

**CITY OF SAN ANTONIO  
ECONOMIC DEVELOPMENT DEPARTMENT  
CITY COUNCIL AGENDA MEMORANDUM**

**TO:** Sheryl Sculley, City Manager  
**FROM:** Ramiro A. Cavazos, Director  
**SUBJECT:** Incentive Scorecard System (ISS)  
**DATE:** June 15, 2006

**SUMMARY AND RECOMMENDATIONS**

This ordinance approves Phase II of the City's Incentive Scorecard System (ISS) and authorizes administrative waiver or reduction of certain development fees for projects reaching qualifying scores under the ISS program. This ordinance also adopts improvements to the scoring system related to development priorities under Project Scorecard.

Staff recommends approval of this item.

**BACKGROUND INFORMATION**

In May 2003, City Council approved the ISS as a tool for providing certain pre-approved development incentives to promote development priorities within targeted areas of the community. The ISS is composed of three important components: a catalog of City incentives, Project Scorecard, and the incentive advisor staff position located within the Economic Development Department. There is a total of 38 different incentive programs in the catalog, and nine (24%) of these programs are included under the Project Scorecard.

Project Scorecard is as an objective scoring process that facilitates the award of certain incentives (fee waivers and rebates) for development projects. The Scorecard process is designed for easy use through online access. The process also minimizes subjectivity and negotiations between staff and developers seeking incentives for qualifying development projects. However, the Scorecard does not exempt developers from meeting existing development requirements or review processes, nor does it allow for development that is inconsistent with the City's Master Plan or permit development that is in conflict with an existing neighborhood plan.

Currently, the following fee waivers/rebates and reductions are available through Project Scorecard:

- License Fees for Use of Public Right-of-Way (R-O-W);
- Consideration for Closure of Public R-O-W;
- Barricade Permit Fee (street and sidewalk closures);
- Temporary Street Closure Fee;
- Building Preliminary Plan Review Fee; and
- SAWS Water and Sewer Impact Fees (housing only).

Staff has conducted a comprehensive review of the ISS and presented an update on the program at a B-Session on April 5, 2006. Based on Council feedback, staff is recommending continuance of the ISS program and the addition of some new programs with a few improvements to Project Scorecard. These recommendations include the following additions and improvements:

- An increase in the annual SAWS allocation for Water and Sewer impact fee waivers/rebates from \$1 to \$2 million in FY 2007;
- A new CPS Energy Line-Extension Rebate for affordable housing projects;
- A new commercial and residential "Green Building" category;
- An increase in fee waivers for mixed-use, for-profit and public improvement projects within the Central Business District (CBD); and
- The addition of Development Services fee waivers/rebates for infill affordable projects, affordable housing projects, commercial or mixed-use developments within ¼ mile of NCR corridors, public improvement projects and mixed-use projects within the CBD.

### **POLICY ANALYSIS**

The ISS program helps promote targeted development in support of the following City Council priorities: market-rate housing downtown; affordable housing across the City; infill housing; mixed-use projects within the CBD; development within Neighborhood Commercial Revitalization areas; and "Green Building" projects. The proposed improvements also reflect the City's continued emphasis on development that promotes investment, creates jobs and increases the tax base in targeted areas of the community and protects the Aquifer.

### **FISCAL IMPACT**

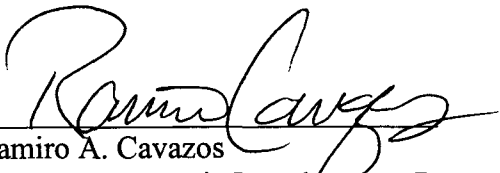
The fiscal investment by the City since inception of the ISS in 2004 is \$301,585. The total amount of SAWS Water and Sewer Impact Fee waivers and rebates is \$2,559,525. The following chart depicts a breakdown of the fiscal investment by department:

Fiscal Year	Asset Management	Public Works	Development Services	SAWS Water and Sewer Impact Fee Waivers/Rebates
2004	\$60,146	\$43,052	\$0	\$599,524
2005	\$149,887	\$7,864	\$525	\$1,000,000
2006 (to date)	\$38,727	\$559	\$ 825	\$1,000,000
Total	\$248,760	\$51,475	\$1,350	\$2,599,524

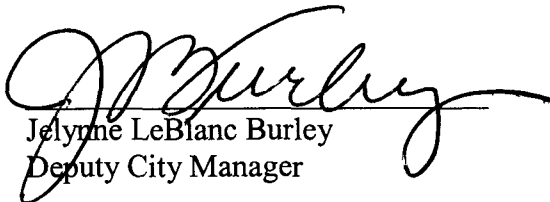
The addition of Development Services fee waivers and rebates will increase the fiscal investment to the City. The new CPS Energy line conversion fee rebates and the increase in the annual cap for SAWS Water and Sewer Impact Fee waivers/rebates will have no direct fiscal impact to the City's general fund.

### **COORDINATION**

This item was coordinated with the City Manager's Office, City Attorney's Office, Asset Management, CPS Energy, Development Services, Housing and Community Development, Neighborhood Action, Planning, Public Utilities (Finance), and Public Works Departments and SAWS.

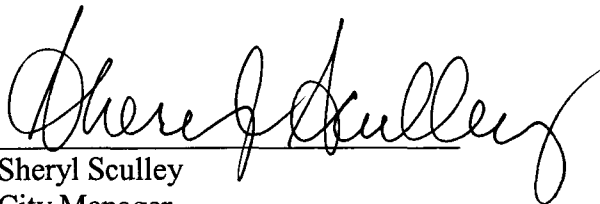


Ramiro A. Cavazos  
Director, Economic Development Department



Jelynn LeBlanc Burley  
Deputy City Manager

Approved for Council Consideration:



Sheryl Sculley  
City Manager