000-19,999	174	91	83	4.6%
\$20,000-24,999	195	89	104	5.2%
\$25,000-29,999	204	118	89	5.4%
\$30,000-34,999	180	109	82	4.8%
\$35,000-39,999	159	132	27	4.2%
\$40,000-44,999	286	208	79	7.6%
\$45,000-49,999	277	198	77	7.4%
\$50,000-59,999	407	350	54	10.8%
\$60,000-74,999	410	352	57	10.9%
\$75,000-99,999	572	488	61	15.2%
\$100,000-124,999	238	211	27	6.3%
\$125,000-149,999	135	124	11	3.6%
\$150,000-199,999	128	89	39	3.4%
\$200,000 or more	105	67	36	2.8%
total	3768	2739	1029	

Median Income	\$55,809	\$59,141	\$32,628
Mean Income	\$66,240	\$72,130	\$48,669

**Chart 4 Households by Income Type**

Income Type	Households	Mean	%	TX	US
With earnings	2870	\$58,383	76		
Wage or Salary	2571	\$56,699	68		
Self-Employment	811	\$26,862	21.5		
Interest, Dividend, net rental income	1897	\$17,766	50		
Social Security	1331	\$12,455	35		
Supplemental Security	42	\$6,576	1		
Public Assistance	38	\$3,903	1		
Retirement	976	\$26,769	26	13.9	17.4
All other income	533	\$9,759	14		
total	3768				

**Chart 5 Workers (16+) by Industry of Employment**

Industry	Male	Female	Total	Percent of Total
Education service	160	476	636	14.4%
Construction	441	63	504	11.4%
Retail trade	252	246	498	11.2%
Manufacturing	294	87	381	8.6%
Professional, scientific, and tech services	197	160	357	8.1%
Health care and social assistance	76	246	322	7.3%
Public administration	158	149	307	6.9%
Other services	98	161	259	5.8%
Accommodation and food services	130	114	244	5.5%
Finance, insurance	120	57	177	4.0%
Admin. & support & waste management services	66	59	125	2.8%
Transportation and warehousing	72	52	124	2.8%
Real estate and rental and leasing	85	31	116	2.6%
Wholesale trade	98	4	102	2.3%
Arts, entertainment, and recreation	46	45	91	2.1%
Information	53	16	69	1.6%
Utilities	24	27	51	1.2%
Agriculture, forestry and fishing	43	7	50	1.1%
Mining	19	0	19	0.4%
Management of companies	0	0	0	0.0%
			total	4432

**Chart 6 Workers (16+) by Occupation**

Occupation	Male	Female	Total	Percentage
Sales and related occupations	390	252	642	14.49%
Office and administrative support occupations	131	504	635	14.33%
Management, except farmers and farm managers	270	187	457	10.31%
Education, training, and library occupations	86	315	401	9.05%
Construction trades workers	287	0	287	6.48%
Production occupations	159	33	192	4.33%
Business and financial operations occupations	71	92	163	3.67%
Personal care and service occupations	29	131	160	3.61%
Health diagnosing and treating practitioners	38	115	153	3.45%
Food preparation and serving related occupations	84	69	153	3.45%
Computer and mathematical occupations	102	29	131	2.96%
Installation, maintenance, and repair occupations	118	8	126	2.84%
Arts, design, entertainment, sports, and media occup.	75	44	119	2.69%
Building and grounds cleaning and maintenance	49	59	108	2.44%
Community and social services occupations	32	74	106	2.39%
Architecture and engineering occupations	98	6	104	2.35%
Protective service occupations (fire, police, etc)	86	3	89	2.00%
Motor vehicle operators	63	16	79	1.78%
Legal Occupations	55	14	69	1.56%
Construction Supervisors	50	12	62	1.40%
Life, Physical, and social science occupations	36	16	52	1.17%
Material moving workers	45	4	49	1.11%
Farmers and Farm Managers	43	0	43	0.97%
Health technologists and technicians	23	3	26	0.59%
Healthcare support occupations	3	14	17	0.38%
Aircraft and traffic control occupations	9	0	9	0.20%
Rail, water and other transportation occupations	0	0	0	0.00%
		total	4432	

**Chart 7 Workers (16+) by Geographic Areas of Work**

Geographic Areas of Work	# of Workers
Worked in Texas	4323
Worked in Hays County	2819
Worked outside Hays County	1504
Worked outside Texas	18

**Chart 8 Workers (16+) by Means of Transportation to Work**

Means	Workers	Percentage
Drive alone	3272	75.4%
Carpool	584	13.5%
Bus or Trolley Bus	0	0.0%
Streetcar or Trolley Car	0	0.0%
Subway or elevated	4	0.1%
Railroad	0	0.0%
Ferry Boat	0	0.0%
Taxicab	9	0.2%
Motorcycle	0	0.0%
Bicycle	0	0.0%
Walk	71	1.6%
Other means	26	0.6%
Worked at home	375	8.6%
total	4341	

**Chart 9 Workers (16+) by Travel Time to Work**

Travel Time	Workers	Percentage	US
Less than 5 minutes	181	4.2%	
5 to 9 minutes	467	10.8%	
10 to 14 minutes	496	11.4%	
15 to 19 minutes	418	9.6%	
20 to 24 minutes	329	7.6%	
25 to 29 minutes	160	3.7%	
30 to 34 minutes	320	7.4%	
35 to 39 minutes	139	3.2%	
40 to 44 minutes	119	2.7%	
45 to 59 minutes	618	14.2%	
60 to 89 minutes	627	14.4%	
90 or more minutes	92	2.1%	
Worked at home	375	8.6%	3.3%
total	4341		

Mean travel time to work 31.6 minutes

US 25.1  
Texas 24.6

## Appendix F: Inventory of Businesses

Gary Weeks

It has not been possible to get an accurate count, description, or classification of local businesses from available data. The National Economic Census does not release complete data at the zipcode or small city level. The sales tax rolls do not include businesses that are not required to collect sales tax. The chamber of commerce and other associations do not include all enterprises. Not everybody is in the yellow pages. We have gathered what data we could but this discussion must be a largely anecdotal summary of categories and characteristics rather than an itemized list taken from statistical sources.

I have sorted and described what we know from data and have observed from experience in four ways: by target market, by scale of enterprise, by type of ownership, and by industry class.

### Target Market

Businesses in the valley may be serving residents of the valley, visitors to the valley, or people elsewhere in the state, nation, and the world. Some businesses serve to all three, some only one. It is not possible to assign numbers to these divisions, but thinking about an individual, or a type of, business in terms of its market can help ascertain or estimate its impact on infrastructure, people, and the environment, its likelihood of success, and its profitability.

### Type of Ownership

It appears that most businesses in the valley are locally owned and entrepreneurial. There are businesses owned by proprietors, partners, and shareholders who live elsewhere, but not most, or very many.

### Scale of Enterprise

Most businesses in the valley are small and single outlet. There are branches of larger enterprises, and some franchises, but not many

### Industry Class

Economists and demographers have agreed upon a standard for classifying business enterprises and activities: the North American Industry Classification System (NAISC). The Census Bureau and the State Comptroller use this system. I have attached a list of its top and second tier headings (Appendix E, pages 3-5).

I made a chart of the top-level categories and what statistical data we have for them titled **Business Data taken from Sales Tax Reports, Census, and Economic Census**. These are the categories and notes on the data contained in the chart:

- 11. Agriculture, Forestry, and Fishing.** We have no data for this segment. There is some, but little, agriculture in the valley. The farmer's market does draw farmers and shoppers. The growing interest in local food and wine might provide an opportunity for producers.
- 21. Mining.** No data. Just a bit of rock and caliche are dug from small pits.
- 22. Utilities.** No data. No enterprises.

**23. Construction.** There are numerous companies and tradesman working in the valley. The growing population should provide them demand. Eleven percent of the workforce is employed in construction.

**31-33. Manufacturing.** 43 outlets reported gross sales of \$1,742,402. This gross seems too low for the number of outlets. We have a few high value/low impact manufacturers. Eight and a half percent of the workforce is employed in manufacturing.

**42. Wholesale Trade.** We have no large warehousing and distributing facilities, but apparently we have a few small ones, of small items. Or perhaps we have individuals and enterprises selling and coordinating the distribution of products stored elsewhere.

**44-45. Retail Trade.** This is our most visible sector, and because virtually all retailers must report to the comptroller, the numbers are high and complete. Eleven percent of workers are employed in retail trade.

**48-49. Transportation and Warehousing.** No data. There are independent haulers and small companies, visibly for hauling earth and rock, but there are likely longer haulers based here.

**51. Information.** Much of this work occurs in home offices and other outlets of low visibility. Most of these enterprises would not need to report to the comptroller.

**52. Finance and Insurance.** No firms report, but there are several in the yellow pages and more besides. Four percent of the workers who live in the valley work in these industries.

**53. Real Estate, Rental, and Leasing.** Most of this business is not subject to sales tax. The firms are numerous and visible. As for the construction segment, the growing population should provide demand.

**54. Professional, Scientific, and Technical.** The sales reported on the sales tax forms are low for this segment, but eight percent of our workforce is employed in this relatively high paying segment.

**55. Management of Companies.** This category is for corporate headquarters and holding companies, etc. We do not have any firms or workers reporting.

**56. Administrative Support and Waste Management.** This category is for businesses that provide day-to-day services to other business. It includes janitorial, secretarial, grounds keeping, waste collection, etc.

**61. Education Services.** This includes private schools of various natures. We had four small firms reporting taxable sales. However, since public schools are counted, the highest percent of workers is employed in this segment, fourteen percent.

**62. Health Care and Social Assistance.** Most of these firms do not report sales to the comptroller, but seven percent of the workforce is employed in health care and social assistance.

**71. Arts, Entertainment, and Recreation.** A large number, 23, enterprises reported income, but that income was relatively low when apportioned among them.

**72. Accommodation and Food Service.** Five and a half percent of the workforce is employed in this segment. The food service portion of this category is responsible for the second highest taxable sales reported.

**81. Other Services.** This includes auto and other repair as well as personal services and various associations and organizations. Almost 6 percent of the workforce is employed in these fields.

## Business Data taken from Sales Tax Reports, Census, and Economic Census

Industry (by NAICS)	Wimberley 2006 Sales Tax Reports*		78676 2006 Sales Tax Reports*		78676 U.S. Census 2000**		U.S. Economic Census 2002***		
	# of outlets	Gross Sales	Taxable Sales	# of outlets	Gross Sales	Taxable Sales		# of workers	% of total
11.Agriculture, Forestry, and Fishing	0			8	\$528,640	\$31,337	50	1.13	N/A
21.Mining	0						19	0.43	N/A
22.Utilities	0								
23.Construction	43	\$18,294,440	\$1,196,442	57	27,271,396	1,659,130	504	11.37	63,977
31-33.Manufacturing	43	1,742,402	1,017,598	74	4,623,830	1,723,689	381	8.60	\$46,000
42.Wholesale Trade	27	1,709,163	1,101,738	47	3,572,272	1,241,021	102	2.30	44,173
44-45.Retail Trade	295	54,214,956	22,764,007	438	58,061,217	23,058,057	498	11.24	20,626
48-49.Transportation and Warehousing	0			6	223,293	94,315	124	2.80	31,777
51.Information	13	453,876	294,716	21	817,038	347,913	69	1.56	52,162
52.Finance and Insurance	0						177	3.99	57,432
53.Real Estate and Rental and Leasing	6	1,300,695	810,167	8	3,495,445	2,347,467	116	2.62	30,914
54.Professional, Scientific, and Technical	64	3,271,791	1,094,291	98	5,618,309	1,339,530	357	8.06	51,924
55.Management of Companies	0								
56.Administrative Support & Waste Mgmt	30	816,972	656,772	50	2,647,708	1,729,994	125	2.82	68,712
61.Education Services	4	70,524	780	4	70,524	780	636	14.35	23,617
62.Health Care and Social Assistance	5	6,535	5,422	5	6,535	5,422	322	7.27	32,942
71.Arts, Entertainment, and Recreation	26	104,934	85,835	48	824,727	635,126	91	2.05	24,442
72.Accommodation and Food Service	41	8,419,004	7,750,711	56	9,708,456	8,192,381	244	5.51	12,604
81.Other Services	33	3,464,263	1,621,422	51	4,292,283	1,908,917	259	5.84	23,871
92.Public Administration							307	6.93	N/A

\*Many businesses are not required to file a sales tax report, so they are not represented in the data.

\*\*The numbers and percentages of workers listed here are for people who live in 78676, not necessarily working there.

\*\*\*These are national averages.

## The North American Industry Classification System (NAISC)

US Code	2007 NAICS US Title
<b>11</b>	<b>Agriculture, Forestry, Fishing and Hunting</b>
111	Crop Production
112	Animal Production
113	Forestry and Logging
114	Fishing, Hunting and Trapping
115	Support Activities for Agriculture and Forestry
<b>21</b>	<b>Mining</b>
211	Oil and Gas Extraction
212	Mining (except Oil and Gas)
213	Support Activities for Mining
<b>22</b>	<b>Utilities</b>
<b>23</b>	<b>Construction</b>
236	Construction of Buildings
237	Heavy and Civil Engineering Construction
238	Specialty Trade Contractors
<b>31-33</b>	<b>Manufacturing</b>
311	Food Manufacturing
312	Beverage and Tobacco Product Manufacturing
313	Textile Mills
314	Textile Product Mills
315	Apparel Manufacturing
316	Leather and Allied Product Manufacturing
321	Wood Product Manufacturing
322	Paper Manufacturing
323	Printing and Related Support Activities
324	Petroleum and Coal Products Manufacturing
325	Chemical Manufacturing
326	Plastics and Rubber Products Manufacturing
327	Nonmetallic Mineral Product Manufacturing
331	Primary Metal Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
334	Computer and Electronic Product Manufacturing
335	Electrical Equipment, Appliance, and Component Manufacturing
336	Transportation Equipment Manufacturing
337	Furniture and Related Product Manufacturing
339	Miscellaneous Manufacturing

42	<b>Wholesale Trade</b>
423	Merchant Wholesalers, Durable Goods
424	Merchant Wholesalers, Nondurable Goods
425	Wholesale Electronic Markets and Agents and Brokers
44-45	<b>Retail Trade</b>
441	Motor Vehicle and Parts Dealers
442	Furniture and Home Furnishings Stores
443	Electronics and Appliance Stores
444	Building Material and Garden Equipment and Supplies Dealers
445	Food and Beverage Stores
446	Health and Personal Care Stores
447	Gasoline Stations
448	Clothing and Clothing Accessories Stores
451	Sporting Goods, Hobby, Book, and Music Stores
452	General Merchandise Stores
453	Miscellaneous Store Retailers
454	Nonstore Retailers
48-49	<b>Transportation and Warehousing</b>
481	Air Transportation
482	Rail Transportation
483	Water Transportation
484	Truck Transportation
485	Transit and Ground Passenger Transportation
486	Pipeline Transportation
487	Scenic and Sightseeing Transportation
488	Support Activities for Transportation
491	Postal Service
492	Couriers and Messengers
493	Warehousing and Storage
51	<b>Information</b>
511	Publishing Industries (except Internet)
512	Motion Picture and Sound Recording Industries
515	Broadcasting (except Internet)
517	Telecommunications
518	Data Processing, Hosting and Related Services
519	Other Information Services
52	<b>Finance and Insurance</b>
521	Monetary Authorities-Central Bank
522	Credit Intermediation and Related Activities
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
524	Insurance Carriers and Related Activities
525	Funds, Trusts, and Other Financial Vehicles

53	<b>Real Estate and Rental and Leasing</b>
531	Real Estate
532	Rental and Leasing Services
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)
54	<b>Professional, Scientific, and Technical Services</b>
541	Professional, Scientific, and Technical Services
55	<b>Management of Companies</b>
551	Management of Companies and Enterprises
56	<b>Administrative Support and Waste Management</b>
561	Administrative and Support Services
562	Waste Management and Remediation Services
61	<b>Education Services</b>
611	Educational Services
62	<b>Health Care and Social Assistance</b>
621	Ambulatory Health Care Services
622	Hospitals
623	Nursing and Residential Care Facilities
624	Social Assistance
71	<b>Arts, Entertainment, and Recreation</b>
711	Performing Arts, Spectator Sports, and Related Industries
712	Museums, Historical Sites, and Similar Institutions
713	Amusement, Gambling, and Recreation Industries
72	<b>Accommodation and Food Services</b>
721	Accommodation
722	Food Services and Drinking Places
81	<b>Other Services</b>
811	Repair and Maintenance
812	Personal and Laundry Services
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations
814	Private Households
92	<b>Public Administration</b>
921	Executive, Legislative, and Other General Government Support
922	Justice, Public Order, and Safety Activities
923	Administration of Human Resource Programs
924	Administration of Environmental Quality Programs
925	Administration of Housing Programs, Urban Planning, and Community Development
926	Administration of Economic Programs
927	Space Research and Technology
928	National Security and International Affairs

## **Appendix G: An Analysis of Retail Demand and Supply**

Vivian McDonald

### **Preface**

The following is an analysis of the Retail Market Place Profile for our zip code. The categories have been analyzed at the highest level of each industry group and are arranged in descending order of Retail Gap. Retail Gap is the difference between the Retail Potential of the category and the Retail Supply (2006 reported sales in the categories by retailers in the 78676 zip code).

### **Motor Vehicles and Parts Dealers**

**Supply \$1.8M**

**Demand \$42.6M**

**Gap \$40.8M**

Demand per household is \$8258. The gap per household is \$7900. Although this is by far the largest gap opportunity, this business does not fit the stated vision for Wimberley's future nor would the current population level support dealer interest.

### **Food and Drink**

**Supply \$7.0M**

**Demand \$22.0M**

**Gap \$15.0M**

Demand per household is \$4259. The gap per household is \$2904. This is the second biggest gap and the largest opportunity because this business serves both locals and tourists. Large investment dollars, both for equipment and staying power, are required until this business is mature. Although the desire is not to attract chains, these restaurants have name recognition and staying power. As the Wimberley Valley population grows, this opportunity will not be ignored by those chains.

### **Food and Beverage Stores**

**Supply \$20.0M**

**Demand \$31.1M**

**Gap \$11.0M**

Demand per household is \$6021. The gap per household is \$2130. Some of this gap will be captured with the passage of the liquor ordinance. Some gap will probably always exist due to the proximity of larger retailers with bigger selections and lower prices.

### **Gas Stations**

**Supply \$11.0M**

**Demand \$20.8M**

**Gap \$9.8M**

Demand per household is \$4035. The gap per household is \$1897. Some of the gap is due to convenience and /or pricing issues. The building of more gas stations, particularly inside city limits, does not fit the stated vision for Wimberley's future.

### **Clothing and Accessories**

**Supply \$4.3M**

**Demand \$11.3M**

**Gap \$7.0M**

Demand per household is \$2187. The gap per household is \$1355. A portion of this gap is due to the proximity of large regional malls, discounters, big box stores and the outlet mall. The apparel business is driven by adequate assortment of styles and sizes. The basic businesses (e.g. underwear) are very price driven. There is probably opportunity in unique categories for the family. Stores that provide unique assortments serve both locals and tourists and are generally less price sensitive.

### **Electronics and Appliances**

**Supply \$.7M**

**Demand \$5.0M**

**Gap \$4.3M**

Demand per household is \$1000. The gap per household is \$833. This business is driven by wide assortments and very competitive pricing. The profit margins are low and can only be supported in the long term by large retailers with the ability to purchase at deep discounts.

### **Building Supplies and Lawn and Garden**

**Supply \$3.2M**

**Demand \$6.3M**

**Gap \$3.1M**

Demand per household is \$1220. The gap per household is \$600. There are good retailers within Wimberley. The leakage is due to larger assortments and more competitive pricing in big box locations nearby.

### **Health and Personal Care**

**Supply \$1.9M**

**Demand \$4.9M**

**Gap \$3.0M**

Demand per household is \$949. The gap per household is \$581. Basic health product needs can be met in Wimberley. Cosmetics, toiletries and over the counter health needs are another category that are very assortment, brand and price driven.

### **Furniture and Home Furnishings**

**Supply \$5.5M**

**Demand \$6.8M**

**Gap \$1.3M**

Demand per household is \$1317. The gap per household is \$252. The decorative accessories and "one-of-a-kind" furniture business is well represented. The more basic categories (mattresses, upholstery) require large inventories, large showrooms, and large warehouses. The soft home (bedding, towels, table linens) businesses are not represented in Wimberley. They are driven by large assortments of style, size and color. Price is also a driving factor.

## **Sporting Goods, Hobby and Music**

**Supply \$3.1M**

**Demand \$2.4M**

**Gap \$.7M**

Demand per household is \$465. There is a negative gap of \$135. Because of the water shoes, tubes and other tourist purchases in this category, this data is distorted.

### **SUMMARY**

- The proximity (15-45 miles) of “Category Killer” stores such as Best Buy, Bed Bath and Beyond and “Big Box” retailers such as Walmart and Target, limits the opportunities for small businesses to succeed in categories that are very price, assortment or high investment driven.
- An example of one that is succeeding in this category would be Kiss The Cook. Although much of their merchandise assortment may be purchased at a lower price within 15-20 miles, they have succeeded because they are well-stocked, well-assorted and well-displayed. They appeal to both tourists for impulse purchases and locals for quick availability for almost any kitchen need.
- Opportunities may be available in unique retail assortments that are not extremely price sensitive, may be impulse driven, and appeal to tourists and locals.
- The two biggest retail gap opportunities are Food & Drink and Food and Beverage Stores. Both categories appeal to both the local and tourist trade. Working with these businesses could help determine the opportunities and obstacles preventing the capture of additional gap dollars.
- There is a wealth of knowledge within the retirement community that could provide mentoring to local businesses to assist them in identifying and capturing gap dollars.

## Appendix H: Sources of Funding

Jenelle Flocke  
Temple Wynne

**1. Hotel Occupancy Tax:** A tax added to the cost of a room rental as a percentage of the room rent (capped by law up to a maximum of 7%, unless approved increase via legislation). Expenditure of HOT tax revenue is strictly limited to the following:

1. funding the establishment, improvement, or maintenance of a convention center or visitor information center;
2. paying the administrative costs for facilitating convention registration;
3. paying for advertising, solicitations, and promotions that attract tourists and convention delegates to the city or its vicinity;
4. expenditures that promote the Arts; and
5. funding historical restoration or preservation programs. Often, this tax is intended to be applied towards the marketing and promotion of tourism for the taxing jurisdiction. Currently, Wimberley has no HOT Tax requirement.

**2. Ad Valorem Tax:** Widely adopted by cities through an ordinance process, Ad Valorem Taxation provides funding for community improvements and local services. A financially stabilizing municipal resource, funds may be used to offset Wimberley General Operating Expenses and provide amenities desired by Wimberley Valley residents and by preferred businesses and services whom we wish to attract to the area.

While the law does not require it of cities the size of the City of Wimberley, public awareness and educational efforts are highly recommended when initiating the adoption of an Ad Valorem Tax.

- Ad Valorem Taxation must be equal and uniform
- Tangible property must be taxed at current value
- All tangible property is taxable unless exempted by law (example: cars)
- The public must be apprised of any tax increases
- Property owners may challenge the appraisal value with the Appraisal District.

While allowable Ad Valorem taxation rates in Texas go to \$1.50 per \$100 property evaluation, the majority of cities tax at between \$.50 and 1.00. For the City of Wimberley, a tax rate of \$.15 to \$.17 may be sufficient. An Ad Valorem Tax Rate of \$.15 on \$100, for example, would generate \$150 per \$100,000 in assessed property value. The 2007 City of Wimberley property value roll shows \$365 million net taxable property value. At the \$.15 per \$100, the tax would generate \$547,500 yearly. When setting the tax rate annually, cities must operate according to the Truth in Taxation Law. [Setting the rate too low, or at the “roll back rate” can have long term ramifications due to the law which obliges us to meet the Effective Tax Rate of the previous year.] Ad Valorem Tax would be collected through the Hays County Tax office, and remitted to the City of Wimberley.

- Sub taxes to the property tax, special assessment taxes, can be used to proffer incentive packages and public improvement incentives.
- The city may offer certain exemptions. For example homestead exemptions and/or rainwater collection exemptions

Ad Valorem monies can be used to fund:

- City infrastructure and capital improvements: sewer, roads, restrooms, sidewalks, parking, drainage, buildings.
- Safety and Security: City law enforcement.
- Salaries: City support staff member dedicated to
  - tracking existing businesses, "leakage" and real estate availability
  - working with the Chamber to attract desired business and development
  - developing and coordinating marketing materials.

**3. Economic Development Grants:** Business Development, Rural and Municipal Improvement Grants are available through the Texas State Governor's Office incentive programs, the Hays County Grants Department and through the U.S. Department of Commerce. While labor/ time intensive, most are matching grants which could be sought to help fund concept development of a box store anchored shopping center or other commercial development. For example, two of the sources of state funding which may be applicable to Wimberley projects are:

- "Deal closing" monies available through the Texas Enterprise Fund (TEF) for projects, including infrastructure development, job training programs and business incentives. The funds are granted to projects that demonstrate a significant return on the state's investment and strong local support.
- The Main Street City grants are available to fund ongoing professional guidance in concept development, mobility layout, and economic development strategies toward the vitalization of our historic downtown area and neighborhood commercial areas.

**4. Other:** Multiple funding avenues are available to encourage and assist in the process of city and regional economic improvements and development. To name a few:

- Franchise Fees can be charged by the City- usage fees to companies who use our city infrastructure for their private gain. Examples Verizon and PEC.
- Revenue Bonds may be sought by the City in support of improvements/development.
- The Texas Economic Development Bank provides incentives to businesses wishing to relocate or expand in Texas as well as assist local communities in accessing capital for economic Development. The bank offers several Development Programs, Finance Programs and Enterprise Programs which may be matched with projects pursued by the City of Wimberley.
- Public Improvement Districts (PID) can be created as target areas for development by property owners, whose annual dues fund project/improvements.
- Small Business Loans and low interest financing may be sought by investors or coordinated by the city, a strong Chamber of Commerce, or by an Economic Development Corporation, Alliance or Partnership.
- Wimberley may wish to coordinate a commercial venture with the state and county, gaining financial support through a collective effort.

- The establishment of a Tax Increment Finance District (TIF) could be offered as incentive to the developer of a low level shopping center behind the junction. In exchange for his cooperation in complying with city ordinances regulating size, design, lighting etc, the developer receives a sales tax rebate

## Appendix I: Community Opinions

Robert Austin Currie

*"A temuous balance must be maintained between development and preservation, and between regulatory control and the rights and privileges of individuals – to minimize harm to the natural environment and to our community's traditional character."*

from the Village of Wimberley Vision Statement,  
Planning and Zoning Commission, 2000

Community opinions have been well-documented over the lifetime of the Village government and even earlier. In a nutshell, there is consensus that any economic development should be undertaken on a scale that is harmonious with the look and feel of the existing community with an eye toward preserving the natural beauty of the area and protecting the environment.

This ethic has been repeatedly validated beginning with the publication of the "Wimberley Community Vision Charrette" of 1996 and in subsequent publications by the Wimberely Chamber of Commerce and Keep Wimberley Beautiful, Inc – all of which were subsumed in the Village's original Vision Statement (November 1, 2001) by the Planning and Zoning Commission. Community surveys, conducted for the Village in 2001 and 2006 also reinforce these opinions.

How the desire for preservation of the existing community and environment is to be reconciled with nurturing economic activity and growth is not clear. As one reads through the various surveys and vision statements, it is clear what is **not** wanted: Anything large-scale, anything that pollutes, anything that consumes large amounts of water resources, anything that would destroy the Village's unique character.

The Village of Wimberley Comprehensive Plan, for example, lists in its Commercial Goals and Objectives prohibitions against: Strip development, heavy industrial development, chain stores, franchises, and fast food outlets. Under its Economic Goals and Objectives, it calls for prohibition against enterprises that are too large and that thus produce overcrowding, traffic, pollutants and other things "inappropriate to the small town Village way of life." It also recommends balancing business development between those that are tourist-based and those that are service-based.

In the Village's commissioned survey, A Window to the Future, the following list of priorities resulted from the responses from over 500 Wimberley residents:

1. Keep small town feel
2. Water and sewage
3. Economic developments
4. Limited village government
5. Planning and zoning

Interestingly, although “Economic developments” ranked third, nothing in the survey addresses what those developments might be.

A 2007 Economic Development Commission survey of business stakeholders suggests that the most preferred type of businesses would be, in rank order - **small-scale, medical, art-based, or upscale restaurant.**

That same survey also ranked the following:

- Economic opportunities desired – jobs for youth, higher wage businesses, tourism promotion, business incubator, facilitating entrepreneurship, allowing for free enterprise, attracting shows and conventions, promoting Wimberley as a destination through implementation of the Hotel Occupancy Tax.
- Top assets for business - people, scenic beauty, natural environment, small town feel, location between Austin and San Antonio.
- Most needed city services – waste water treatment, law enforcement, emergency medical, activities for youth.
- Least preferred types of real estate development – large subdivisions, big box retail, high density, small lots, apartments.

Analyzing the various surveys and vision statements through the lens of the SWOT list (strengths, weaknesses, opportunities and threats) suggests that any economic development plan will need to find creative ways to deal with an inherent paradox: Anything that contributes to growth – population, economy and otherwise – will have a potentially negative impact on the very qualities that attract people to Wimberley, in the first place.

Wimberley's strengths derive from the environment and the people living here – and all those responding to the various surveys want to be sure that any development causes as little disruption as possible. Its weaknesses derive from the fragility of that environment and the lack of an economy sufficiently robust enough to support more than the current population. While public opinion is adamant about protecting the former it has not produced any concrete suggestions for promoting the latter. Its opportunities stand atop a self-reliant community of citizens who are often involved in volunteer activities – and the consensus is that we must hope that continues to be a fact of life here. The threats to Wimberley (and its “way of life”) include a list of dwindling resources – land, water, landscape aesthetics – all of which are highly susceptible to pressures from population growth, and only judicious planning can prevent a negative outcome over time.

<b>GLOSSARY OF TERMS</b> (May be useful for interpreting surveys and mission statements)	
<p>Big box – large, high-volume retail establishment (specialty or variety from 50-200,000 sq. ft.) with rectangular, single-story building and large parking lot (ex. Sam's Club, Target)</p> <p>Locally owned – local business with owners living in the same jurisdiction (county, city);</p> <p>Small business – The SBA defines as being independently owned and not dominant in its respective area of business. Relative size depends on the type of enterprise.</p> <p>Small town feel – A subjective term that can mean many things to many people but generally related to a community small enough that a significant number of residents are familiar with other members of the community; and who shop, recreate, and attend social and religious functions together.</p> <p>Ambiance – Dictionary definition: (from the French) a feeling or mood associated with a particular place.</p> <p>Remote – Dictionary definition: Out of the way, secluded.</p> <p>Quaint – Dictionary definition: Pleasingly or strikingly old-fashioned or unfamiliar; marked by beauty or elegance.</p>	

## Appendix J. Sociological Influences

Craig Reitz

**Sociology** is the scientific study of society, including patterns of social relationships, social interaction, and culture. Areas studied in sociology can range from the analysis of brief contacts between anonymous individuals on the street to the study of global social interaction.

This report is speculative and only indicates trends as seen in the available data. One of the basis for this data is the 2000 Census which is not only eight years old but, with the dynamic growth of the areas surrounding Wimberley it is outdated. The 2000 & 2006 Wimberley Survey were also used as a data reference.

The sociological influence for the city and ETJ are rooted in the population make up of the community as a whole, the location of our community along with the services provided within the community. All these have influenced the population mix and the effect on the business environment.

**Race** - the community is predominately anglo in population (94%). The vast majority of homes owned and occupied are by the anglo population. The Hispanic & Latino population are in the minority of full time residents and occupy a higher percentage of rental properties.

**Age Groups** - The median age of the community is about 44 years old. The largest population of the community are working families. The over 65 and retired community is sizable and almost equal to the under 65 population. This older segment of our population is a primary source of volunteer labor and funding for the community service organization. The under 18 age group had not showed significant growth. This may be due to the cost of housing, local employment, location and age of the community.

**Employment** - As growth moves towards Wimberley an increasing number of residents chose to commute to work outside the community. The makeup of the leading employment is the education field, construction industry, food & lodging employment, professional fields of service and self employment. Based on the community's mindset that a small town feel be maintained these leading employers will continue to be the mainstay of the employment base.

**Housing** - Most homes are single family homes with 2 residents. Most single family residents are on tracts of land in excess of one acre or more except in Wood Creek which is a PUD. There are some rental properties and approximately 85 nightly boarding accommodations. There are almost no housing complexes or compressed housing such as duplex or condominiums that might be available to retirement age residents living in the areas which compose almost 50% population. There are very few rental apartments and renters usually occupy houses. The lack of lower cost rental apartment housing has a negative effect on the ability of the work force to live within the community to perform the lower paying service and retail jobs.

**Education-** The overall education of the community is considerably above the average. The school system has continued to receive high marks for the level of education it provides our youth. The communities proximity to Austin, San Marcos, and San Antonio provides all age groups relative close advanced education opportunities. The average level of the resident population of Wimberley is advanced because of their average age, background, and experience.

**Income Levels -** Wimberley has a considerable higher than average income and wealth average. This is a product of the make up of the population and local business opportunities. The large number of older population skew the averages higher because they have accumulated their wealth and posses higher income levels. The younger population also has higher income and wealth because of the dominance of the construction professional and self employment business along with the increasing commuter class.

**Summary Observations -** It appears that Wimberley's physical location and geophysical properties will continue to make the community a retirement, vacation and shopping enclave in hill country. The population will remain primary anglo and above average age. Employment will remain in the service industry, construction business, retail, housing and food service industries. The housing costs will remain above average because of the communities desirability along with, above average education, and above average income & wealth. The community will continue to rely on volunteer community service.